



Sustainability Report 2021

**Piolin Bidco S.A.U. and subsidiary
companies**

(Parques Reunidos Group)

Non-Financial Information Statement, in accordance with Law 11/2018

*(Free translation from the original in Spanish. In the event of
discrepancy, the Spanish-language version prevails)*

INTRODUCTION	3
ABOUT THIS REPORT	3
LETTER FROM THE LEGAL REPRESENTATIVE	4
PARQUES REUNIDOS GROUP	5
ABOUT US	5
OUR BUSINESS	5
OBJECTIVES OF THE ORGANIZATION.....	6
ETHICAL PRINCIPLES - OUR CODE OF CONDUCT.....	6
OUR SUSTAINABILITY POLICY	6
OUR SUSTAINABILITY STRATEGY.....	8
RELATIONSHIP WITH STAKEHOLDERS	9
MATERIALITY ASSESSMENT	10
MATERIALITY MATRIX.....	11
MAIN FACTORS AND TRENDS THAT MAY AFFECT ITS FUTURE EVOLUTION	12
GOOD GOVERNANCE AND DUE DILIGENCE	14
OUR PRINCIPLES.....	14
POLICIES	14
GOVERNING BODIES.....	14
CONTROL MECHANISMS	16
OUR AREAS OF ACTION.....	18
ENVIRONMENTAL MANAGEMENT	18
ENERGY AND GREENHOUSE GAS EMISSIONS	20
WATER.....	23
WASTE	26
ANIMAL WELFARE	30
BIODIVERSITY PROTECTION	31
HEALTH AND SAFETY	32
SAFE AND HEALTHY WORKPLACES	34
SAFE LEISURE	37
PERSONNEL MANAGEMENT	39
EMPLOYMENT	40
WORK ORGANIZATION.....	50
LABOR RELATIONS.....	51
TRAINING	54

DIVERSITY AND EQUALITY	56
HARASSMENT PREVENTION	58
NON-DISCRIMINATION	58
OUR CUSTOMERS	59
ACCESSIBILITY AND INCLUSION	59
OBJECTIVE AND TRANSPARENT INFORMATION.....	59
LISTENING TO CUSTOMER OPINION	60
CLAIM AND COMPLAINT MANAGEMENT	61
CUSTOMER SATISFACTION	63
CUSTOMER PRIVACY	65
FIGHT AGAINST CORRUPTION AND BRIBERY	68
HUMAN RIGHTS.....	79
SOCIETY	80
COMMITMENT TO SUSTAINABLE DEVELOPMENT OF LOCAL COMMUNITIES	80
OUTSOURCING AND SUPPLIERS	80
FISCAL INFORMATION	82
AWARDS AND RECOGNITIONS	84
PARQUES REUNIDOS SPIRIT	85
CHILDHOOD AND HEALTH	86
SOCIAL INCLUSION	88
EDUCATION AND AWARENESS	90
BIODIVERSITY AND RESEARCH.....	92
ANNEXES	96
ANNEX I: LIST OF CENTERS INCLUDED IN THE SCOPE OF THE REPORT	96
ANNEX II: SUSTAINABILITY POLICY- PRINCIPLES	98
ANNEX III: MATERIALITY ASSESMENT METHODOLOGY	101
ANNEX IV: POLICIES.....	103
ANNEX V: ENVIRONMENTAL, SOCIAL AND GOVERNANCE PERFORMANCE – KEY INDICATORS.....	107
ANNEX VI: DATA CONSOLIDATION METHODOLOGY.....	113
TABLES OF CONTENT.....	115
INDEX OF CONTENT REQUIRED BY LAW 11/2018 OF 28 DECEMBER	116
INDEX OF CONTENT ACCORDING TO GRI (GLOBAL REPORTING INITIATIVE).....	125
INDEX OF CONTENT ACCORDING TO THE PRINCIPLES OF THE UN GLOBAL COMPACT	136
INDEX ACCORDING TO WORLD ECONOMIC FORUM PRINCIPLES.....	137
INDEPENDENT ASSURANCE REPORT	140

INTRODUCTION

About this Report

In accordance with Law 11/2018 of December 28, regarding non-financial information and diversity (“**Law 11/2018**”), the Board of Directors of **Piolin Bidco S.A.U.** (hereinafter “Piolin Bidco”), the parent company of the Parques Reunidos Group (hereinafter, “Parques Reunidos Group”, “Parques Reunidos” or the “Group”) issues this Non-Financial Information Report (“**NFIR**”) for the fiscal year 2021 as an annex to the consolidated Management Report that is presented with the respective consolidated annual accounts.

As shown in Table of Contents I, “Index of content required by Law 11/2018, of December 28”, the NFIR has been prepared following the Global Reporting Initiative Standards (“**GRI**”) in its Core option, for those requirements considered as material for the business. The definitions and content criteria provided by GRI (sustainability context, stakeholder inclusion, materiality, and completeness) are an integral part of our reporting process.

Additional criteria and guidelines have been applied for certain performance indicators. If additional criteria and guidelines are used, this is explained in the applicable section of the report.

Time scope

The reporting period for this report covers the period from January 1 to December 31, 2021.

Geographical scope

This report includes information from the central offices and all the parks operated by the Parques Reunidos Group during 2021.

The parks and the companies included within this scope are listed in Annex I.

If the geographic scope is different for any of the indicators or information presented, this is mentioned in the corresponding indicator or data table.

Public nature of the report

This report is of a public nature and can be consulted on the Parques Reunidos Group's corporate website.

Letter from the Legal Representative

I am pleased to present our 2021 Sustainability Report through which I invite you to discover the main environmental, social and corporate governance initiatives with which we respond to the current and future challenges of Parques Reunidos.

The 2021 financial year has continued to be marked by the COVID-19 pandemic, which has generated an unprecedented social, economic and health crisis. Since the beginning of the pandemic, our priority has been to mitigate its consequences by taking care of the health of our teams and that of our visitors, and by preserving employment. All of this has allowed us to minimize its impact and give continuity to the business. Although with some delays, all our parks were able to open to the public during the year.

At Parques Reunidos we continue to monitor the evolution of the pandemic and take measures to offer safe work and entertainment spaces. Likewise, we maintain our Sustainability Strategy and our participation in the United Nations Global Compact and continue working to achieve the Sustainable Development Goals in order to generate a positive impact on the business, on the environment, on people and in society, that allows us to grow profitably and sustainably in the long term.

Parques Reunidos aspires to be part of the fight against climate change and to accelerate the transition towards a carbon-free economy. To this end, measures to increase renewable energy and energy efficiency are being implemented.

Although environmental aspects continue to be important, both those associated with the reduction of greenhouse gases and those associated with the reduction of water consumption and waste generation, the pandemic has highlighted the importance of the social pillar, not only in relation to safety and health, but also in aspects associated with employment and supply chain.

The current energy crisis will be another element that will undoubtedly put more focus on the relevance of supply chain management. At Parques Reunidos we are working to centralize procurement processes and extend our environmental and social commitments to our suppliers.

Following their commitment to society, the parks have maintained their projects in the areas of childhood and health, social inclusion, education and awareness, and conservation of biodiversity and research, through which we generate positive impacts.

During 2022 we will continue working to reaffirm our commitment to sustainability, meet our objectives and goals, and transparently communicate the difficulties encountered and the achievements made.



*Pascal Ferracci
CEO Piolin Bidco S.A.U.
(Parques Reunidos Group)*

PARQUES REUNIDOS GROUP

About us

Piolin Bidco, S.A.U. is the parent company of the Parques Reunidos Group (hereinafter, “Parques Reunidos Group”, “Parques Reunidos” or the “Group”).

The **Parques Reunidos Group** is one of the main international operators of regional leisure parks. Its main activity consists of operating amusement parks, water parks, zoos and aquariums, and other leisure centers. Its history goes back to Spain in 1967 under the name of Parque de Atracciones Casa de Campo de Madrid, S.A. Currently, it manages a diversified portfolio of over 50 leisure centers.

Parques Reunidos Servicios Centrales S.A., the holding company of the Parques Reunidos Group, located in Madrid, was listed on the Spanish continuous market, on the Madrid, Barcelona, Bilbao and Valencia stock exchanges, from April 29, 2016 to December 5, 2019.

On April 26, 2019, the National Securities Market Commission (Comisión Nacional del Mercado de Valores, hereinafter, CNMV) published the takeover bid for the acquisition of securities (hereinafter, OPA) of Piolín Bidco over the entire capital stock of Parques Reunidos Servicios Centrales, S.A. Said prior announcement contained the main characteristics of the offer, subject to the mandatory authorization of the CNMV, whose request for authorization was published on May 24, 2019 and authorized by the CNMV on July 24, 2019.

Our business

Parques Reunidos operates parks in four of the key segments of the sector:

- Theme/Amusement Parks
- Water parks
- Zoos and aquariums
- Others (indoor leisure centers, cable car...)

The result of the takeover bid was made public on September 12, 2019, and on September 16, 2019, as stated in the explanatory brochure of the takeover bid, Alba Europe, S.à rl (“Alba Europe”) and Miles Capital, S.à rl (“Miles Capital”) contributed their shares in Parques Reunidos Servicios Centrales to Piolin II, S.à rl (“Piolín”) and the latter (also owned by Piolín I SarL (hereinafter, Piolín I) a vehicle company of the investment group EQT), in turn, contributed them to Piolin Bidco. Simultaneously to that contribution, Piolín, Piolín I, Alba Europe, GBL and Piolin Bidco signed a shareholder agreement related to the Parques Reunidos Group and, consequently, Piolin Bidco took over the control of Parques Reunidos Servicios Centrales and became the parent company of the Parques Reunidos Group.

Since September 16, 2019, the Swedish group EQT exercises control over the Parques Reunidos Group. EQT is a global investment organization with nearly three decades of experience across multiple geographies, sectors, and strategies.

The delisting of the shares of Parques Reunidos Servicios Centrales was approved by the Extraordinary General Meeting of Shareholders on October 29, 2019 and authorized by the National Securities Market Commission (CNMV) on November 28, 2019.

Some of these parks are operated as leases (in most cases the lease is solely of the land) or as administrative concessions.

For more information about our parks see:

<https://www.parquesreunidos.com/operador-global/>

Figures and Significant Events in 2021:

- Diversified portfolio of more than 50 leisure centers in 11 countries.
- The total number of Group employees at year-end (31/12/2021) was 5,756 employees.
- The average staff was 8,541 workers.
- 14.2 million people visited the Group's parks.
- € 585,3 million of consolidated ordinary revenue.

Objectives of the organization

The mission of Parques Reunidos is to offer unforgettable moments of fun and entertainment for its guests through unique, safe, enriching, innovative and creative experiences. Parques Reunidos aims to instill happiness in its social environment and contribute to the professional and personal development of its employees, while generating value for its shareholders and other stakeholders.

Parques Reunidos aspires to remain a global benchmark in the leisure sector, in which it is distinguished by offering safe, educational, and sustainable leisure experiences.

Ethical Principles - Our Code of Conduct

Our Code of Conduct includes the ethical and conduct principles that must guide the actions of those who work at Parques Reunidos both in their internal relationships and in their contacts and communications with customers, shareholders, suppliers, sponsors, associated companies and, in general, with any person or organization in the social environment of the countries where we operate.

Parques Reunidos is committed to developing our business with the highest levels of integrity and ethics. We understand that working always with integrity and

transparency allows us to create relationships of trust and credibility with all those with whom we interact, allowing us to carry out our business initiatives in a more secure and lasting way.

Parques Reunidos supports the Ten Principles of the **United Nations Global Compact** and establishes principles of action in the areas of Human Rights, Labour, Environment and Anti-Corruption practices. These principles guide both the Code of Conduct and the rest of the Group's policies and standards.

Our Sustainability Policy

In Parques Reunidos' business strategy, sustainability is a fundamental pillar that ensures the good performance of the company in the long term and reinforces the trust of the different stakeholders with which Parques Reunidos is linked.

The Group's Sustainability Policy recognizes its obligation to its employees, customers, suppliers, investors, shareholders, and local communities, and to the environment and society in general, to operate its business in a way that balances social, environmental, and economic objectives. To do this,

sustainability considerations are structured through a set of interdependent policies and their standards and procedures, which are collectively implemented to meet the objectives of said Policy.

The Sustainability Policy constitutes the basis of the Group's ongoing commitment to sustainability and has the following objectives:

- Provide a framework for making a reality of the Parques Reunidos commitment towards sustainability by minimizing risks and addressing opportunities related to the Group social,

environmental, and economic impacts through structured governance principles.

- Facilitate the integration of sustainability in the Group's business model and strategy.
- Foster operating in ways that meet fundamental responsibilities in the areas of human rights, labor, environment, animal welfare, anti-bribery, and anti-corruption.
- Promote an actively ethical culture and a responsible businesses approach.
- Increase transparency in the above-mentioned matters.

The Policy also defines the principles of operation and activity of the Group in the context of sustainability and includes the Group's commitment to the application of best practices in the countries where it operates.

The Policy covers the entire life cycle of all the Group's activities, in all the countries where it is present, directly, or indirectly, with full management control.

In cases where Parques Reunidos does not have full management control, the Group uses its influence and reasonable efforts to ensure its spirit is followed.

The policy applies to all Parques Reunidos employees, subcontractors, agency personnel, and third parties who carry out activities for and on behalf of the Group. It applies to the goods and services we procure, our direct operations, and the services we provide to our customers.

The principles of the Sustainability Policy are included in Annex II.

Within the Board of Directors of the Group's parent company, the existing policies, standards and procedures in matters of sustainability will continue to be analyzed and their update or ratification will be assessed as necessary.

Our Sustainability Strategy

The sustainability strategy of Parques Reunidos integrates environmental, social, and governance criteria. This strategy also integrates the interests and expectations of our stakeholders, the principles of the United Nations Global Compact and the Sustainable Development Goals (SDGs).

The strategy is structured around three pillars; each pillar is associated with specific areas of action with the ultimate goal of creating shared value

Pillar	Area	Goal	United Nations Global Compact	Sustainable Development Goals
Environmental "Planet"	Circular economy and zero waste	<i>Minimize the amount of waste produced</i> <i>Eliminate single use plastics</i> <i>Minimize the amount of waste sent to landfill</i>	Principle 7 Principle 8	12 13
	Climate Change Water and energy management	<i>Reduce greenhouse gas emissions</i> <i>Reduce water and energy consumption</i>	Principle 9	13 6 7
	Education and Awareness	<i>Educate and raise awareness of our stakeholders about environmental aspects</i>		4
	Animal welfare. Conservation of biodiversity	<i>Guarantee animal welfare and be an active agent for the conservation of biodiversity</i>		14 15
Social "People"	Health and Safety (workers and customers)	<i>Zero harm</i>	Principle 1	3 8
	Accessibility and Inclusion of our customers and workers. Diversity	<i>Being a place of entertainment for people with functional diversity.</i>	Principle 2	10
		<i>Promote diversity and inclusion in all their dimensions</i>	Principle 3	5
	Commitment of our employees	<i>Promote the satisfaction and commitment of our team members</i>	Principle 6	8 16
Social Projects	<i>Contribute to the Sustainable Development Goals through social impact initiatives</i>		3 10 13 14 17 15	
Governance "Principles of Governance"	Ethics and anti-corruption	<i>Zero incidents related to our code of ethics</i>	Principle 10	16
	Business Model - Supply Chain	<i>Ensuring sustainable supply chain management</i>	Principles 1 to 6	8 12 17



Parques Reunidos is committed to report on the progress achieved in these areas in the successive reports that will be prepared annually.

In addition to the initiatives associated with these strategic areas, our parks carry out other actions of a social and environmental nature appropriate to the business segment and/or the social and environmental context in which the park operates

Relationship with stakeholders

Stakeholders are defined as groups or individuals that have interests that are affected or could be affected by Parques Reunidos activities.

Parques Reunidos has identified the following stakeholders:

Internal groups	Aim
Shareholders	Generate value and profitability through responsible and sustainable management.
Employees	Provide safe and healthy workplaces, promote equality and diversity and team development
External groups	Objectives
Customers ¹	Offer quality services and products guaranteeing inclusive, safe, and healthy leisure
Suppliers (of products and services)	Ensure sustainable management of the supply chain and the use of products and services with low environmental impact
Public administrations	Operate in compliance with applicable legislation
Institutions in defense of animals and nature	Guarantee animal welfare at our parks and promote actions for the conservation of biodiversity
Educational institutions	Contribute to the development of the communities in which we operate and of the society in general
NGOs in the social and environmental field	
Local communities	

¹ The terms 'guest', 'visitor' and 'customer' are used as interchangeable terms within this report

Materiality Assessment

Parques Reunidos carries out a review of its materiality analysis every year using the methodology included in Annex III.

<p>Step 1:</p> <p>Identification</p>	<p>Review of the issues identified as material in the Parques Reunidos 2020 Materiality Assessment in order to determine:</p> <ul style="list-style-type: none"> - whether the issues identified are still relevant, - whether its relevance for Parques Reunidos or its stakeholders has been modified, or - whether there are new topics that should be included in the inventory of material matters, taking as a starting point the aspects established by the GRI (Global Reporting Initiative) Standards. <p>Deepening on specific topics of increasing importance during 2021, as a consequence of the crisis caused by COVID-19, legislative changes or changes in stakeholder expectations.</p>
<p>Step 2:</p> <p>Prioritization</p>	<p>Prioritization of issues based on a double materiality, through an analysis of internal and external sources.</p> <p>Relevance according to external sources:</p> <ul style="list-style-type: none"> - identification of the opinion of key stakeholders, including analysis of the treatment of the identified topics by the media and organizations specialized in sustainability; - review of issues identified as material by the Sustainability Accounting Standards Board (SASB) and by competitors and other operators in the sector; - review of new regulations and emerging environmental and social interests. <p>Relevance according to internal sources:</p> <ul style="list-style-type: none"> - analysis of the Group's performance in the sustainability area to identify risks and opportunities for improvement, - analysis of the guidelines and good practices published by the International Association of Amusement Parks and Attractions (IAAPA).
<p>Step 3:</p> <p>Validation</p>	<p>Review and validation of the relevance of the issues through meetings with the different business areas.</p> <p>The business areas provide the internal vision of the Group and relevance of each topic from the point of view of Parques Reunidos, and also establish their commitment to improve the performance with respect to sustainability through specific actions.</p>

The double materiality approach implies considering not only how sustainability matters may affect the Parques Reunidos business (risks and opportunities), but also how the Group’s activities may affect society and the environment. This ensures a balance between the effect of environmental, social and good governance (ESG) matters on Parques Reunidos and the effect of the activities of Parques Reunidos on the environment or the society.

The following conclusions result from the review carried out in 2021:

- Although there have been slight changes with respect to the 2020 review, the 2021 assessment shows that the 12 ESG areas of

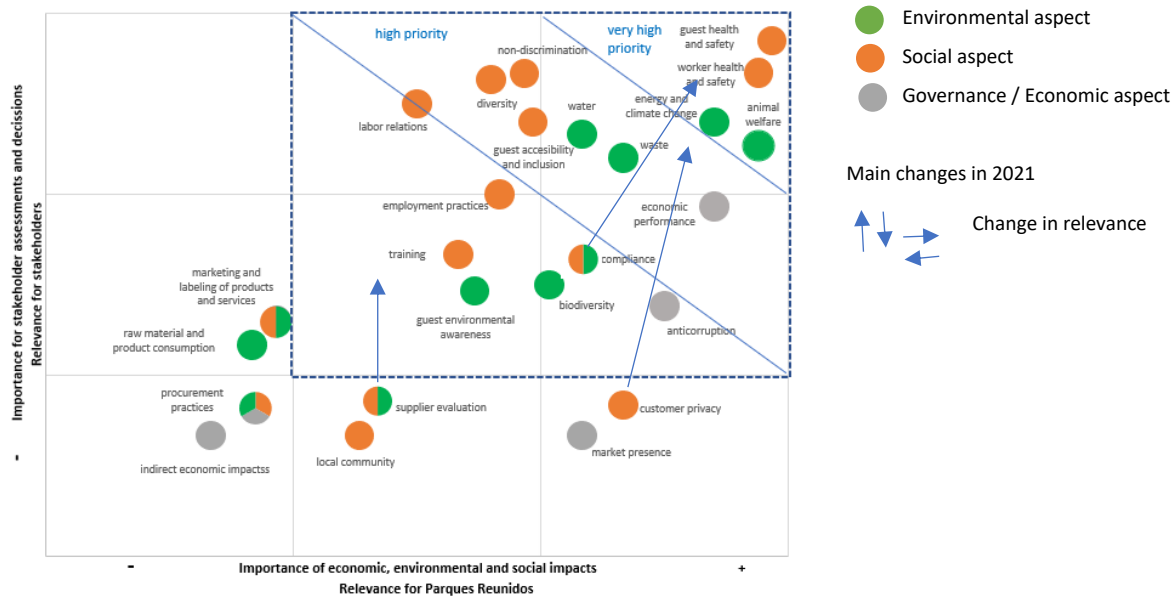
action included in the Parques Reunidos sustainability strategy are still relevant.

- The relevance of some aspects for Parques Reunidos or its stakeholders has been modified, as shown in Figures 1 and 2
- There are no new issues that have to be included in the inventory of material issues, taking as a baseline the ESG aspects established by the GRI (Global Reporting Initiative) Standards.

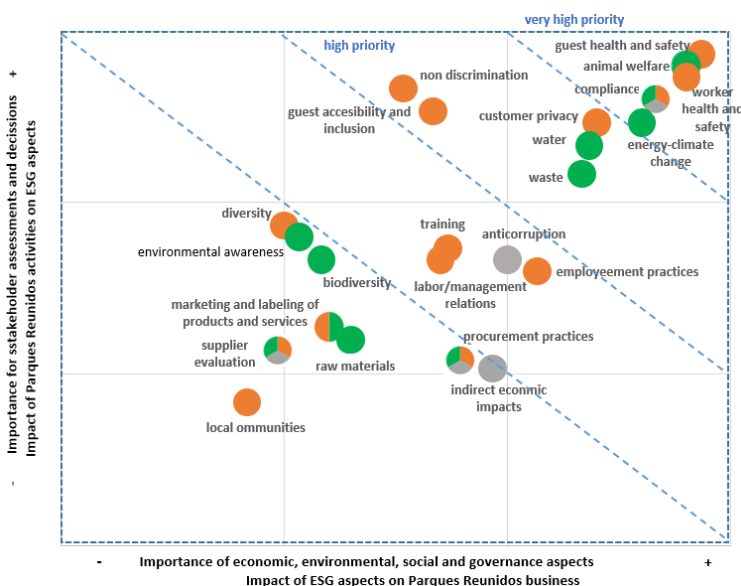
In addition to the matters identified as material, the report includes information on the remaining aspects included in Law 11/2018 on non-financial information, indicating, where appropriate, if the matter is non-material for Parques Reunidos.

Materiality matrix

Materiality Matrix 2020- Changes [figure 1]



Materiality Matrix 2021 [figure 2]



- Environmental aspect
- Social aspect
- Governance / Economic aspect

Changes versus 2020:

- Environmental, social and good governance (ESG) compliance is increasingly relevant for both Parques Reunidos and its stakeholders.
- Customer privacy is also more relevant and enters into the high-priority area.
- Procurement practices are gaining relevance for Parques Reunidos and for its stakeholders, in line with the global ESG expectations.

Main factors and trends that may affect its future evolution

Parques Reunidos has a business model proven to withstand significantly adverse macroeconomic conditions, supported by a widely diversified portfolio of regional leisure parks.

The crisis associated with COVID-19 has revealed the vulnerability of the leisure sector, in general, but at the same time, the ability of Parques Reunidos to react in an agile way, adapt its operation and keep the business operational, guaranteeing health and safety for workers and guests. Thanks to the Group's international presence and the regional nature of its parks, it has been possible to maintain visitation even in moments of mobility restrictions. Similarly, the parks' nature as open-air spaces, has allowed the operation of most of the facilities in conditions that minimize the risk of COVID-19 transmission for both workers and visitors.

Notwithstanding the foregoing, like for any business, the evolution of the Group's activity may be conditioned by various risks and factors. Any of the following risks and uncertainties could have a material adverse effect on the business, on the results of operations, on the financial conditions, cash flows and/or projections of Parques Reunidos.

- **Parques Reunidos activity is seasonal**, which can increase the effect of adverse conditions or events. Thus, although the Group maintains a sufficiently diversified portfolio of assets in terms of type of park and geographic location, including a limited concentration and a series of solid local brands, our operations are subject to seasonal factors. Attendance to our parks follows a seasonal pattern that coincides markedly with vacation periods and the school calendar. Consequently, adverse or extreme climatic factors, bad weather forecasts, accidents, closures of attractions, special events or any other condition or negative event that could take place during the operating season of our parks, in particular during summer months when attendance is higher, can significantly impact our business.
- **Acts of terrorism, natural disasters or other critical situations, whether global or local**, could disrupt or limit the Group's ability to operate.
- **Adverse or extreme weather conditions or weather forecasts** can negatively affect the

influx of visitors to our parks, considering that the vast majority of them are open-air centers.

- **Competition from other parks and/or leisure alternatives** (including “home entertainment”) could impact the present and/or future demand for the Group's parks.
- **Macroeconomic changes or a weak or uncertain economic situation** could harm park attendance, visitor spending patterns, and the Group's general business and financial situation.
- **Risks related to computer systems**, including those related to cyber-attacks and unintentional IT failures that may affect the availability of critical resources by reducing operational capacity and/or leading to loss of information.
- **Failure to anticipate or address the need to innovate the Group's leisure offering, systems and processes** could jeopardize the Group's operations or its competitive position.
- In those parks operated under lease or administrative concession, **the expiry of the contracts without renewal, or their early termination** due to non-compliance with their terms, could have a negative impact on the Group's operations.
- **The loss of operating licenses or other authorizations** may have a significant adverse effect on the Group's business. The operation and development of the parks is subject to obtaining and maintaining various licenses and urban planning consents, as well as to various laws and regulations of various kinds.
- **Inability to adapt the contracted workforce** to the actual needs of the business units to meet customer expectations and operational needs.

- The Group is exposed to significant reputational risk as a result of **incidents both in its own parks and in those of its competitors**.
- **Negative campaigns by animal rights related organisations against zoos and aquariums** could lead to new regulations against zoos and aquariums, restricting certain species or even affecting the operation of the parks themselves.
- **Failure to anticipate or respond adequately to regulatory changes that could lead to non-compliance** could result in fines, litigation and/or the loss of business licences or other operational restrictions.
- **Risks arising both from the loss of talent, skills or stakeholder relationships** due to changes in the Board, the management team or key employees, and from the inability to attract and retain suitably qualified employees.
- **Failure to comply with health and safety requirements in the Group's parks or facilities that could result in illness or injury to customers, employees or other third parties**, or the occurrence of any illness or injury potentially attributable to our parks, could adversely affect the business.
- **Insurance policies that do not adequately cover the Group's assets or certain risks** that insurance companies are unwilling to assume.

The risks related to the areas considered in Law 11/2018 and those related to material environmental, social and governance issues, as well as their management approach and the procedures used to detect and evaluate them, are described in greater detail in the corresponding section of the report.

GOOD GOVERNANCE AND DUE DILIGENCE

Our Principles

Our Sustainability Policy includes, under the Governance Principles section, the following principles, applicable to the entire life cycle of all Group activities, to all Parques Reunidos employees, subcontractors, agency personnel and third parties who carry out activities for and on behalf of the Group, to the goods and services that we acquire, to our direct operations, and to the services that we provide to our customers:

- Comply with the applicable legislation in the countries and territories in which the Group operates, voluntarily adopting as complementary international commitments, standards and guidelines where there are no adequate or sufficient legal provisions.
- Create a governance model and management structures which promote a culture of compliance.
- Establish ethical and appropriate environmental, social and governance principles through relevant sustainability-related policies, standards, procedures and guidelines.
- Have a defined and documented corporate governance structure with clear roles and responsibilities and adequate internal control mechanisms, including, among others, Criminal Risk Prevention Programs, Health and Safety and Environmental Management System, Control and Management model of Tax Risks, Internal Control System on Financial Information, Internal Control System on Non-Financial Information and Risk Control and Management Policy.

Policies

The summary of the Parques Reunidos existing policies, procedures and standards in the areas considered in Law 11/2018, including a brief description of the commitments assumed, is included in Annex IV.

The **results of the application of these policies**, including the key non-financial results indicators, as well as the **specific due diligence procedures** applied

for the identification, evaluation, prevention and mitigation of risks and significant impacts, and the **verification and control procedures**, including, where appropriate, the measures adopted, are included in the corresponding section of the report.

Governing Bodies

Piolín Bidco, S.A.U. has been the parent company of the Parques Reunidos Group since September 16, 2019. It is in turn the majority shareholder of Parques Reunidos Servicios Centrales S.A., the headquarters of the Group's central services, with 99.56% of the share capital as of December 31, 2021.

Since the effective delisting of its shares from the stock market, on December 5, 2019, Parques Reunidos Servicios Centrales S.A. modified its administrative body, changing to a sole legal entity administrator (Piolín Bidco S.A.U.), with Mr. Pascal

Ferracci, the CEO of Piolín Bidco, S.A.U., as its natural person representative at the close of the fiscal year.

Piolín Bidco, S.A.U., the parent company of the Parques Reunidos Group, has a Board of Directors and an Audit and Control Committee, whose composition and functions are described below.

Board of Directors

At the closing date of the fiscal year, Piolín Bidco, S.A.U. has a Board of Directors of nine members with the following composition:

Post	Board of Directors
Chairwoman	Kathryn Elizabeth Swann
CEO	Pascal Ferracci
Director	Per Georg Braathen
Director	John Michael Duffey
Director	Asís Echániz Guisasola
Director	Carlos Ortega Arias-Paz
Director	Jonathan Rubinstein
Director	Vagn Ove Broendholt Soerensen
Director	Alexandra Thomas Lutz
Non-member secretary	Cristina Carro Werner

During 2021, the Board of Directors held 15 meetings.

The Board of Directors of Piolín Bidco S.A.U. is the body in charge of directing and approving the

organization of the Group. Likewise, it is the body responsible for supervising that the management team complies with the objectives set and respects the corporate purpose and interest.

In addition, the Board of Piolín Bidco S.A.U. ensures that the Group always respects the laws and other applicable regulations in its relations with stakeholders, complies in good faith with its obligations and contracts, respects the uses and good practices of the sector and the territories where it operates, and observes any additional principles that it has voluntarily accepted.

During 2021, it was responsible for matters such as the approval of the Risk Management and Control Policy, the Sustainability Policy, the Diversity, Inclusion and Belonging Policy, the Workplace Harassment Policy, the Disconnection Policy and the Anti-corruption and Anti-bribery Standard.

As of December 31, 2021, two of the nine members of the Board of Directors were women (one of them being the Chairwoman), amounting to 22.22% of the total.

Audit and Control Committee

At the closing date of the fiscal year, the composition of the Audit and Control Committee of Piolín Bidco S.A.U. was as follows:

Post	Audit and Control Committee
Chairman	John Michael Duffey
Member	Asís Echániz Guisasola
Member	Carlos Ortega Arias-Paz
Member	Jonathan Rubinstein
Non-member secretary	Cristina Carro Werner

During 2021, the Audit and Control Committee held 7 meetings.

The main functions of the Audit and Control Committee, which are exclusively advisory, are:

- Ensuring the effective management of all Parques Reunidos actions in the areas of internal and external auditing, and compliance (including risk management).
- Supervise the process of preparation and presentation of financial and non-financial information before submitting it to the approval of the Board of Directors.

- Inform and propose to the Board of Directors proposals and recommendations in the areas of its competence.

Its specific attributions include, among others:

- Supervise the effectiveness of internal control, internal audit, and risk management systems, including taxation, the discussion with the account auditor about significant weaknesses in the internal control system which may be detected in the development of the audit, all without infringing their independence.
- Supervise the financial reports and controls, reviewing and discussing the annual accounts, including the management report, with the management team and with the external auditors.
- Review the annual non-financial information report, including its verification by an independent third party, obtaining the required knowledge about the impact of Parques Reunidos' activity on environmental and social matters,

respect for human rights, animal welfare and the fight against bribery and corruption, among others.

- Periodically review the internal control and risk management systems to ensure that the main risks, including, but not limited to, financial, reputational, legal, operational, environmental, and business exposure, among others, are identified, managed, quantified, and adequately disclosed, as well as discuss with the internal auditor the measures adopted by Parques Reunidos to monitor and control said risks.
- Supervise the work of the account auditors and establish the appropriate relationships with them to receive information for examination by the Audit and Control Committee on matters that may put their independence at risk, as well as any others related to the accounts' audit's development process.
- Supervise the policies and procedures related to health and safety, as well as those related to sustainability.

Control mechanisms

The Parques Reunidos Group internal control system consists of four core elements:

- The **Risk Management System (RMS)**, which includes risk areas considered relevant for the achievement of the Group's objectives, with special emphasis on those of a strategic and operational nature. All the risks included have been incorporated into the Corporate Risk Map, subject to periodic reviews by the management team.
- The **Criminal Risk Prevention Model**, which aims to establish the best internal control procedures and policies for preventing crime and, where appropriate, to exempt the Group from liability in Spain, under the current Organic Law 1/2015 of March 30, modifying the Criminal Code.
- The **Tax Risk Prevention Model**, whose objective is to mitigate risks of a tax nature.
- The **System of Internal Control over Financial Reporting (ICFR)**: geared to ensure the integrity

of financial information that the company reports to the market.

For all the significant risks identified, in the different internal control frameworks mentioned above, control mechanisms have been established to mitigate their impact and probability of occurrence, including the identification of the owners of the controls.

In 2021, as part of the process updating the Company's Business Risk Management system to adapt it and reflect changes in its environment, there was an (i) update of the Risk Map, (ii) a definition or redefinition of the response strategies and control activities associated with each of the critical risks, as well as (iii) the approval of a new Risk Management and Control Policy.

Work also continued in 2021 on the project to harmonize the Crime Prevention Model, extending it gradually to the different European countries in

which the Group is present, according to the specific nature of the different jurisdictions.

In 2021 harmonization projects were executed in Italy and Norway. The criminal risk ranking was also updated following consultation with both members of the Group's executive committee and the directors of the European parks on how criminal risks are perceived by the main operators of parks in jurisdictions other than the Spanish, which is taken as the basis for drawing up the model.

In 2022 progress is expected to continue in updating and implementing control activities associated with the Business Risk Management System and transferring their deployment to the Group's main operational units. The process of reviewing and updating the Internal Control System for Financial Information and the Internal Control System for Non-Financial Information will also continue.

OUR AREAS OF ACTION

Environmental management

The care and conservation of the environment are fundamental values for Parques Reunidos. That is why we supervise our generation and management of waste, as well as the consumption of water and energy and the associated emissions.

Since our parks are not manufacturing centers, the consumption of raw materials is considered a non-material aspect. The main consumption of raw materials is associated with the restaurant activity, this being dependent on the type of menu offered and the preferences of our visitors, so it is not possible to establish raw material consumption ratios that offer relevant information on their efficiency use.

Our Principles

Our Sustainability Policy includes, under the Environmental Principles section, the following principles, applicable to the entire life cycle of all the Group's activities, to all Parques Reunidos employees, subcontractors, agency personnel, and third parties who carry out activities for and on behalf of the Group, to the goods and services that we acquire, to our direct operations, and to the services that we provide to our customers:

- Support the potential for value creation from the development of the Group's companies as environmentally resilient and regenerative.
- Supporting a precautionary approach to environmental challenges, including those related to climate change.
- Constantly improve the Group's environmental practices, including, among others, those related to the reduction and management of waste, control of the use of energy and water, and the use of renewable sources.
- Limit emissions of harmful substances and waste, including greenhouse gas emissions.
- Limit consumption of environmentally scarce and non-renewable resources relevant to specific business operations.
- Achieving high standards of animal welfare in support of our goals as a modern conservation organization by providing environments that focus on our animals' physical and behavioral needs.
- Promoting the protection of the environment, biodiversity, and the conservation of natural heritage.
- Promoting knowledge of the different animal species, the different ecosystems and their conservation, as well as the conservation and protection of threatened or endangered species.
- Promote educational initiatives in the Group's field of activity in order to contribute to social and environmental awareness.

Management Approach

- The guidelines on environmental matters are included in the Health, Safety and Environment Management Standard, based on the ISO 14001 standard, although the final objective is not to certify it, and the rest of Health, Safety and Environment associated standards. These standards establish the minimum requirements applicable to all the Group's parks. If the requirements of local legislation are more stringent than those specified in said standard, then the local legislation must be complied with in addition to the standard. These standards include, among other aspects, the roles and responsibilities in environmental matters.

- The obligations related to reporting emissions, including noise emissions or light pollution, waste management or water management, vary by country, region or state, as well as by the business segment in which the park operates. When necessary, the parks submit environmental reports to the competent authorities.
- The monitoring and measurement of the environmental aspects identified, such as the consumption of electricity, water resources or the generation and management of waste associated with each activity, is carried out at the park level and is supervised at the Group level.
- The environmental investments and the necessary resources are managed by the parks within their annual improvement process. Environmental management is carried out by the Maintenance and Operations areas with the direct collaboration of the Heads of Safety, Health and Environment or the person designated in each park, as appropriate.
- The Group has established a system for the notification and registration of environmental incidents that may take place at its facilities. The analysis of these cases makes it possible to establish preventive and corrective measures and identify opportunities for improvement.
- The Group uses internal audits and compliance evaluation programs, addressing both legal requirements and internal requirements, to improve the environmental performance of its operations. Audits are conducted annually at a selection of operating facilities. By reviewing the findings, the lessons learned are applied to similar facilities through a cycle of continuous improvement.
- Environmental progress, including, where appropriate, relevant incidents and infractions, is reported to the Board of Directors as part of the periodic management report.
- Parques Reunidos has environmental damage insurance that allows it to face possible materialization of environmental risk in its parks, both in Europe and in the USA and Australia, including civil liability for pollution, cleaning costs or expenses derived from an accident, among other forms of coverage.

REDUCING ENVIRONMENTAL IMPACT IN MOVIE PARK (GERMANY)

Movie Park joined the ECOPROFIT® initiative in September 2019 (Ecological Project for Integrated Environmental Protection, in German ÖKOPROFIT®). This is a cooperation project between the regional economy, the administration and a group of experts that offers companies an environmental management approach focusing on awareness-raising and implementation of measures.

The aim is to reduce operational emissions, conserve natural resources, increase eco-efficiency and raise awareness of the environment and sustainability.

Project participants are audited based on a catalogue of criteria (e.g. a waste management programme, an environmental policy or the use of key indicators).

For several years, Movie Park Germany has implemented numerous sustainability measures in the areas of gastronomy, retail, park operation and attractions, as well as the maintenance of green spaces. These include the use of fewer plastic products and the increased use of regional products in gastronomy. The suppliers of the products sold in the shops must also be certified, the bags are made from recycled material and sugar cane and bear the Blue Angel (an environmental label awarded in Germany to products and services that are particularly environmentally friendly).

Energy and greenhouse gas emissions

Our Objectives

- ❖ *Manage our energy consumption by promoting energy conservation and the reduction of greenhouse gases (GHG).*
- ❖ *Address the current and potential demands of our stakeholders related to GHG emissions and the possible impacts of climate change on our operations.*

Why does it matter?

The energy consumption and greenhouse gas emissions of our parks come from three main sources: electricity, consumption of natural gas and consumption of other fuels.

Due to the seasonal nature of our activity, and the fact that most of our parks carry out their activities outdoors, adverse or extreme weather factors can have a significant impact on the business.

As the effects of climate change on our planet become more evident, and the potential for

regulation and demand for low-carbon energy sources increases, both by the authorities and by the general public, Parques Reunidos is committed to being proactive about mitigating climate change.

Quantifying and managing greenhouse gas emissions from our activities helps us identify opportunities for improvement. The ability of our parks to reduce energy consumption and emissions has a positive impact on the environment, our employees, and our customers.

Management approach

Even though our parks are not subject to regulations that limit GHG emissions, we seek continuous improvement in order to conserve energy, reduce emissions and minimize environmental impact.

- We monitor and report on atmospheric emissions from our operations in accordance with the provisions of local regulations.
- We collect operational data and calculate Scope 1 and Scope 2 GHG emissions annually.
- Energy audits are carried out in different parks, which help identify the factors that directly

influence energy consumption, as well as the possibilities for savings, taking into account the technical-economic feasibility of their implementation.

- We work to improve energy efficiency in our facilities by ensuring good equipment maintenance and by replacing it with more efficient equipment from the energy point of view.

Evaluating our approach

While we are confident in our current climate strategy, we understand that we must continue to anticipate the possible impacts of climate change on our activity, the possible new regulations and demands from our stakeholders, and prepare for future compliance challenges.

As a first step to accelerate the transition to renewable electricity sources, the Group has centralized the management of electricity and gas in 2021. This provides more efficient energy procurement management, as well as a greater boost for procurement using sustainable criteria.

Specifically, as part of the greenhouse gas reduction strategy, the purchase of Renewable Energy Certificates (RECs) associated with the electricity consumed in the parks in USA in 2020 was concluded in 2021 (after the publication of the Sustainability

Report 2020). The electrical energy consumed in 2021 will also be backed by the corresponding certificates (Guarantees of Origin or Renewable Energy Certificates).

100% of the electricity used in 2021 in our parks comes from renewable sources

Energy

Indicator	Unit	2019 ¹⁾	2020 ²⁾	2021
Total energy consumption	MWh	208,988	143,380	168,269
Electricity	MWh	149,359	104,326	127,241
Natural gas	MWh	53,134	32,312	33,069
Other fuels	MWh	6,498	6,742	7,958
Energy from renewable sources	MWh	35,012	56,960	127,966
Electricity	MWh	34,361	56,253	127,241
Natural gas	MWh	-	-	-
Other fuels	MWh	651	707	725
Energy from renewable sources	%	17	40	76
Electricity from renewable sources	%	23	54	100
Energy intensity	MWh / 10 ³ visitors	9.8	20.0	11.9

Details by region are included in the Performance Indicators table in Annex V.

- 1) Reformulation of information published in previous years - 2019:
 - "Energy from renewable sources - Electricity": the calculations related to % of renewable energy has been adapted to the GHG Protocol of the WBCSD, so only the electricity associated with Guarantees of Origin, RECs (Renewable Energy Certificates) or equivalent mechanisms is considered renewable. Under the new methodology, the total electricity from renewable sources is now 34,361 MWh instead of 55,072 MWh. As a result, a) the "total energy from renewable sources" is now 35,012 MWh instead of 55,724 MWh; b) the "% of electricity from renewable sources" is 23 instead of 37; and c) the "% of energy from renewable sources" is 17 instead of 27.
- 2) Reformulation of information published in previous years - 2020:
 - "Energy from renewable sources - Electricity": includes the RECs (Renewable Energy Certificates) obtained for all the parks in the United States following the issue of the Sustainability Report 2020. The calculations related to % of renewable energy has been adapted to the GHG Protocol of the WBCSD, under which only the electricity associated with Guarantees of Origin, RECs (Renewable Energy Certificates) or equivalent mechanisms is considered renewable. As a result, the total electricity from renewable sources has increased from 40,203 MWh to 56,253 MWh. As a result, a) the "total energy from renewable sources" is now 56,960 MWh instead of 40,910 MWh; b) the "% of electricity from renewable sources" is 54 instead of 39; and c) the "% of energy from renewable sources" is 40 instead of 29.
 - "Other fuels": includes gasoline consumption (+586 MWh), with an increase from 6,156 MWh to 6,742 MWh. As a result, a) "total energy consumption" increases from 142,794 MWh to 143,380 MWh, and b) "energy intensity" increases from 19.9 to 20.0 MWh/10³ visitors.

Greenhouse Gas Emissions (GHG)

Indicator	Unit	2019 ¹⁾	2020 ²⁾	2021
Direct GHG emissions - Scope 1				
Direct GHG emissions	ton CO ₂ equiv	11,225	7,372	7,811
Indirect GHG emissions - Scope 2				
Indirect GHG emissions	ton CO ₂ equiv	50,735	20,559	0
GHG emission intensity				
Intensity of total GHG emissions	ton CO ₂ / 10 ³ visitors	2.9	3.9	0.6
GHG emissions - Scope 1	ton CO ₂ / 10 ³ visitors	0.5	1.0	0.6
GHG emissions - Scope 2	ton CO ₂ / 10 ³ visitors	2.4	2.9	0

Details by region are included in the Performance Indicators table in Annex V.

- 1) Reformulation of information published in previous years - 2019:
 - "Direct GHG emissions - Scope 1 (ton CO₂ equiv)" have been updated from 10,783 to 11,225, due to the update in the calculation methodology under the GHG Protocol passed to use standard emission factors (DEFRA with GWPs based on IPCC AR4).
 - "Direct GHG emissions (ton CO₂ equiv)" have been updated from 40,957 to 50,735, due to the update in the calculation methodology under the GHG Protocol, considering electricity with the 0-emission factor to be only electricity backed by Guarantees of Origin, RECs or an equivalent instrument, depending on the market. As a result, the "intensity of emissions - Scope 2" has increased from 1.9 to 2.4 t CO₂/1,000 visitors.
 - "Intensity of total GHG emissions" has increased from 2.4 to 2.9 t CO₂/1,000 visitors as a result of the above two changes.
- 2) Reformulation of information published in previous years - 2020:
 - "Direct GHG emissions - Scope 1 (ton CO₂ equiv)" have been updated from 4,597 to 7,372, as an error was detected in the associated calculation and the methodology under the GHG Protocol was updated to update standard emission factors (DEFRA with GWPs based on IPCC AR4). As a result, the "intensity of emissions - Scope 1" has increased from 0.6 to 1.0 t CO₂/1,000 visitors.
 - "Indirect GHG emissions (ton CO₂ equiv)" have been updated from 32,177 to 20,559, because of a) the inclusion of RECs purchased for all the parks in the United States, and b) the update in the calculation methodology to adapt it to the GHG Protocol, considering electricity with the 0-emission factor to be only electricity backed by Guarantees of Origin, RECs or an equivalent instrument, depending on the market. As a result, the "intensity of emissions - Scope 2" has decreased from 4.5 to 2.9 t CO₂/1,000 visitors.
 - "Intensity of total GHG emissions" has decreased from 5.1 to 3.9 t CO₂/1,000 visitors as a result of the above two changes.

Water

Our Objectives

- ❖ ***Minimize the use of water.***
- ❖ ***Increase the use of recycled water, with special focus on parks located in areas classified as high or very high water-stressed areas.***

Why does it matter?

The activity of our parks, in particular the water parks, as well as the catering and accommodation activities, depend on water for the operation of their facilities and services.

Moreover, fifteen of our parks are located in what are classified as high or very high water-stressed areas.

Management approach

- Parques Reunidos recognizes that the activities of some of its parks are water intensive and is committed to a rational use of water resources through effective water management practices.
- We identify and evaluate potential water sources, including recycled water sources, to select those with the lowest environmental footprint and reduce the consumption of freshwater.
- We comply with the applicable regulations to protect water resources in the communities where we operate and guarantee that our activities do not have negative effects, this includes, when applicable, the preparation of Sustainable Water Management Plans and their corresponding follow-up audits.
- The extraction of groundwater or use of water from lakes or the sea is carried out under water management permits approved by the local authorities.
- We monitor and report on the use of water in our operations in accordance with the provisions of local regulations.
- We work to minimize the use of water in our facilities through the maintenance of equipment and facilities.
- Whenever possible, we use recycled water or treat the used water for its reuse as irrigation water or other uses for which it is appropriate.

Evaluating our approach

Our main sources of water are third party water, both drinking and recycled, and groundwater from wells. Some parks also use harvested or collected rainwater. When the parks use surface water from lakes or sea water, this water is used as part of closed catchment and return systems, so it is not counted as consumed water.

Parques Reunidos continues to work to reduce the consumption of freshwater in high or very high water-

stressed areas, through efficient water use measures and the use of recycled water and groundwater for those uses (irrigation water, gardening,...) in which this is possible.

The percentage of non-fresh water in high or very high water stressed areas has increased compared to 2019; it must be taken into account that the percentage of non-fresh water in high or very high water stressed areas in 2020 is affected by the non-

opening, due to the pandemic, of American parks located in those areas, so said value does not result comparable to the 2021 value.

WATER REUSE IN WELTVOGELPARK WALSRODE (GERMANY)

Until 2019, the water from the penguin tank, which was replaced every time its turbidity increased, was discharged into the surface water. In 2020 Weltvogelpark, in agreement with the authorities, decided to install a water reuse system, so that the water discarded from the penguin tank was used for irrigation.

Weltvogelpark already had a tank for irrigation that was supplied by both surface water and rainwater. In 2021 the tank was modified so that it could be supplied by the waste water from the Penguin tank. This required the installation of taps, pipes, pumps and filtration systems. The system was gradually brought into operation in March 2021 allowing the park to reduce its dependence on surface water, and the amount of water discharged.

Water use

Indicator	Unit	2019	2020	2021
Water consumption				
Total water consumption	1,000 m ³	4,548	2,758	3,545
Consumption in high or very high water-stressed areas	1,000 m ³	1,565	1,101	1,385
Consumption in other areas	1,000 m ³	2,943	1,657	2,160
Water consumption by origin				
Third-party water	1,000 m ³	4,005	2,347	2,803
Drinking water	1,000 m ³	3,893	1,820	2,443
Recycled water	1,000 m ³	523	527	360
Groundwater	1,000 m ³	112	332	629
Surface water	1,000 m ³	20	79	104
Seawater	1,000 m ³	0	0	9
Recycled water from third parties in high or very high water-stressed areas	% vs total consumption	31.3	37.0	24.8
Non-freshwater (recycled third-party water and groundwater) in high or very high water-stressed areas	% vs total consumption	38.5	47.1	44.3
Intensity of water consumption				
Total water consumption	1,000 m ³ / 10 ³ visitors	0.21	0.38	0.25

Details by region are included in the Performance Indicators table in Annex V.

Third-party water refers to water from the municipal supply network or from other organizations. Surface water includes collected or harvested rainwater.

Classification of our parks according to the water stress area²:

Water Stress	Region		
	Spain	Rest of Europe	USA and Australia
Very high			Boomers! Vista
High	Warner, Faunia, Zoo Aquarium de Madrid, Parque de Atracciones de Madrid, Selwo Aventura, Selwo Marina, Teleférico Benalmádena, Aquopolis Torre Vieja, Aquopolis Sevilla, Aquopolis Cullera, MEC Murcia	Mirabilandia	Raging Waters Los Angeles, Boomers! Palm Spring
Medium-High	Aquópolis Villanueva, Aquópolis Cartaya, MEC Acuario Xanadú	Bobbejaanland, Aqualud	Castle Park, Seaquarium, Splish Splash, Raging Waters Sacramento
Medium-Low	Aquópolis Costa Dorada	Bonbonland, Belantis Park, Tropical Islands, Marineland, Vogelpark Walsrode, Nickelodeon Lakeside	Kennywood, Sandcastle, Wet & Wild - Emerald Pointe, Noah's Ark, Raging Waters Sidney, Malibu Grand Prix, Mountasia-Marietta
Low		Tusenfryd, Bo Sommarland, Movie Park, Slagharen, Blackpool Zoo, Aquarium of the Lakes, Bournemouth Oceanarium	Idlewild, Lake Compounce, Story Land, Dutch Wonderland, Raging Waters San Jose, Water Country, Sealife Park Hawaii

² High and very high risk zones: World Resources Institute <https://www.wri.org/resources/charts-graphs/water-stress-country>

Waste

Our Objectives

- ❖ **Minimize the amount of waste generated, promoting proper segregation at source through environmental awareness of our employees and customers.**
- ❖ **Reduce the use of single-use plastics.**
- ❖ **Reduce food waste in catering activities.**
- ❖ **Minimize the amount of waste sent directly to landfill.**

Why does it matter?

The activity of our parks and that of our customers when they visit us generate non-hazardous waste associated with the consumption activities carried out in the park such as packaging waste and food scraps, among others. Our main challenge is to increase the awareness and participation of our visitors for an adequate segregation at source of said waste.

Likewise, small amounts of hazardous waste are generated through the maintenance and operation activities of our facilities.

The practices implemented to protect both workers and visitors against the transmission of COVID-19 (use

of single-use masks by visitors; disposable gloves made available to visitors at park stores; workers' use of personal protective equipment, such as masks and gloves, as well as other respiratory protection equipment; increase in cleaning and disinfection cycles; removal of shared use items in restaurants and substitution by single-dose products;...) have increased the amount of waste generated as well as the complexity of its segregation, not only in Parques Reunidos, but also on a global scale.

Management approach

- The parks determine the waste management methods based on the type of waste, its classification according to local legislation, and the availability of management facilities. Although the methods of managing our waste vary, we seek the most efficient and responsible methods possible.
- We segregate our waste into the maximum number of fractions possible to achieve maximum recovery and recycling.
- Our priority is to reuse or recycle, but we also use landfills, or other approved methods when appropriate. In doing so, we comply with all regulatory requirements of the country and region or state.
- We are committed to the elimination of single-use plastics. This commitment is materialized in concrete actions such as the elimination of plastic straws and other materials such as single-use plastic bags from stores. Single-use material in catering establishments and offices is also being replaced to opt for more sustainable alternatives.
- The parks, and especially the restaurant areas, have products made with recycled and/or biodegradable materials.
- Through environmental awareness campaigns, Parques Reunidos promotes the awareness of both employees and team members, as well as visitors, regarding responsible consumption and minimization of waste.

Evaluating our approach

Parques Reunidos keeps working to implement new programs to minimize waste. These include actions such as the recycling of PET bottles and cans, the use of disposable and compostable material, or the installation of composters.

Among the actions that are part of our sustainability strategy, work will be done on disseminating good practices among our parks with the aim of continuing to reduce the amounts generated.

WASTE REDUCTION AT WET&WILD AND CASTLE PARK (USA)

Waste volume reduction- Wet'n Wild Emerald Pointe

During 2021 Wet'n Wild Emerald Pointe has implemented new initiatives aimed at reducing waste at its facilities.

The maintenance of a park like Wet&Wild involves the consumption of products, such as chlorine, which are supplied in drums or buckets. During 2021, the park partnered with several local companies that reuse these containers for other purposes, thus reducing the amount of waste generated.

In addition, Wet'n Wild Emerald Pointe has continued to implement waste reduction procedures that have been launched in recent years, such as purchasing materials made from recycled materials from trusted suppliers, reduction of straws and plastic lids at all food and beverage locations, recycling programme for aluminium bottles, scrap metal, as well as used motor oil and food, recycling of wooden pallets or use of recycled asphalt in the parking area instead of new gravel.

Overcoming the difficulties in waste segregation - Castle Park

Visitors to leisure parks generate waste when visiting our restaurants, or during the time the spent in the park, however they do not always properly segregated that waste. This issue is common to all parks in all regions.

In 2021, Castle Park, in order to increase the segregation of waste for recycling, installed three-compartment (food, recyclable, and general waste) bins throughout the park. This made it easier for customers to separate their waste. However, this initiative did not achieve the expected results and segregation was still not carried out properly.

In order to achieve the expected results in 2022, several modifications will be made to make the segregation more intuitive and attractive for both children and all visitors. These changes includes, for example, modifying the position of the signage in relation to the bin (currently it is only at the top), separating the bins from each other and identify them with colours (depending on the type of waste that has to be deposited in them) and placing labels showing the icon of the park and the examples of waste to be deposited.

The park restaurants also work to reduce food waste, though normally there is no specific accounting method, and its management is carried out along with the rest of the waste. Some parks have begun to

adhere to national projects in order to be able to reduce the food waste produced, as well as to properly carry out its accounting.

TUSENFRYD- "FOOD RECYCLING IS ESSENTIAL"(NORWAY)

Tusenfyrd has continued working to reduced food waste as part of the "Kutt matsvinn" project, which objective is to halve Norway's food waste by 2030, thus contributing to achieving the United Nations Sustainability Goal 12.3.

Main effort in 2021 aimed on raising awareness within the seasonal supervisor team for them to better understand how they can contribute to reduce food waste. Some new processes has also been implemented or enforced.

The waste is registered every day digitally using different codes for example, 'made too much', 'ordered too much', 'washing of machines'.... Everything is registered by team member name and point of sales; for registers over 100 euros, the team member must add an extra explanation on why. Before the end of the month the department supervisors gets a report from the food and beverage manager and take action if there are items that require improvement.

By doing this exercise, the park detected that the cleaning of machines, especially slush, were tasks that generated relevant amount of waste as the seasonal staff didn't know when the machines were supposed to be washed. By placing signs on the machines alerting when the machine is going to be washed, the team don't fill it and can avoid throwing the slush and other products away.

The centralization of the ordering team has also help to reduce waste. Only designated persons that has the bigger picture for all outlets can make orders. The different points of sale can share products and if one is empty of something the designated team knows where to get more. This has also reduced the backup storage that is keep in on a couple of outlets and not in all of them.

FIFO (first in-first out) is an expression that all employees learn and practice. The seasonal supervisors are empowered to take decisions to make offers when food is getting close to the expire date. At the end of the day , the park use the vending cart down by the exit to sell items like buns, donuts, wraps and other items that can't be sold the next day for a really good bargain.

In 2021, Tusenfyrd also started using the app TooGoodToGo to sell left over food from the two buffet restaurants, the bakery and broken lollies and other candy items with «beauty flaws» from a kiosk close to the exit. Especially the warm food is very popular in the app and some employees buy this and take home for dinner.

Indicator	Unit	2019	2020	2021
Waste generated				
Non-hazardous waste	t	14,761	11,215	15,847
Hazardous waste ^l	t	247	411	113
Waste managed				
Non-hazardous waste	t	14,190	10,882	15,922
Waste diverted from disposal	t	8,232	5,742	7,426
Preparation for reuse	t		3,599	3,320
Recycling	t		1,840	3,789
Other recovery operations	t		303	317
Waste directed to disposal	t	5,958	5,141	8,496
Incineration with energy recovery	t		1,980	2,550
Incineration without energy recovery	t		152	161
Landfilling	t		2,374	4,638
Other disposal operations	t		635	1,147

Indicator	Unit	2019	2020	2021
Hazardous waste	t	168	414	107
Waste diverted from disposal	t	143	280	57
Preparation for reuse	t		26	2
Recycling	t		244	36
Other recovery operations	t		10	19
Waste directed to disposal	t	25	134	50
Incineration with energy recovery	t		12	9
Incineration without energy recovery	t		5	13
Landfilling	t		4	3
Other disposal operations	t		113	25
Waste generation intensity				
Non-hazardous waste	kg/10 ³ visitors	696	1,558	1,118
Hazardous waste	kg/10 ³ visitors	12	57	8

Details by region are included in the Performance Indicators table in Annex V.

Animal Welfare

Our Objectives

- ❖ **Achieving high standards of animal welfare in support of our goals as a modern conservation organization by providing environments that focus on our animal's physical and behavioral needs.**

Why does it matter?

Parques Reunidos manages 13 zoos and aquariums.

Today's society shows more and more interest in the treatment that animals receive in general and, particularly, in the treatment given to those kept in zoos and aquariums.

There are also regulations that promote animal welfare. However, animal welfare is not simply one more requirement to be fulfilled, imposed by external and internal regulations, but rather an essential value that must be taken care of in an integral way.

Management approach

- We guarantee animal welfare in our parks through compliance with applicable legislation and adherence to good practices of national, regional, and global organizations.
- Our European parks are members of national associations (AIZA, Spain; AFdPZ, France; BIAZA, United Kingdom, VdZ, Germany). Furthermore, zoos and Germany's bird park are members of the European Association (EAZA). Membership in these associations guarantees adherence to animal welfare standards through inspections carried out by independent third parties.
- In the parks of Miami and Hawaii, work is underway to obtain membership of the Association of Zoos and Aquariums (AZA).
- Depending on the type of park and its species, additional certifications or membership of other relevant associations are obtained, such as EAAM- European Association for Aquatic Mammals (Zoo, Marineland), American Humane (Marineland, Miami) or AMMPA- Alliance of Marine Mammal Parks and Aquariums (Marineland, Miami, Hawaii).
- As part of the continuous improvement process, Parques Reunidos launched an Animal Welfare Program in 2020, in collaboration with ZAWEC (the Zoo Animal Welfare Education Center).

Evaluating our approach

The Animal Welfare Program provides a comprehensive vision of the potential opportunities for improvement in our parks through on-site assessment by an independent third party.

After the assessment is complete, the park completes its improvement plan. The improvement plans are

periodically reviewed by the Monitoring Committee created for this purpose.

All European parks were evaluated in 2021, except for the Madrid Zoo and Marineland, which were evaluated in 2020, and Bournemouth and Aquarium of the Lakes, which will be evaluated in 2022.

Biodiversity Protection

Our Objectives

- ❖ **Promote the protection of the environment, biodiversity, and the conservation of natural heritage.**
- ❖ **Promote knowledge of the different animal species, the different ecosystems and their conservation, as well as the conservation and protection of threatened or endangered species.**

Why does it matter?

Parques Reunidos contributes through various projects³ to the protection of biodiversity and the most vulnerable ecosystems. Among all of them, in situ Conservation Programs (that is, programs for the reintroduction or protection of species) are most important because they are carried out in the same

populations of origin, where the problems for biodiversity are most pressing.

Some of our parks⁴ are located in or near areas that are subject to rules of special natural protection according to the applicable local legislation.

Management approach

- The activity of our parks, due to its non-industrial nature, does not generate negative impacts on biodiversity. However, in the case of parks located in areas of special protection, we pay special attention to the specific requirements that, where appropriate, derive from the park's operating permits.
- Both the Parques Reunidos Foundation and the Group's zoos and aquariums actively participate in research projects, in collaboration with different zoological entities, research entities, and universities. The different research projects carried out not only contribute to improving the design of the facilities and to develop more efficient animal care and handling techniques, but are also of vital importance for the application of veterinary and breeding techniques in zoological institutions aimed at the reintroduction and care of species in their natural habitats.
- Every year, both the Parques Reunidos Foundation and the Group's zoos and aquariums carry out educational and awareness-raising tasks among visitors.

Evaluating our approach

The results of the biodiversity protection actions are described in greater detail in the Parques Reunidos Spirit section.

³ See section "Parques Reunidos Spirit"

⁴ Parks located in or near areas subject to figures of special natural protection: Parque de Atracciones de Madrid, Warner, Zoo Aquarium de Madrid, Aquopolis Costa Dorada, Aquopolis Cullera,

Movie Park, Aquarium of the Lakes, Vogelpark Walsrode, Tropical Islands, Marineland, Raging Waters Sacramento, Raging Waters Los Angeles, Story Land, Water Country, Hawaii, Raging Waters Sidney.

Health and Safety

From the beginning of the pandemic, Parques Reunidos has played an active role in monitoring its evolution in order to take the necessary protection measures and provide training and information to both workers and visitors. Parques Reunidos worked in close collaboration with the sector associations, both nationally and regionally or internationally to prepare best practices guides that would allow the reopening of the parks in safe conditions. Particular attention was needed to manage the health and safety of workers in zoos and aquariums, which, though kept closed to the public, required the presence of veterinarians and keepers to guarantee animal care and welfare. Likewise, teleworking required a reorientation of activity toward occupational risk prevention, integrating ergonomic aspects associated with the new place of work and psychosocial aspects into training and awareness programs.

After the reopening of the parks, attention also had to be paid to the prevention of risks for our visitors to minimize the risk of COVID-19 transmission. Based on individualized risk analysis in each country and business segment and respecting the specific restrictions established in each country, state or region, as well as the recommendations made through the aforementioned sector guides, the parks, in collaboration with the health, safety and environment corporate area, implemented the appropriate measures to guarantee safe and healthy places for customers, employees and contractors. These measures include, among others, capacity limitations, contactless payments promotion, on-line reservations, upholding safety distance (both in queues and in the attractions and shows), increase in cleaning and disinfection cycles, hydroalcoholic gel dispensers made available to visitors throughout the park, signage and information for clients and workers, and specific trainings for employees.

The current pandemic increased our focus on the importance of protecting the health of both workers and visitors, as well as the impact on mental health and psychosocial risks associated with organizational changes (teleworking, situations of temporary unemployment) and with the uncertainty derived from both the economic crisis and the changes in regulatory aspects and daily life (periods of confinement, mobility restrictions, difficulties in reconciling personal and professional life associated with the closure of schools and other basic services...) which affect both the professional and personal life of the people who make up Parques Reunidos.

Our principles

Parques Reunidos has a firm commitment to protecting the health and safety of its visitors and workers, based on the following principles:

- Operate in accordance with all applicable laws and regulations and best industry practices.
- Provide and foster leadership to ensure that all employees, contractors, and suppliers understand their responsibilities for safety and health.
- Provide all workers with the training and support necessary to integrate the principles of risk prevention and health and safety management into their daily work, both for workers and customers.
- Integrate health and safety considerations, both for workers and guests, in the planning, design, construction and operation of all our processes, programs and facilities and services.
- Manage our activities to avoid incidents that could result in damage to people, communities, or property.
- Commit the necessary resources for the implementation of the principles related to health and safety included in our Sustainability Policy.
- Prioritize business relationships with companies committed to health and safety and risk prevention.
- Provide an effective health and safety management system, both for workers and visitors, which promotes continuous improvement, as well as the adherence of

employees, contractors, and suppliers to the processes and requirements of Parques Reunidos.

Management Approach

- The guidelines on health and safety, both for workers and guests, are included in the so-called Health and Environmental Safety Management Standard, based on the ISO 45001 standard, though the final objective is not to certify it, and other associated standards. These standards establish the minimum requirements applicable to all the Group's parks. If the requirements of local legislation are more stringent than those specified in said standard, then the local legislation must be complied with in addition to the standard. These standards also include roles and responsibilities in health and safety related matters.
- The obligations related to occupational risk prevention and health and safety of our facilities vary according to the country and the region or state and according to the business segment in which the park operates. When necessary, the parks present the corresponding reports to the competent authorities.
- Each park annually prepares its strategic improvement plan in terms of health and safety for workers and guests. The actions that make up the plan are established based on a process that identifies incident trends, audit and inspection findings, and all relevant information to identify transformative projects that raise the park's health and safety maturity to the next level. Strategic initiatives, once fully implemented, are maintained and become part of the routine action plan.
- The Group uses internal audits and compliance evaluation programs that address both legal requirements and internal requirements, to improve the health and safety performance of its operations. Audits are conducted annually at a selection of operating facilities. By reviewing the findings, the lessons learned are applied to similar facilities through a cycle of continuous improvement.
- Progress in health and safety, both for workers and guests, including relevant incidents and infractions where appropriate, are reported to the Board of Directors as part of the periodic management report.

"SAFE TOURISM" RISK PREVENTION CERTIFICATION (SPAIN)

The Spanish Institute for Tourism Quality (ICTE) awarded Parques Reunidos the Q Award for Tourism Quality in its 2021 edition. The awards ceremony took place on 20 May during the celebration of the Q Night within the framework of the International Tourism Fair.

Parques Reunidos was awarded for its commitment to risk prevention by implementing the Specification Guides for the reduction of SARS-COV-2 coronavirus infection, drawn up by the Secretary of State for Tourism in coordination with the Ministry of Health. The guides contain specifications for service, cleaning and disinfection, maintenance and risk management, both for workers and visitors, for the different sub-sectors of the tourism sector.

The implementation of these guides was certified with the 'Safe Tourism Certified' seal in the 15 Parques Reunidos parks in Spain.

Safe and healthy workplaces

Our Objectives

- ❖ Provide safe and healthy workplaces for our employees and collaborators.
- ❖ Zero harm.

Why does it matter?

Our Health and Safety Policy defines the principles that guide the actions in this matter of all the parks and other work centers of the Group.

In addition to this policy, Parques Reunidos has an occupational health and safety management

standard, which integrates environmental and customer safety related aspects, while also incorporating the best practices in the sector.

Management approach

Management systems

Our health and safety management standard is based on the ISO 45001 standard, though the final objective is not to certify it, and it is applicable to:

- All Parques Reunidos work centers; that is, parks, construction projects, offices, and any other place where there are activities under the responsibility of Parques Reunidos
- All activities, products, and services; that is, work activities, food and beverages, merchandising, shows, and any other entertainment product or activity offered by Parques Reunidos.
- All persons; that is, customers, employees, contractors, and suppliers hired by Parques Reunidos. This includes: all workers who are employees and workers who are not employees, but whose jobs or workplaces are controlled by the organization.

In relation to supplier workers, who are not employees and whose jobs or workplaces are not controlled by the organization, Parques Reunidos prevents and mitigates the possible impacts on their safety and health through the inclusion of criteria that

are relative to health and safety in the supplier selection processes, as well as the inclusion of specific clauses related to risk prevention and occupational health and safety in contracts and orders⁵.

This global occupational health and safety system is our tool for continuous improvement. In addition, the system is based on the principle that the Group's contractors are its collaborators and Parques Reunidos makes them part of its preventive culture.

The Group's work centers have specific procedures that make up their local health and safety systems.

Hazard identification, risk assessment and incident investigation

Along with the management system standard, Parques Reunidos has developed specific standards and procedures related to risk assessment and incident management. These standards are applicable to all the Group's work centers and employees. Each work center has a person assigned to supervise the health and safety processes.

⁵ See also the section "Outsourcing and Suppliers".

The risk assessments are carried out by the line management in collaboration with the designated persons in each center. The risk assessments are carried out by the persons designated in each center, in collaboration with the workers and the chain of command.

All the Group's parks use a global tool to notify and manage incidents. The use of a single tool facilitates the analysis and monitoring of incidents in order to detect opportunities for improvement, both at the park level and at the Group level.

On a monthly basis, the corporate health, safety and environment area prepares a summary of incidents that includes monitoring of incident rates. This summary is distributed to all the parks for subsequent analysis and monitoring.

The controls to be applied to minimize the main risks identified in the activities of our work centers (work at height, work in confined spaces, driving mobile equipment, energy isolation, electrical work, handling of dangerous substances) are included in the corresponding health and safety standards applicable to all the Group's parks.

Occupational health services

When applicable according to local legislation, occupational health services are provided through competent professionals who have the qualifications required in each country, region, or state. These services are offered to all employees, in accordance with the provisions of the corresponding risk assessment.

Worker participation, consultation and communication on health and safety

Evaluating our approach

The management system and health and safety standards and procedures are applicable to 100% of employees and 100% of non-employee workers whose work or workplace is controlled by Parques Reunidos.

Workers and/or their representatives have mechanisms for participation and consultation in health and safety matters. The parks have, when required by applicable legislation, formal health and safety committees with worker-company representation.

The corporate safety, health and environment department also promotes continuous communication on health and safety through periodic newsletters addressed to all parks that deal with aspects associated with health and safety, such as lessons learned from accidents that occurred inside or outside our parks or information sheets for dissemination to workers.

Occupational health and safety training

Training needs are assessed locally, taking into account the specific risks of the workplace, as well as applicable legislation.

Promotion of workers' health

Voluntary health promotion activities are evaluated locally, taking into account the context in which each park operates.

Prevention and mitigation of impacts related to business relationships

Parques Reunidos works to prevent or mitigate possible impacts related to health and safety through the inclusion of criteria related to health and safety in the supplier selection processes, as well as the inclusion of specific clauses related to risk prevention and occupational health and safety in contracts and orders⁶.

Accidents related to non-employee workers whose work or workplace is controlled by Parques Reunidos (contractors) are recorded and investigated just like employee incidents. However, since these are service contracts, no worked hours are recorded and, therefore, accident rates are not calculated.

⁶ See also the section " Outsourcing and Suppliers".

Regarding positive cases related to COVID-19, these are not included in the Group's incident statistics as they are not work-related incidents. The notification of positive cases has been subject to the national protocols of each country and has aimed at the rapid detection of possible close contacts to minimize the risk of transmission.

During 2021 there have been no deaths due to work accidents. Similarly, no occupational illnesses have been reported.

With respect to accidents by gender, the rates of recordable injuries are slightly higher among men, while the frequency rate of accidents with more than 7 days away from work are higher among women.

Indicator	Unit	2019			2020			2021		
		Women	Men	Total	Women	Men	Total	Women	Men	Total
Occupational injuries – Employees ^{a)}										
Serious injuries frequency rate ^{b)}	# serious injuries / 10 ⁶ hours worked	0	0	0	0.3	0	0.1	0	0	0
Number of serious injuries	# serious injuries				1	0	1	0	0	0
Recordable injury frequency rate ^{c)}	# recordable injuries / 10 ⁶ hours worked	20.1	24.0	22.0	16.6	24.7	20.5	11.1	12.8	11.9
Number of recordable injuries	# recordable injuries				60	82	142	54	55	109
Frequency rate of accidents with sick leave > 7 days	# accidents with sick leave > 7 days/10 ⁶ hours worked	8.2	8.8	8.5	5.5	11.2	8.2	9.7	7.2	8.5
Severity rate of accidents with sick leave > 7 days	# days lost due to accidents with sick leave > 7 days/10 ⁶ hours worked	274	505	392	152	412	276	306	357	330
Hours worked	10 ³ hours	6,607	5,881	12,488	3,615	3,317	6,932	4,854	4,305	9,159
Occupational illnesses – Employees										
Occupational illnesses	# illnesses	0	0	0	0	0	0	0	0	0

Details by region are included in the table of Performance Indicators in Annex VI.

- a) Includes musculoskeletal disorders; excludes in-itinere accidents.
- b) work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months (GRI definition)
- c) Recordable: work injury, illness, or disease with some of the following results: death, days away from work, work restriction or transfer to other positions, loss of consciousness or medical treatment beyond first aid; or serious injury or illness diagnosed by a doctor or other healthcare professional, even if it does not result in death, days away from work, work restrictions or transfers to other positions, loss of consciousness or medical treatment beyond first aid
- d) Severity rate of accidents with sick leave > 7 days includes 210 days lost in 2021 due to an accident that happened in 2020.

Safe Leisure

Our Objectives

- ❖ Provide a safe and inclusive leisure to all our visitors.
- ❖ Zero harm.

Why does it matter?

The safety of our attractions and our parks is a fundamental principle for Parques Reunidos and a key

element for the operational excellence of our activity, as well as for the satisfaction of our customers.

Management approach

Amusement devices and park activities

- The Group's commitment to safe leisure starts from the design of activities, facilities, and equipment and is based on rigorous operation and maintenance procedures as well as on clear and precise information for visitors.
- Keeping continuous improvement as a principle, all incidents related to visitors are recorded and reviewed. This record includes both incidents related to the activity of the park and its attractions as well as those incidents associated with the daily activity of our visitors (falls, blows with fixed objects...) when they are in a leisure area.
- In order to guarantee compliance with the applicable technical standards regarding the design and proper maintenance of our facilities, all the Group's attractions have been subjected to an external inspection by independent inspection entities. These inspections are carried out, at least, on an annual basis.
- The emergency action plans are permanently updated, as a result of drills, inspections and periodic audits.

Food safety

- The Group's food safety policy responds to the principles of Integration (it is integrated into any task involving food), Prevention (any possible source of risks is eliminated) and Participation (we promote the involvement of all employees in the preparation of prevention plans and their implementation).
- The Group applies the Hazard Analysis and Critical Control Points (HACCP) system to guarantee food safety. In addition, parks use food safety manuals, which provide detailed requirements on how to address food safety and hygiene risks.
- Parques Reunidos complies with the reference standards in terms of quality and food safety and has management systems for their control and monitoring.
- Food and beverage outlets are audited by external specialists at least once a year.

Product safety

- The safety of merchandising articles and, in particular, those aimed at children, including their correct marking and labeling, is controlled in accordance with the provisions of current legislation in each country.
- These products are subjected to safety tests according to the applicable standards in the countries in which we operate for each product category (EN 71 standard, parts 1 to 13, in Europe; ASTM F963-17 in the USA and AS/NZS 8124 in Australia, among others).

FOOD SAFETY IN BOSOMMERLAND (NORWAY)

Smiley Face certification is a certification issued by national food authorities and is used to categorise premises that sell sit-down food and beverages.

During the inspections, a number of requirements are checked, including Hazard Analysis and Critical Control Points (HACCP). Depending on the result obtained, the establishment receives a happy, a neutral or a sad smiley, which must be placed in a visible place at the entrance so that any customer can see the degree of compliance with national legal requirements and decide whether to buy something there or not.

In the last 6 years the selling points that are monitored in the BoSommarland have exclusively received a smiley face that shows the full degree of compliance with food safety regulations.

SARS-COV-2 VACCINATION CENTER AT BOBBEJAANLAN (BELGIUM)

The Kinderland covered area of Bobbejaanland park was chosen in 2021 as official vaccination centre for the region.

The park acted as vaccination centre from January 3rd till February 26th, 2022 for vaccinating children between 5 and 11 years old, and also to administer booster dose to adults. In total 19.000 people were vaccinated of which 3.500 were children. In this way, Bobbejaanland contributed not only to the health and safety of guests and team members but also to the health of the community.

Evaluating our approach

Indicator	Unit	2019	2020	2021
Incidents				
Incidents related to the activity of the park and its attractions ^{a)}	# incidents/10 ⁶ visitors	0.19	0.14	0.07
Amusement devices inspections				
Independent third party inspected amusement and water parks	%	100	100	100
Food Safety				
Parks inspected by an independent third party	%	100	100	100

Details by region are included in the Performance Indicators table in Annex V.

- a) Incident resulting in death, injury such that the person does not fully recover to pre-accident state of health within 6 months, or immediate admission to hospital and hospitalisation for more than 24 hours for reasons other than medical observation (IAAPA definition).

Personnel management

At Parques Reunidos we have a commitment to society and our employees and shareholders to ensure respect and protection of the people who collaborate with the Group.

Efficiently and consciously managing the people who contribute to the growth of the organization, as well as ensuring their health, safety, and well-being, is the personal and professional commitment of all of us who work at Parques Reunidos.

Our principles

The following principles, included in our Sustainability Policy, constitute the bases of our management:

- Support ethical labor practices, upholding the freedom of association and the effective recognition of the right to collective bargaining, avoiding all forms of forced and compulsory labor, particularly child labor, and eliminating any kind of discrimination in respect of employment and occupation.
- Guarantee the right to effective equal opportunities and treatment of all workers, which allows them to develop personally and professionally, without exception.
- Promote diversity and have zero tolerance for any type of discrimination.
- Ensure the health and safety of workers, including employees and contractors.
- Comply with international conventions on human rights, including support for the elimination of child or forced labor in operations.
- Respect the rights of employees and contractors to decent working conditions, including minimum wage, working hours, health and safety, and the right to collective bargaining.

Management Approach

- The Group applies procedures for the modification of working conditions, authorizations for personnel recruitment and personnel selection.
- The procedure for personnel selection establishes principles on equal opportunities and respect for diversity, as well as recommendations for the inclusion of personnel with disabilities in all our selection processes.
- Parques Reunidos promotes the selection of talent based on gender-free, inclusive and non-discriminatory criteria, establishing guidelines regarding language and the use of non-intimidating and non-biased questions during the selection processes. Similarly, the Group encourages those responsible for the selection of employees to ensure the inclusion of the same number of women and men in the selection processes, as well as to include people with disabilities in the cases where the characteristics of the position allow it.
- In all our work centers, equal treatment for all employees is upheld and monitored, regardless of origin, ethnicity, color, gender, sexual orientation, language, religion, political opinion, or any other condition. Similarly, we ensure decent working conditions, always considering the requirements established by each country or region and ensuring that the minimum and maximum ages to work established in each country are respected.
- In 2021 work on the protection of our employees continued through the publication and implementation of policies for the prevention of harassment, promotion of the right to disconnect and promotion of diversity, inclusion and belonging, which are mandatory for all the Group's work centers.

PERSONNEL MANAGEMENT IN THE COVID CONTEXT

In the context of the pandemic, the management approach in 2021 has been geared to the following:

- Protecting employment, through temporary suspension of contracts (ERTEs in Spain or equivalent local legal institution in each country) in order to avoid the dismissal of personnel. There have been both temporary full-time suspensions and part-time suspensions.
- Developing communication channels to encourage team commitment in difficult times.
- Developing guidelines to ensure that teleworking is carried out efficiently and safely for employees.
- Implementing specific training programs in relation to the management of new situations derived from the new COVID-19 related rules and the new operating procedures, such as training and awareness on preventive measures to reduce the risk of transmission of COVID-19 among our visitors and workers.
- Training in people management, providing team managers with the tools needed to give constructive feedback and boost the development of their collaborators and ability to receive feedback to drive personal and professional growth.
- Training at global level in the concept of skills and behavior.
- Developing and launching an online Corporate University, where all the permanent and temporary workers can find the appropriate information for their job position, wherever they are in the world. Further contents and courses will be developed on an ongoing basis.

Employment

During the period from January 1 to December 31, 2021, Parques Reunidos had an average workforce of 8,541 employees, 76.7% of them in the USA, Spain and Germany.

with temporary contracts or employees with fixed discontinuous contracts. The proportion of temporary contracts was 59.4%.

Due to the seasonal nature of our activity, the operation of our parks depends in part on employees

Average staff

Indicator	Unit	Average staff 2019		Average staff 2020		Average staff 2021	
		# employees	%	# employees	%	# employees	%
Country							
USA	# empl. / %	4,286	42.3	1,758	26.8	3,940	46.1
Spain	# empl. / %	1,781	17.6	1,407	21.4	1,434	16.8
Germany	# empl. / %	1,522	15.0	1,321	20.1	1,177	13.8
Norway	# empl. / %	554	5.5	515	7.9	495	5.8
Netherlands	# empl. / %	435	4.3	402	6.1	320	3.8
Italy	# empl. / %	435	4.3	237	3.6	264	3.1
Australia	# empl. / %	324	3.2	304	4.6	244	2.9
France	# empl. / %	287	2.8	214	3.3	223	2.6

United Kingdom	# empl. / %	232	2.3	237	3.6	224	2.6
Denmark	# empl. / %	177	1.7	93	1.4	138	1.6
Belgium	# empl. / %	104	1.0	79	1.2	82	1
Total	# empl. / %	10,137	100.0	6,567	100	8,541	100
Region		# employees	%	# employees	%	# employees	%
USA and Australia	# empl. / %	4,610	45.4	2,062	31.4	4,184	49
Rest of Europe	# empl. / %	3,746	37.0	3,098	47.2	2,923	34.2
Spain	# empl. / %	1,668	16.5	1,295	19.7	1,294	15.2
Corporate	# empl. / %	113	1.1	112	1.7	140	1.6
Total	# empl. / %	10,137	100	6,567	100	8,541	100

Distribution by Gender and Age

Given the temporary nature of our activity, 50.2% of our workers are below 25 years old and only 20.9% are over 45 years old. 52.5% of our employees are women.

Indicator	Unit	Average staff 2019		Average staff 2020		Average staff 2021	
		# employees	%	# employees	%	# employees	%
Gender							
Women	# empl. / %	5,363	52.9	3,425	52.2	4,485	52.5
Men	# empl. / %	4,774	47.1	3,142	47.8	4,056	47.5
Age							
<25	# empl. / %	5,236	51.7	2,468	37.6	4,287	50.2
25-45	# empl. / %	2,984	29.4	2,418	36.8	2,465	28.9
> 45	# empl. / %	1,916	18.9	1,681	25.6	1,789	20.9

Distribution by Type of Contract, Seniority and Workday

Due to the seasonality of the business and the increase in visitors during the high season, 59.4% of the contracts during the reporting period are temporary contracts. The increase in the percentage of temporary contracts compared with 2020 (47%) is due to the increased activity and greater number of operating days as a result of the reduction in restrictions associated with the pandemic in some parks.

Given the temporality to which we refer, and since only 40.6% of our collaborators have a permanent contractual relationship with Parques Reunidos, the percentage of employees with more than 10 years of seniority in the parks is 10.4%.

Indicator	Unit	Average staff 2019		Average staff 2020		Average staff 2021	
		# employees	%	# employees	%	# employees	%
Type of contract							
Permanent	# empl. / %	3,937	38.8	3,467	52.8	3,467	40.6
Temporary	# empl. / %	6,199	61.2	3,100	47.2	5,074	59.4
Seniority							
		# employees	%	# employees	%	# employees	%

<5 years	# empl. / %	7,545	74.4	4,282	65.2	6,071	71.1
5-10 years	# empl. / %	921	9.1	735	11.2	1,583	18.5
> 10 years	# empl. / %	1,671	16.5	1,549	23.6	887	10.4
Type of workday		# employees	%	# employees	%	# employees	%
Full-time	# empl. / %	3,306	32.6	2,805	42.7	2,672	31.3
Part-time	# empl. / %	6,830	67.4	3,762	57.3	5,869	68.7

Distribution by Type of Contract and Gender, Age and Professional Category

Indicator	Unit	Average staff 2019			Average staff 2020			Average staff 2021		
		Women	Men	Total	Women	Men	Total	Women	Men	Total
Distribution by Type of Contract and Gender										
Permanent	%	45.8	54.2	38.8	24.8	28.0	52.8	19.2	21.4	40.6
Temporary	%	57.4	42.6	61.2	27.4	19.8	47.2	33.3	26.1	59.4
Total	%	52.9	47.1	100	52.2	47.8	100	52.5	47.5	100
Distribution by Type of Contract and Age		<25	25-45	> 45	<25	25-45	> 45	<25	25-45	> 45
Permanent	%	19.0	47.0	33.9	6.8	26.2	19.9	6.5	18.9	15.1
Temporary	%	72.4	18.3	9.3	30.8	10.6	5.7	43.7	10	5.8
Total	%	51.7	29.4	18.9	37.6	36.8	25.6	50.2	28.9	20.9
Distribution by Contract Type and Professional Category		Perman ent	Temporary	Total	Permane nt	Temporari y	Total	Perman ent	Temporary	Total
Directors	# employees	98	0	98	83	0	83	100	0	100
Department Heads	# employees	198	0	198	200	0	200	224	0	224
Managers	# employees	444	50	494	405	31	436	387	54	441
Other technical personnel	# employees	132	22	154	120	18	138	129	11	140
Administrative Staff	# employees	321	150	471	295	102	397	266	119	385
Maintenance Staff	# employees	542	125	667	432	72	504	400	142	542
Operations Personnel	# employees	2,127	5,222	7,349	1,852	2,629	4,482	1,890	4,253	6,143
Lifeguards	# employees	75	630	705	71	247	318	71	495	566

Distribution by Type of Workday and Gender, Age and Professional Category

Indicator	Unit	Average staff 2019			Average staff 2020			Average staff 2021		
		Women	Men	Total	Women	Men	Total	Women	Men	Total
Distribution by Type of Workday and Gender										
Full-time	%	26.5	39.5	32.6	17.9	24.8	42.7	13	18.3	31.3
Part-time	%	73.5	60.5	67.4	34.3	23.0	57.3	39.5	29.2	68.7
Total	%	52.9	47.1	100	52.2	47.8	100	52.5	47.5	100
Distribution by Type of Workday and Age		<25	25-45	> 45	<25	25-45	> 45	<25	25-45	> 45

Indicator	Unit	Average staff 2019			Average staff 2020			Average staff 2021		
Full-time	%	9	55.8	60.9	4.0	22.1	16.6	2.9	15.9	12.5
Part-time	%	91	44.2	39.1	33.6	14.7	9	47.3	13	8.4
Total	%	51.7	29.4	18.9	37.6	25.6	36.8	50.2	28.9	20.9
Distribution by Type of Workday and Professional Category		Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Directors	# employees	96	2	98	82	1	83	99	1	100
Department Heads	# employees	191	7	198	194	6	200	218	6	224
Managers	# employees	391	103	494	374	62	436	352	89	441
Other technical personnel	# employees	123	32	154	110	28	138	117	23	140
Administrative Staff	# employees	295	176	471	283	114	397	234	151	385
Maintenance Staff	# employees	474	192	667	412	92	504	394	148	542
Operations Personnel	# employees	1,650	5,700	7,349	1,269	3,213	4,482	1,183	4,960	6,143
Lifeguards	# employees	87	619	705	72	246	318	76	490	566

[Employees as of 12-31-2021](#)

Geographical distribution. Distribution by Gender, Age and Professional Category

Indicator	Unit	Employees at 12.31.19			Employees at 12.31.20			Employees at 12.31.21		
		Women	Men	Total	Women	Men	Total	Women	Men	Total
Employees										
Employees as of December 31	# employees	3,023	2,861	5,884	2,119	2,164	4,283	2,869	2,887	5,756
Employees as of December 31	%	51.4	48.6	100	49.5	50.5	100	49.8	50.2	100
Distribution by Professional Category		Women	Men	Total	Women	Men	Total	Women	Men	Total
Directors	# employees	15	79	94	13	80	93	17	93	110
Department Heads	# employees	74	120	194	79	125	204	91	141	232
Managers	# employees	201	259	460	164	222	386	180	259	439
Other technical personnel	# employees	83	73	156	68	56	124	68	60	128
Administrative Staff	# employees	236	99	335	214	113	327	251	119	370
Maintenance Staff	# employees	35	499	534	15	393	408	44	450	494
Operations Personnel	# employees	2,209	1,551	3,760	1,469	1,056	2,525	2,084	1,618	3,702
Lifeguards	# employees	170	181	351	97	119	216	134	147	281
Geographical Distribution		Women	Men	Total	Women	Men	Total	Women	Men	Total
USA	# employees	955	991	1,946	497	595	1,092	1,156	1,236	2,392
Spain	# employees	766	657	1,423	432	485	917	565	498	1,063
Germany	# employees	386	485	871	337	433	770	343	453	796
Australia	# employees	340	227	567	307	193	500	293	220	513
Netherlands	# employees	287	185	472	279	172	451	212	160	372

Indicator	Unit	Employees at 12.31.19			Employees at 12.31.20			Employees at 12.31.21		
United Kingdom	# employees	122	88	210	113	69	182	125	68	193
France	# employees	93	105	198	82	93	175	94	100	194
Italy	# employees	31	48	79	30	54	84	40	73	113
Belgium	# employees	19	32	51	20	30	50	19	33	52
Norway	# employees	16	27	43	14	26	40	14	29	43
Denmark	# employees	8	16	24	8	14	22	8	17	25
Distribution by Gender and Age		Women	Men	Total	Women	Men	Total	Women	Men	Total
<25	# employees	1,196	895	2,091	689	478	1,167	1,191	1,018	2,209
25-45	# employees	1,165	1,094	2,259	902	896	1,798	1,046	996	2,042
> 45	# employees	662	872	1,534	528	790	1,318	632	873	1,505

Distribution by Type of Contract and Gender, Age and Professional Category

Indicator	Unit	Employees at 12.31.19			Employees at 12.31.20			Employees at 12.31.21		
Distribution by Type of Contract and Gender		Women	Men	Total	Women	Men	Total	Women	Men	Total
Permanent	%	30.1	34.4	64.4	31.9	38.8	70.7	22.57	32.18	59.75
Temporary	%	21.3	14.3	35.6	17.6	11.7	29.3	22.27	17.98	40.25
Total	%	51.4	48.6	100	49.5	50.5	100	49.84	50.16	100
Distribution by Type of Contract and Age		<25	25-45	> 45	<25	25-45	> 45	<25	25-45	> 45
Permanent	%	17.9	47.3	34.8	9.97	33.95	26.78	10.65	27.48	21.61
Temporary	%	67.5	22.2	10.3	17.28	8.03	3.99	27.73	7.99	4.53
Total	%	35.5	28.4	26.1	27.25	41.98	30.77	38.38	35.48	26.15
Distribution by Contract Type and Professional Category		Permane nt	Tempora ry	Total	Permane nt	Tempora ry	Total	Permane nt	Tempora ry	Total
Directors	# employees	94	-	94	91	2	93	110	0	110
Department Heads	# employees	194	-	194	204	0	204	232	0	232
Managers	# employees	441	19	460	347	39	386	411	28	439
Other technical personnel	# employees	131	25	156	110	14	124	123	5	128
Administrative Staff	# employees	299	36	335	294	33	327	309	61	370
Maintenance Staff	# employees	475	59	534	390	18	408	375	119	494
Operations Personnel	# employees	2,083	1,677	3,760	1,535	990	2,525	1,806	1,896	3,702
Lifeguards	# employees	74	277	351	57	159	216	73	208	281

Distribution by Type of Workday and Gender, Age and Professional Category

Indicator	Unit	Employees at 12.31.19			Employees at 12.31.20			Employees at 12.31.21		
		Women	Men	Total	Women	Men	Total	Women	Men	Total
Distribution by Type of Workday and Gender										
Full-time	%	37.8	54.7	54	22.9	33.5	56.4	18.21	26.51	44.72
Part-time	%	62.2	45.3	46	26.6	17.1	43.6	31.64	23.64	55.28
Total	%	51.4	48.6	100	49.5	50.6	100	49.84	50.16	100
Distribution by Type of Workday and Age										
		<25	25-45	> 45	<25	25-45	> 45	<25	25-45	> 45
Full-time	%	12.1	61.9	68.8	3.6	29.6	23.2	3.28	23.59	17.84
Part-time	%	87.9	38.1	31.2	23.7	12.3	7.6	35.09	11.88	8.3
Total	%	35.5	38.4	26.1	27.3	41.9	30.8	38.38	35.48	26.15
Distribution by Type of Workday and Professional Category										
		Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Directors	# employees	91	3	94	92	1	93	109	1	110
Department Heads	# employees	187	7	194	198	6	204	227	5	232
Managers	# employees	389	71	460	342	44	386	375	64	439
Other technical personnel	# employees	124	32	156	98	26	124	109	19	128
Administrative Staff	# employees	265	70	335	264	63	327	235	135	370
Maintenance Staff	# employees	418	116	534	377	31	408	365	129	494
Operations Personnel	# employees	1,162	2,598	3,760	998	1,527	2,525	1,089	2,613	3,702
Lifeguards	# employees	71	280	351	48	168	216	65	216	281

Temporary Suspension of Contracts (ERTE in Spain or local legal equivalent in each country)

Employees on Suspended Contracts 2020	Women			Men			Total		
	Part-time	Total	Total suspensions	Part-time	Total	Total suspensions	Part-time	Total	Total suspensions
March	226	873	1,099	264	640	904	490	1,513	2,003
April	213	1,926	2,139	261	1,593	1,854	474	3,519	3,993
May	225	1,358	1,583	297	1,231	1,528	522	2,589	3,111
June	262	717	979	237	429	666	499	1,146	1,645
July	45	164	209	42	104	146	87	268	355
August	54	239	293	45	168	213	99	407	506
September	49	92	141	40	67	107	89	159	248
October	143	102	245	86	89	175	229	191	420
November	344	583	927	294	391	685	638	974	1,612
December	240	529	769	217	483	700	457	1,012	1,469

Employees on Suspended Contracts 2021	Women			Men			Total		
	Part-time	Total	Total suspensions	Part-time	Total	Total suspensions	Part-time	Total	Total suspensions
January	88	583	671	84	518	602	172	1,101	1,273
February	123	536	659	118	460	578	241	996	1,237
March	151	407	558	134	355	489	285	762	1,047
April	195	393	588	236	346	582	431	739	1,170
May	250	252	502	236	250	486	486	502	988
June	204	39	243	209	38	247	413	77	490
July	52	38	90	55	38	93	107	76	183
August	64	33	97	59	35	94	123	68	191
September	18	21	39	12	17	29	30	38	68
October	17	21	38	12	11	23	29	32	61
November	24	18	42	21	10	31	45	28	73
December	11	23	34	14	10	24	25	33	58

Layoffs

Most of the dismissals of temporary employees have occurred in the United States and Australia (64.0% and 15.8% respectively).

68% of the dismissals have occurred among operations personnel.

Indicator	Unit	2019			2020			2021		
		Women	Men	Total	Women	Men	Total	Women	Men	Total
Dismissals by type of contract										
Permanent	# employees	71	99	170	81	74	155	34	55	89
Temporary	# employees	226	231	457	34	33	67	81	103	184
Total	# employees	297	330	627	115	107	222	115	158	273
Layoffs by age										
<25	# employees	214	219	433	42	31	73	79	79	158
25-45	# employees	64	53	117	39	40	79	26	43	69
> 45	# employees	19	58	77	34	36	70	10	36	46
Total	# employees	297	330	627	115	107	222	115	158	273
Layoffs by professional category										
Directors	# employees	5	8	13	2	10	12	0	10	10
Department Heads	# employees	4	3	7	4	3	7	1	5	6
Managers	# employees	12	11	23	10	8	18	3	12	15
Other technical personnel	# employees	3	4	7	4	5	9	3	2	5
Administrative Staff	# employees	18	7	25	10	1	11	8	4	12
Maintenance Staff	# employees	7	42	49	1	18	19	2	16	18
Operations personnel	# employees	220	203	423	80	59	139	91	95	186

Indicator	Unit	2019			2020			2021		
Lifeguards	# employees	28	52	80	4	3	7	7	14	21
Total	# employees	297	330	627	115	107	222	115	158	273

New hires

Indicator	Unit	Gender			Age			
Region		Women	Men	Total	<25	25-45	> 45	Total
USA and Australia	# employees	3,719	3,316	7,019	5,974	711	334	7,019
Rest of Europe	# employees	1,670	1,223	2,863	2,109	554	200	2,863
Spain	# employees	978	621	1,597	901	578	118	1,597
Corporate	# employees	29	50	79	0	63	16	79
Total 2021	# employees	6,396	5,210	11,558	8,984	1,907	668	11,558
Total 2020	# employees	5,002	3,906	8,908	6,757	1,527	624	8,908

In 2021, 11,558 new hires were made. Of these hires, 55% were women, 78% were over 25 years of age, and 61% had been made in the USA and Australia region.

Staff turnover

Indicator	Unit	Gender			Age			
Region		Women	Men	Total	<25	25-45	> 45	Total
USA and Australia	# employees	1,758	1,472	3,230	2,685	413	132	3,230
Rest of Europe	# employees	323	180	503	285	158	60	503
Spain	# employees	131	89	220	97	103	20	220
Corporate	# employees	4	6	10	0	10	0	10
Total 2021	# employees	2,216	1,747	3,963	3,067	684	212	3,963
Total 2020	# employees	1,427	1,027	2,454	1,829	464	161	2,454

In 2021 there were 3,963 voluntary withdrawals, of which 60% were women, 77% were under 25 years of age, and 82% were in the USA and Australia region.

Average wages and pay gap

Average remuneration

Indicator	Unit	Employees at 12.31.19			Employees at 12.31.20			Employees at 12.31.21		
Average remuneration		Women	Men	Total	Women	Men	Total	Women	Men	Total
Directors	€	108,231	123,214	120,156	91,879	112,633	109,998	108,687	122,516	120,520
Heads of departments and Managers	€	42,100	48,178	46,081	45,644	50,484	48,610	47,991	58,311	54,177

Indicator	Unit	Employees at 12.31.19			Employees at 12.31.20			Employees at 12.31.21		
Other technical personnel	€	36,339	43,307	39,672	37,442	44,800	40,937	37,982	39,307	38,603
Administrative Staff	€	30,342	28,527	29,657	31,581	31,940	31,719	31,032	32,394	31,470
Maintenance and operations personnel, and lifeguards	€	21,598	28,673	26,523	23,903	28,093	26,496	25,960	28,652	27,292
Total	€	33,260	41,855	38,715	31,584	38,791	35,853	29,196	35,938	32,578
Average remuneration by age										
<25	€	26,313	30,942	28,531	25,657	24,747	25,259	28,014	28,569	28,270
25-45	€	30,585	37,265	34,383	30,377	34,765	32,726	29,198	36,118	32,573
> 45	€	39,945	46,911	45,039	34,721	43,538	40,683	31,420	44,326	38,906

The average remuneration has been calculated taking into account the indefinite and full-time employees who have remained with the company for the entire year 2021 and who have not had a situation of absence from work derived from illness, accident, or paternity or maternity leave. For the calculation of average remuneration, the remuneration of the Executive Committee has not been taken into account.

Pay gap

The calculation of the salary gap has been carried out by an independent third party, comparing positions of equal value and their remunerations. To this end, an assessment of the jobs has been carried out with the aim of grouping them into categories that subsequently allow salary comparisons to be made.

For the evaluation of positions, the level of training, languages, specific knowledge, experience, complexity, decision-making, responsibility over people and impact on results have been taken into consideration. The score obtained for each standard position was between 0 and 1,000 points, identifying groups with intervals of 100 points.

The analysis has been carried out by country, with the aim that positions of equal value are in a similar global context and mitigate the risk of biased conclusions by country instead of gender.

The aggregated results of the study show a global pay gap of 3.5% of wage difference in favour of men.

The information related to corporate offices (both the Group offices in Spain and the regional offices in the USA) and parks is shown in the following tables:

Corporate offices- Salary gap- reference period October, 1st 2020 -September, 30, 2021.

Country	# employees	Gap Group 1	Gap Group 2	Gap Group 3	Gap Group 4	Gap Group 5	Gap Group 6	Gap Group 7	Brecha Grupo 8	Total Salary Gap
Spain ¹⁾	163	34%	20%	22%	25%	16%	16%	18%	-22%	14%
USA	63		2%	21%	21%	12%	13%		-23%	12%

Score by Group: 1 (1000-900; Executive Committee), 2 (889-800; Corporate Directors, Regional Directors); 3 (799-700; Corporate Directors, Regional Directors, Directors); 4 (699-600; Head of, Regional Directors, Managers); 5 (599-500; Head of, Managers, Experts); 6 (499-400; Experts); 7 (399-300; Experts); 8 (299-200; Administrative staff)

Groups without a percentage gap are those in which no employees of both genders have been identified, so a comparison is not possible.

1) Spanish equality legislation considers as non-significant pay gaps those that are less than 25% difference between women and men.

Parks- Salary gap - reference period October, 1st 2020 -September, 30, 2021.

Country	# employees	Gap Group 1	Gap Group 2	Gap Group 3	Gap Group 4	Gap Group 5	Total Salary Gap
Spain ¹⁾	2,376	33%	-9%	-1%	-23%	5%	3.6%
Belgium	139	19%	1%		-2%	-7%	-4.6%
Denmark	341	-13%				-2%	-2.1%
Germany	1,824	22%	2%	-16%	17%	8%	8.4%
Netherland	575	35%	-2%	15%	-10%	7%	5.6%
Italy	689	27%	27%	-1%	8%	3%	3.3%
Norway	1,231		13%		-11%	-6%	-5.9%
United Kingdom	441	21%	-5%	-20%	-11%	-15%	-13.5%
France ²⁾	138						1.9%
Australia	471	7%		-17%	8%	4%	4.5%
USA	9,267	22%	14%	-24%	34%	-5%	6.6%

Score by Group: 1 (700-601; Directors, Department Heads); 2 (600-501; Department Heads, Managers); 3 (500-401; Managers, other Managerial staff); 4 (400-301; other Managerial staff, Maintenance staff); 5 (300-201; Operational staff)

Groups without a percentage gap are those in which no employees of both genders have been identified, so a comparison is not possible.

1) Spanish equality legislation considers as non-significant pay gaps those that are less than 25% difference between women and men.

2) Information from the study carried out by a local independent third party and validated by the global independent third party.

Salary level - Relation between standard initial salary (gross fixed salary) and the minimum local salary

The table shows the ratio of the average salary over the legal minimum wage in Spain, Germany and the United State. These countries are locations with significant operations, as representing 74% of the Group's employees at December 31, 2021. For the purpose of this calculation, the salaries of employees working at Parques Reunidos at December 31, 2021 were used.

Indicator	Unit	Employees at 12.31.21		
		Women	Men	Total
Parks in Spain	#	1.28	1.63	1.44
Parks in Germany	#	1.41	1.63	1.54
Parks in the United States	#	1.74	2.13	1.94

Average remuneration of Board members and breakdown by gender

The average remuneration of the non-executive members of the Board includes their remuneration as members of the board and other committees, as well as the extraordinary remuneration, where appropriate, that they have received in the reference periods.

Indicator	Unit	2019	2020	2021
Average remuneration of Directors	€	50,441 ¹⁾	36,458 ²⁾	58,333 ²⁾

1) In 2019 there was only one woman on the Board, so no breakdown by gender is shown.

2) In 2020 and 2021, although there were two women on the Board, only one had received effective remuneration, so no breakdown by gender is shown.

Work organization

Our Objectives

- ❖ **Promote quality and flexible employment capable of providing the parks with the resources needed at any time.**
- ❖ **Promote the work-life balance.**

Why does it matter?

Due to the seasonal nature of our activity, and the high demand of workforce during high season, proper work organization is a key element in the management of Parques Reunidos.

Management approach

- Each park or work center of the Group organizes its working time according to the particular needs of its activity and in accordance with local labor legislation. The company organizes work in shifts, hiring of permanent-discontinuous employees in times of greater affluence of visitors, compensating work shifts during holidays with rest days, etc. In general, overtime is not used except in exceptional cases.
- The applicable legislation in relation to paternity and maternity leave is respected.
- Regarding work-life balance, the Group's applicable collective agreements, the equality plans in place and/or the internal policies, include measures on the conciliation of familiar and professional needs, including measures such as teleworking, flexibility of entry and exit times, short workday, paid personal days, right to disconnect, etc.
- In 2021, the work disconnection policy was published, supported by online training for all employees.
- In 2021, Parques Reunidos approved the SmartWork 2.0 program by which all workers in Madrid's corporate offices whose job is not required to be physically performed in the offices, can work outside the corporate offices for 40% of the workday (although for a number of months, attendance in-person at the office was voluntary due to the pandemic).

Evaluating our approach

Indicator	Unit	2019	2020	2021
Hours of absenteeism ¹⁾	Hours	305,851	290,902	366,078
Hours of absenteeism per employee	# Hours/# Employees	30.2	44.3	42.9

- 1) It includes common illnesses, occupational injuries and illnesses, and maternity and paternity leaves. The specific information on absenteeism due to work-related accidents and occupational illness can be found in the Health and Safety section.

Labor relations

Our Objectives

- ❖ **Comply with labor legislation.**
- ❖ **Promote free-flowing and transparent communication with social agents based on trust.**
- ❖ **Create a framework that allows to meet the operational needs of the parks.**

Why does it matter?

Transparent, free-flowing, and trustworthy labor relations help improve employee productivity, retain talent and create a healthy environment in the workplace that reduces the absenteeism rate, and increase employee engagement.

Through labor relations with the legal representatives of workers and labor unions, sector-level and company-level collective agreements are reached that include the salary and work conditions of the staff. These collective agreements constitute the legal

basis that provide us, within a general legal framework, a specific work regulation.

In the case of Parques Reunidos, it is essential to reach collective agreements that allow us to organize the work according to the operational needs of the parks, whose main characteristic is the seasonality of their activities.

Management approach

Legal representation of workers

Parques Reunidos' employees have broad legal representation, either through representatives of unitary workers elected among the workers through union elections, or through direct union representation.

In Europe, labor relations have been very important for decades. In many European countries, the rights to organize and to collective bargaining are recognized as a constitutional right. When this is not the case, the sole membership to the European Union implies transposing or applying a series of regulations where possible consultation and/or negotiation processes with social agents are contemplated. That is why, in general, parks located in Europe have greater labor representation and practice collective bargaining more frequently, although the scope varies between countries.

Spain, Germany, and France are the countries with the highest legal or union representation of workers.

On the contrary, the scarce legal and union representation of workers in the United States and Australia stands out, due, to a large extent, to lesser social roots of unionism.

The following Parques Reunidos' work centers have worker representative bodies and/or union sections as of December 31, 2021:

Indicator		Unit	Employees at 12.31.21	
No. of legal workers' representatives by work center and country			Work center	Country
Spain	Parques Reunidos Servicios Centrales	#	9	66
	Aquopolis Cullera	#	1	
	Selwo Marina	#	5	
	Benalmádena Cable Car	#	3	
	Atlantis Aquarium Madrid	#	3	
	Parque de Atracciones de Madrid	#	9	
	Warner	#	17	
	Faunia	#	5	
	Selwo Aventura	#	5	
	Zoo Aquarium de Madrid	#	9	
Germany	Tropical Islands	#	11	22
	Movie Park	#	11	
France	Aqualud	#	2	12
	Marineland	#	10	
Netherlands	Slagharen	#	9	9
Belgium	Bobbejaanland	#	5	5
Italy	Mirabilandia	#	4	4
Denmark	Bonbonland	#	2	2
USA	Kennywood	#	2	2

Collective Bargaining

The representatives of the workers and the representatives of the different companies that are part the Parques Reunidos Group have formed numerous joint Committees, made up of representatives from both parties. These Committees are permanent and stable bodies in which both the business and labor parties are represented and whose powers are freely assigned by the negotiating parties. Meetings are held either on an agreed date or at the request of one of the parties when needs arise on a day-to-day basis.

The committees deal, periodically, with issues of a varied labor nature (such as Joint Committees for interpreting Collective Agreements, Training Committees, Company Canteen Committees, etc.). The frequency with which the Committees meet varies according to the internal operation agreed between the parties sitting on them, but in general, it tends to be monthly, quarterly or annually.

The objective of these Committees is to maintain a free-flowing dialogue, which encourages direct communication, resolving any incidents or discrepancies that may arise in labor relations.

The volume of employees that are covered by collective bargaining agreements by country as of December 31, 2021 is given below:

Country	% of employees whose labor relations are governed by Collective or Company Agreement.
Belgium	100%
Italy	100%
France	100%
Spain	96.32%
Germany	66.72%
Denmark	39%
Norway	30%
Netherlands	8%
USA	1%
United Kingdom	0%
Australia	0%

In Europe, unlike in the United States and Australia, the negotiation of Collective Agreements, either sector- or company-related, is very common.

The objective of the negotiation of collective agreements is to regulate the organization of work in a more specific and concrete way, attending to the activity and needs of the business. This provides the parks with a complementary regulation to the general labor regulation existing in each jurisdiction,

facilitating the correct management of the organizational and productive needs of the parks and ensuring legal compliance with the rights and duties of the workers.

Regarding health and safety at work, some collective agreements of the Group expressly include regulations on this matter, although in general and especially in Spain, they merely reproduce current legislation. The regulation mainly deals with the functions of the prevention delegates.

In the following parks, the collective agreements contain some type of regulation on health and safety:

Parks whose collective agreements contain some type of regulation on health and safety
France
Aqualud, Marineland
Norway
Tusenfryd
Netherlands
Slagharen (in the Recreation Collective Agreement)
Spain
Parque de Atracciones de Madrid, Warner, Zoo Aquarium de Madrid, Faunia, MEC Murcia
Germany
Movie Park
USA
Kennywood

The remaining Group's parks are either governed by current legislation related to health and safety or have specifically regulated this matter in documents that are not part of the Collective Agreement (as, for example, in the case of Germany).

Notice periods

Due to the exceptional nature of an unprecedented health crisis, in 2021 operational flexibility was high. Decisions were commonly taken swiftly to tackle the exceptional circumstances at any time and were influenced and marked decisively by the health situation and restrictions and recommendations issued by the health authorities. In any case, the notice periods have been shortened as far as possible, while respecting labor regulations included in local law.

Freedom of association and collective bargaining

The Group does not operate in any country or geographic area in which the rights of workers to exercise freedom of association and collective bargaining may be infringed or be at significant risk, so the intervention of the Group has not been necessary to guarantee these rights.

Training

Our Objectives

- ❖ **Improve the performance of our teams through an increase in their knowledge and skills.**
- ❖ **Improve the digital and technological capabilities of our teams, the customer satisfaction, the internationalization and the health and safety performance.**

Why does it matter?

Employees' personal and professional development is key to achieving Parques Reunidos' objectives. Training in digital skills, risk prevention, and customer

satisfaction improves the employee commitment and the quality of the service offered in our parks.

Management approach

- The Group focuses on health and safety risk prevention training, helping to promote safe and healthy environments for both workers and guests, as well as on training in languages, mainly English, to support the Group's internationalization and promote its employees' cross-cutting mobility.
- Within the scope of employees' individual and professional development, the Group provides training on how to give and receive feedback, a process through which personal and professional enrichment conversations take place between manager and collaborator with the aim to add value to both the employee and the development of relationships within Parques Reunidos.
- Parques Reunidos makes every effort to train the people who operate the parks, in particular, those with less formal training to provide them with the necessary tools to carry out their work. The training of the parks' operating personnel results in an improvement in customer service and consequently in a better experience for the visitors of our parks.
- In accordance with local legislation, the positions held by each employee within the company, and the specific requirements of the job, each park designs an annual training plan for each employee that varies depending on annual needs and requirements, personal characteristics, and specific park needs.
- Parques Reunidos facilitates mobility and access to positions of varying levels of responsibility to all the people who form part of its team. For this reason, promotion and internal mobility between the Group's parks are common, allowing them to increase their experience of technical and cross-cutting subjects by combining external and on-the-job training.
- The Online Corporate University program was launched in 2021, consisting of the design and implementation of a global Training Management System. The system will allow the design and registration of all the training available to our employees, including the training that is considered necessary for the performance of the job, the training aimed to improve management skills and competencies, people skills and customer service, and the training linked to personal and professional development. The implementation of the Training Management System includes a plan to launch a training procedure in 2022 that incorporates periodic evidence controls.

Evaluating our approach

Parques Reunidos dedicated 44,060 hours to employee training in 2021.

In 2021 the Group focused on online training to ensure that employee training was not negatively impacted by temporary difficulties associated to the pandemic. Most of the training effort has been dedicated to health protection measures in the

context of the pandemic, and to communication with our visitors about the changes that those measures have in the operation and use of our facilities.

Since the Group encourages and favors the opportunity to develop an international career, there is a special interest in intercultural training and language training.

Hours of Training by Professional Category	Unit	2019	2020	2021
Directors	Hours	676	415	636
Department Heads	Hours	1,553	1,445	1,679
Managers	Hours	2,581	2,118	2,458
Other technical personnel	Hours	1,074	1,069	965
Administrative Staff	Hours	1,076	1,054	1,447
Maintenance Staff	Hours	2,277	861	1,444
Operations Personnel	Hours	23,648	15,481	21,900
Lifeguards	Hours	4,209	3,101	13,531
Total	Hours	37,094	25,544	44,060
Hours per employee	Hours/worker	3.7	3.9	5.2

Average Hours of Training by gender and professional category	Unit	2020		2021	
		Women	Men	Women	Men
Directors	Hours/worker	5.4	4.9	10.8	5.6
Department Heads	Hours/worker	8.0	6.7	7.1	7.8
Managers	Hours/worker	4.1	5.5	6.0	5.3
Other technical personnel	Hours/worker	6.5	9.3	7.1	6.6
Administrative Staff	Hours/worker	3.1	1.8	3.7	3.9
Maintenance Staff	Hours/worker	0.5	1.8	2.1	2.7
Operations Personnel	Hours/worker	3.4	3.5	3.6	3.6
Lifeguards	Hours/worker	9.8	9.7	26.5	21.5
Hours per employee by gender	Hours/worker	3.92	3.86	5.24	5.13

Diversity and Equality

Our Objectives

- ❖ **Promote equal opportunities.**
- ❖ **Promote talent without gender distinctions.**
- ❖ **Promote the inclusion of minority groups.**
- ❖ **Support diversity, promoting the principle of equal treatment among all our workers, guaranteeing the same professional opportunities in recruitment, employment, compensation, training, development, promotion, and working conditions.**

Why does it matter?

Proper management of equality in Parques Reunidos ensures equity not only internally but also in society in general. It contributes towards effective equality and social justice and generates more equitable and sustainable societies.

In addition, it improves worker performance, encourages innovation and improves decision-making and employee engagement.

Management approach

- Our Code of Conduct foresees that everyone who works for Parques Reunidos Group must be treated with the utmost dignity and respect and may not, in any way, be forced to suffer physically or psychologically as a result of their work. It also establishes that no employee may be discriminated, among other reasons, due to their race, color, gender, sexual orientation, marital status, religion, political opinion, nationality, ethical background, social origin, social condition, disability, age, or membership to any given association.
- The principles of the Code of Conduct govern the Group's recruitment policy, as well as the collective sector-level and company-level agreements, which guarantee the principle of non-discrimination based on gender or other conditions in relation to the type of hiring and the conditions inherent to it.
- The Policy on Diversity, Inclusion and Belonging was approved in 2021. This policy forms the basis of the Group's work on inclusiveness. Its aim is to ensure that diversity, inclusion and belonging are essential parts of the daily work and day-to-day management in the Group, recognizing the importance of reflecting the diversity of customers and markets in the workforce, given that the management of diversity makes the Group more creative, flexible, productive, competitive and better place to work.
- The Group applies control procedures to ensure the application of these rights, including the mechanisms for identifying talent in the selection and promotion processes, in all the Group's work centers.
- Some European parks (for example, those located in the United Kingdom and in Spain) have Equality Plans aimed at promoting equal treatment and opportunities between men and women, including specific measures on recruitment, training, and the prevention of harassment. These plans are actively published and disseminated among employees.
- In Spain, collective agreements include a clause agreed with the workers' legal representatives which outlines the commitment to establish an equality commission and the elaboration of an equality plan for parks that do not have an agreement, as well as those where developing a

new updated agreement could be necessary. In 2021, Equality Plans were negotiated in Zoo

Aquarium de Madrid and Faunia, and the rest of the parks in Spain will be covered in 2022.

Evaluating our approach

Parques Reunidos promotes and encourages the hiring of people that adds value to the Group and to the shareholder, without consideration for any quality that does not meet the principles of talent.

opportunities for both men and women, taking into account all the parameters that may affect both the presentation of each application and the criteria for selection and promotion.

The selection of personnel and their promotion within the Group is key for Parques Reunidos and is carried out under the principle of equal opportunities. The main objective of this measures is to guarantee equal employment and promotion

From the perspective of gender equality, there are measures that seek to achieve a balanced presence between levels through positive actions or the elimination of barriers and the implementation of corrective measures.

JOB PLACEMENT IN PARQUE DE ATRACCIONES DE MADRID (SPAIN)

Parque de Atracciones de Madrid is actively working to promote the integration into the labour market of unemployed and unqualified young people and adults, as well as people with mental disabilities, through several programmes and partnerships:

- Collaboration agreement with the Pinardi Federation of Social Platforms in the Area of Employment to achieve the integration into the labour market of unemployed and unqualified young people and adults: the training and integration into the labour market programme begins with a welcome, assessment and guidance service, to move on to a second phase where the training action is designed for training and subsequent integration into the labour market. During 2021, 16 contracts have been made with a duration of 1 to 8 months; 3 of these people have been converted into permanent workers.
- Agreement with the Camilo José Cela University to carry out internships in the Entertainment Expert Programme. The programme is aimed at learning business skills for people/young people with intellectual disabilities. This training is structured by modules including theoretical and practical learning. After finishing the theoretical training module, the students carry out internships in centres/companies, at the beginning of these they have the presence of an internship tutor who guides them during the first days in the tasks to be carried out, afterwards they are followed up until the end of the internship.
- ASPA Program. This is a programme of the General Directorate of Family and Childhood of the Madrid City Council. The aim of this programme is to offer young people training and pre-employment support (internships) and later employment support, among others. A total of 36 young people have participated in this programme with contracts lasting between 1 and 8 months. After the internship period, 3 of these young people have become permanent employees of the park.

Indicator	Unit	12.31.2019 ¹⁾	12.31.2020 ¹⁾	12.31.2021
-----------	------	--------------------------	--------------------------	------------

Employees with a disability of more than 33%	# employees	55	56	72
--	-------------	----	----	----

1) The data for 2019 and 2020 do not include employees in Germany.

Harassment prevention

Parques Reunidos has the goal of promoting a healthy work environment, adopting measures aimed at ensuring that the provision of our services do not cause mental or physical harm.

The Workplace Harassment Policy was published in 2021. Through this policy Parques Reunidos recognizes its obligation towards employees, customers, suppliers, investors, shareholders and local communities, as well as society in general, to guarantee a zero tolerance to workplace harassment and its responsibility to promote a respectful workplace environment and ensure that everyone who directly and/or indirectly forms part of the Group assume this commitment, in line with principles of respect, collaboration, fellowship and zero tolerance to harassment.

Each work center has its own protocol for action in situations of workplace harassment, aligned with this policy and the local regulations applicable.

Based on the applicable regulations in each country where the company operates, Parques Reunidos seeks to establish impartial, clear and agile procedures to formulate complaints or claims related to situations of harassment, creating the appropriate

internal mediation and/or arbitration facilities, and guaranteeing and respecting, in any case, the rights of the people involved in the procedure. Likewise, the separation of the potential victim from the alleged harasser is contemplated as a precautionary measure until the matter is resolved, while avoiding a substantial modification of the working conditions of the person who suffers the harassment.

Preventive measures are aimed at implementing solutions of an organizational nature that generate an increase in transparency and participation, as well as types of conduct that promote a respectful and tolerant environment, while trying to avoid the risk of harassment. In this sense, knowledge of the Code of Conduct is actively promoted, including through collective bargaining, either by incorporating corresponding sanction for non-observance into the disciplinary system (Aquópolis Cullera Collective Agreement), or by establishing follow-up mechanisms in what pertains to the Code's compliance (Parque Warner Collective Agreement).

Workplace harassment is subject to sanction by Parques Reunidos to prevent its appearance or correct its existence.

Non-discrimination

The Group has not registered any case of discrimination during the reporting period.

Should it occur in the future, actions would be taken to mitigate it as soon as possible, with recovery plans to minimize the impact of any damage produced.

Our Customers

Accessibility and Inclusion

Parques Reunidos facilitates access to leisure for people with functional diversity. For this purpose, our parks have discounts and preferential access, as well as information services for customers with special needs.

The discounts offered to people with some type of disability and/or those accompanying them amounted to 1.08% of the Group's sales.

The information on accessibility is provided through specific guides available in the parks, or via their websites and information offered by our staff.

80% of our parks (100% in the case of European parks) offer discounts for customers with disability and their companions

YOUR DISABILITY, OUR SECRET – BOSOMMARLAND (NORWAY)

The Sunflower Hidden Disabilities lanyard programme was launched at London Gatwick Airport in 2016 to act as an identification that the wearer has a disability that is not detectable to the naked eye and may require additional assistance. Only employees, who have received previous training, know the significance of wearing the sunflower lanyard.

BoSommarland joined this initiative in 2021 by providing all staff members with training that gave them basic knowledge on how to approach and act towards a guest with a disability as well as how to recognise the Sunflower lanyard.

Once the training was completed, BoSommarland made the lanyards available to people with disabilities who want to use them, so that they could benefit from advantages such as: priority queuing, access to remote picnic areas and free Sunflower items for use outside the park.

The number of visitors in this target group increased by 100% versus 2019. BoSommarland wants to further increase accessibility and inclusion, so all people with disabilities can enjoy the park.

Objective and transparent information

Parques Reunidos provides information to consumers through marketing campaigns adapted to each target audience. The campaigns are spread throughout the season to publicize the contents and prices of all its

products and services, as well as any new products and applicable offers when appropriate.

Transparency in the contents and prices not only affects the visitors of the parks, but also the different

entities that act as intermediaries for the sale of tickets.

For the realization of this communication, we use channels such as the web, social networks, e-mailing campaigns or each parks' customer service hotline, as well as paid advertisements on traditional or digital media.

During the visit, our parks also offer information through brochures, voice messages and posters, among others, to help make the experience as pleasant and easy to navigate as possible.

Customer communication work involves two key tasks, the first is to define the message, and the second is to distribute this message so that it is accessible to consumers. In both tasks, Parques Reunidos at its different parks comply with the

legislation of each country and act in transparent, honest and responsible way, in the development of the content and the definition of the message, including its graphic and written expression, as well as in the use of channels and supports that allow its distribution until reaching the potential customer.

In Spain, where the company's headquarters are located, we are members of the Spanish Association of Advertisers (AEA) and we follow the Self-Control of Advertising guidelines in order to develop responsible, truthful, legal, honest, and loyal advertising.

In 2021 we have not had any complaints or claims for misleading advertising in any of our parks.

COMMUNICATION TO CUSTOMERS RELATED TO THE PREVENTION OF COVID-19

All the parks have revised their operating protocols, adapting them to include the measures associated with the prevention of COVID-19-before they reopened to the public. To protect the health of our visitors during their visit, Parques Reunidos has ensured that updated information on these measures is communicated efficiently.

This information includes both communications prior to purchase through web pages, email and social networks, as well as communication in the park itself through informational posters, including the use of horizontal signage to mark distances.

The websites have been simplified and the information is available on the key landing pages: Home, COVID-19 information, opening calendar, prices and offer of products and shows. The use of infographics and frequently asked questions makes it easy to access relevant information.

Emphasis has been placed on communicating three main issues: the implementation of prevention measures against the spread of COVID-19 in the park, alluding to the shared operator-visitor responsibility, the online sales and the reservation for pass holders and third parties/tour operators. On-line sales and reservations allow not only an efficient control of capacity limits, but also visit traceability.

Listening to customer opinion

In 2021, efforts have been made to improve the systematical listening of the opinion of our visitors by enhancing the teams in our central offices. A Customer Experience Manager, who systematizes the customers' voice to ensure that their opinion is included in the decision-making processes, was incorporated, together with a Customer Service

Manager, who coordinates the process of collecting complaints and claims.

The sources of information used for the monitoring of customer opinion are:

- Online satisfaction surveys sent by email to customers after their visit to the parks.
- Complaints and claims recorded in each of the parks and consolidation of the information at Group level.
- A digital tool that processes the reviews made by visitors on Google, Facebook, TripAdvisor and Booking.

Claim and complaint management

Management approach

Parques Reunidos offers its customers various means, both physical and online, to channel their claims and complaints:

- Official complaints book, as per the legislation of each country.
- Online complaint and suggestion form, available on the websites of each park.
- Social networks: Facebook, Twitter, etc.
- Official blog of each park.
- Suggestion sheets or books, available in the parks.
- Assessment questionnaires, available at a number of points in each park.

The complaints and claims may be submitted by email, phone or on site at the park's customer service offices.

Each park has a claims and complaints control system that establishes the process for receiving, analyzing, evaluating, acting and responding to the customer at the local level.

Claims and complaints are analyzed and dealt with in the management committee of each park, which, in turn, informs the regional management of any significant incident.

In 2021 the information relating to complaints and claims at each of the parks was consolidated at Group level with the aim of identifying points for improvement and enhancing the customer experience. This information has formed the basis for implementing improvements through actions and new processes across the whole organization.

COMPLAINTS AND CLAIMS MANAGEMENT SYSTEM

The main aim in 2021 was to establish standard processes and implement a solution to obtain and measure the key customer service indicators applicable to all the Group's parks. The first step was to design the process for claims and complaints by recording and resolving them, providing information on the process and defining its key words, which are claims and complaints.

To ensure the process was global, the definition of Claims and Complaints was unified to ensure it could be understood across all the markets in which the group operates.

- Complaint: the opinion of the customers which raises specific problems. It is feedback based on a problem which highlights a point of pain. It may deserve compensation.
- Claim: a formal petition made by customers, which reveals a specific incident that had a great effect on their experience. It may involve legal or reputational impact and may deserve compensation.

Moreover, a system of categorization was established to identify both the area of the park and the subject with which the complaint or claim is associated. The categories defined are as follows:

- Areas: Main Door, Digital, Spectacles and Attractions, Parking, Accommodations, Restaurants, Shop, Changing Rooms and Restrooms, General
- Subjects: Price, Employees' Service, Waiting Times/Opening Times, Cleanliness, Maintenance, Health and Safety, Sustainability, Animal Welfare, COVID-19 Measures, Others

The information is gathered through a standard form which includes the following information:

- Ticket ID, Date, Type (complaint/claim), Channel (via which the complaint or claim is received), Subject, Theme, Response (Yes/No), Compensation (Yes/No).

As part of the improvement process, in 2021 the Customer Service situation in the organization was assessed through interviews with the general directors of the Parks, the regional directors and other key stakeholders, to establish priorities for the Customer Service staff.

Evaluating our approach

Distribution by Subject:

Subject	Unit	Complaints 2021	Claims 2021	Total 2021
General	%	16.67%	31.58%	48.24%
Waiting times/Opening hours	%	2.76%	10.02%	12.78%
Cleaning	%	1.02%	7.84%	8.86%
Employees' service	%	1.40%	7.21%	8.61%
Maintenance	%	0.87%	6.95%	7.82%
Health and Safety	%	1.61%	4.22%	5.82%
Price	%	0.87%	4.27%	5.13%
COVID-19 measures	%	0.29%	1.40%	1.69%
Animal welfare	%	0.05%	0.67%	0.72%
Sustainability	%	0.07%	0.24%	0.31%
Total	%	25.60%	74.40%	100.00%

The greatest number of complaints and claims made in 2021 were related to waiting times/opening hours, at 12.78%, not taking into account the number of complaints in the General category, which account for 48.24% of all complaints and claims.

For 2022, work will be done to improve the classification of complaints and claims, ensuring that they can be associated with each category (area or subject) to reduce the % associated with the “general” category and improve their analysis.

Number of complaints and claims by visitor. Distribution by Type of Park

Type of Park	Region	Unit	2021
Theme parks	Spain and rest of Europe	# complaints-claims/1,000 visitors	0.43
	USA and Australia	# complaints-claims/1,000 visitors	0.58
Zoos and Aquariums	Spain and rest of Europe	# complaints-claims/1,000 visitors	0.34
	USA and Australia	# complaints-claims/1,000 visitors	1.40
Water Parks	Spain and rest of Europe	# complaints-claims/1,000 visitors	4.19
	USA and Australia	# complaints-claims/1,000 visitors	1.06
Other	All	# complaints-claims/1,000 visitors	0.17

Total	All	# complaints-claims/1,000 visitors	0.85
-------	-----	------------------------------------	------

In 2021, 0.85 complaints/claims were received per 1,000 visitors. The highest ratio corresponds to the water parks in Spain and Rest of Europe with 4.19 complaints per 1,000 visitors.

Customer satisfaction

Post-visit surveys

In addition to the measures described above, online post-visit surveys are sent the day after their visit to all customers who have provided their email and visited any of the Group's park,.

The customers' answers to the surveys are used to calculate the customers' Net Promoter Score (NPS). This indicator is obtained by classifying the customers who answered the question "what is the likelihood you would recommend us, on a scale of 0 to 10", in three categories: promoters, detractors and neutral. The proportion of customers who give a score of 0 to 6 (detractors) is deducted from the customers who give a rating of 9 or 10 (called promoters). The resulting number is the NPS.

Questions are asked in the survey that allow the answers to be understood and contextualized:

- People with whom you have visited the park
- Consumption in restaurants
- Consumption in stores

Assessment of customer reviews

Customers tend to share reviews of their visits on platforms such as Google Maps, Facebook, TripAdvisor and Booking. These platforms allow users to value their experience on a 5-star scale, with 1 being the lowest score and 5 the highest, and to publish a comment which can be viewed by any user. The reviews of the customers who visit our parks are consolidated in a digital review tracker tool (Review Trackers). The average customer score in 2021 was 3.96 out of 5. This score is slightly lower than in 2019 (4.16), a pre-pandemic year.

- Number of visits to the park in the last 12 months

Given the increase in the volume of online sales, the robustness and reliability of the samples obtained in 2021 has been enhanced. Between 15% and 20% of visitors to parks have received the email inviting them to participate in the survey. Taking into account the composition of the family units (3-4 people on average), this percentage provides complete coverage of the total volume of visitors. The result is a total number of surveys at global level of more than 150,000 across the whole organization.

NPS in 2021 was 3%.

Once the customers' answers to the surveys have been received, they are visualized and analyzed at individual park level and aggregated, to give updated information about customer perception. This information allows us to understand and identify quickly any opportunities for improvement in each of the parks during the operating period.

The Review Trackers platform allows each of the parks in the Group to consult centrally the comments made by customers on their visits and manage the corresponding response and actions.

In addition, the comments made in the review are also included anonymously and analyzed using Artificial Intelligence on a platform called Lumoa, which can identify quickly the content of the comments made by customers.

Customer satisfaction analysis

The combined analysis of the post-visit surveys (NPS indicator) and reviews provides a reliable vision of the overall customer perception and opportunities for improvement. In 2021 there was a significant correlation between the results of the assessments in the reviews and the NPS, which confirms the validity of these sources.

Among the conclusions obtained from the joint analysis of the NPS and reviews, visitors considered that their main reason for dissatisfaction was the increase in waiting times, mainly caused by the

application of the COVID-19 related protocols. 25% of over 74,000 reviews analyzed mentioned the queue lines and waiting times (compared with 16% in 2019). This result is aligned with the conclusions obtained from the analysis of complaints and claims.

In future years the indicator relating to the number of complaints and claims by number of visitors will be monitored to track year-on-year evolution.

PARKS FOR ALL – BELANTIS Y MOVIE PARK (ALEMANIA)

Our theme parks in Germany are members of relevant programs related to accessibility and family friendliness as path to continuously improve their offer and promote both accessibility and inclusion and guest satisfaction.

'Family Holidays in Saxony' - family friendly

Belantis Park is a member of the programme "Family Holidays in Saxony".

Being part of the program means that the park is evaluated based on a set of criteria related to services and offers (e.g. child discounts, package deals for families,...), care and support (family friendly staff, participation in the Service Quality Germany seminar,...), gastronomy (children's chairs, changing facilities, ...), equipment and safety (child-safe devices, ...), and accessibility (barrier-free facilities ...).

There are two types of criteria, "mandatory family-friendly" and other "non-mandatory" criteria, of which Belantis meets 71% of the total.

'Saxony without barriers'

Belantis Park belongs to the programme "Saxony without barriers".

In order to achieve and keep membership of this programme the park is surveyed and checked on site by the Tourism Marketing Society Saxony mbH (Tourismus Marketing Gesellschaft Sachsen mbH (TMGS)).

The TMGS developed a set of criteria in close co-operation with the Saxonian co-ordination and advisory centres for the definition of the "Saxony without Barriers" programme.

'OK for kids'

The child protection organisation Kinderschutzbund LV NRW e.V., in cooperation with TÜV NORD, awards the "OK for Kids" quality seal. By being certified as "OK for kids", Movie Park shows that the park welcomes children, understands their needs and takes them seriously, and put child-friendliness into practice every day.

The certification criteria are developed and specified by the child protection organisation Deutscher Kinderschutzbund Landesverband NRW e.V. Children and their parents are directly involved in developing these criteria.

TÜV NORD contributes with their expertise by establishing a suitable assessment process and performing the on-site audit and the certification to ensure that the quality criteria of the DKSB LV NRW e.V. are fulfilled.

'Reisen fur Alle' (Tourism for All)

Movie Park is member of the program Tourism for All, funded by the Federal Ministry of Economics and Energy (BMWi).

In order to belong to the programme, quality criteria must be met, as well as having completed training courses for the staff. Thanks to this certification, people with disabilities have all the information they may need when planning their holidays, thus guaranteeing them access to leisure facilities adapted to their needs.

Customer privacy

Claims primarily related to violations of customer privacy and loss of customer data

As a result of its activity, Parques Reunidos processes a large volume of personal data relating to customers who visit its facilities each year, suppliers and contractors with whom it maintains legal and contractual relationships, and the Group's own employees.

In this sense, after the entry into force of Regulation (EU) 2016/679 of the European Parliament and of the Council of April 27, 2016 on the protection of natural persons with regard to the processing of personal data and the free circulation of such data, which repeals Directive 95/46/CE (GDPR), Parques Reunidos has addressed the necessary actions to adapt the processing of personal data carried out by its different European companies to the different requirements demanded by the community regulation.

The following measures stand out among those that were adopted in 2021:

Spain:

Records of processing activities: with the aim of identifying the data protection processing activities in the Spanish companies forming part of Parques Reunidos, the records of processing activities have been updated to bring them into line with the organizational changes and new processes in the Spanish companies of Parques Reunidos. Specifically, the records of activities in the corporate areas and

Spanish parks have been updated, except for the Aquatic parks, which will be updated in the first half of 2022.

Drawing up the risk analysis and impact assessment procedure relating to personal data protection: this procedure forms part of the actions designed to comply with the principle of privacy by design and default, and must be understood within the context of the duty of proactive responsibility required by the GDPR. Under the Regulation, Parques Reunidos is required to carry out a correct management of data protection risks and demonstrate that it has adopted the appropriate measures to guarantee it complies with the law before carrying out any personal data processing. This procedure has been signed by the employees at the central services headquarters and the directors of the Spanish parks.

Together with the above procedure, an analysis has been carried out of the risks involved in protecting data in the processing activities carried out by 5 corporate areas (P&O, HSE, IT, Digital Transformation, Customers, which also include Bono Parques and Tour Operation) and the parks in Costa del Sol (Selwo Aventura, Selwo Marina and Teleférico de Benalmádena⁷, to determine whether the data processing activities carried out involve a high risk for the rights and freedoms of the data subjects.

Both the procedure and risk analyses have been carried out in collaboration with a team of external consultants specializing in risks, in order to provide

⁷ These three parks were designated for a pilot project due to the close links they have between them (as they offer cross-sell products) and due to the fact that they represent a variety of the

Group's business lines: zoo, marine park, cable car and accommodation.

the tools needed to allow Parques Reunidos to identify the safety measures needed to mitigate/reduce the risks of data protection to which its data processing activities are exposed.

As part of our proactive responsibility, eminently practical annual training sessions have been carried out, adapted to the processing activities of the Spanish Parques Reunidos companies, in accordance with the GDPR and applicable local law.

Likewise, to reinforce the duty to raise awareness, the corporate managers and directors of the parks have approved a Data Protection Manual. The Manual is a guide with clear instructions on how our areas must act when processing personal data during their professional activity. It also includes an extensive repository with a set of data protection clauses. The Manual is constructed on three basic pillars: the principle of by design, the principle of by default and the principle of proactive responsibility.

Global:

The area of data protection has been enhanced with the incorporation at the end of 2021 of a new expert in this field, who together with the Data Protection Officer (DPO) of the Spanish companies in Parques Reunidos, will manage their compliance and help them coordinate this compliance with the rest of the companies in Parques Reunidos.

To continue to comply with the principle of transparency, during the standardization process of the websites of the Parques Reunidos companies, the data protection information provided to our customers has also been updated to adapt it to the new processes in Parques Reunidos and to the latest criteria established by the European Data Protection Board (EDPB) and the competent Data Protection Supervisory Authorities.

In line with the above, the systems for managing cookies and similar technologies in the websites of the companies in Parques Reunidos have been renewed, and the management of consent and information on data protection provided to users has been updated to adapt these aspects to the new criteria issued by the competent supervisory authorities.

As regards the management of relations with third parties, the criteria for the approval of suppliers with respect to data protection have been strengthened and new information security criteria have been incorporated in order to choose only suppliers which offer sufficient guarantees to apply the appropriate technical and organizational measures according to the data protection legislation applicable when they process personal data.

As part of our proactive responsibility, every two months awareness actions are carried out by sending information pills to corporate heads and park directors, which they pass on through their corresponding teams and areas, with directions and guidelines for action to prevent data protection breaches in Parques Reunidos.

Also, as part of the actions designed to strengthen the proactive responsibility of Parques Reunidos, the different DPOs/data protection compliance managers report to the DPO at the central services headquarters of Parques Reunidos on the compliance of the companies they manage, and in particular on: i) requests to exercise rights; ii) security breaches which affect personal data and iii) the state of compliance of the different obligations required by the GDPR.

In addition, in line with the principles of data limitation and minimization, and based on its proactive responsibility, Parques Reunidos is working on a document that establishes a framework of global criteria for the storage and erasure of personal data. This document aims to establish the minimum criteria needed for the Parques Reunidos companies to define a procedure establishing time limits for the storage and erasure of the personal data processed. The document is expected to be approved in the first quarter of 2022.

In accordance with the above, Parques Reunidos has established an action plan for 2022 which incorporates the following new actions: (i) updating the records of activities of the aquatic parks in Spain; (ii) drawing up a global training plan to standardize training and awareness actions across all the companies in Parques Reunidos; (iii) reviewing and, where necessary, updating the procedure for breaches of security in order to bring it into line with the procedure for security incidents; (iv) approval and emission of global criteria for the storage and erasure of personal data; (v) drafting a document to

incorporate the foundations for developing a global data protection governance model in order to establish a strategic, organizational and operational

framework in Parques Reunidos which covers the aspects to be taken into account for the management and protection of personal data in Parques Reunidos.

Indicator	Unit	2019	2020	2021
Number of complaints received regarding privacy and data protection	#	0	0	0

Fight against corruption and bribery

Why does it matter?

The Group is firmly committed in its fight against unethical behavior and has a zero tolerance to it.

Because of the type of activity carried out by Parques Reunidos, the countries in which its parks are located, the limited number of cross-border transactions it carries out and the countries involved in such transactions,⁸ the risk of corruption is considered medium-low and the risk of bribery medium, as (i) it has a limited scope (mainly local issues and with the participation of a small number of people for a short time) and (ii) a low impact in the case of private corruption and medium in the case of bribery (since the limitation in its scope means that the amounts do not compromise Parques Reunidos' viability). If we consider these risks in relative terms, i.e., compared with other criminal risks included in our Crime Prevention Model (MPD), corruption and bribery are among the risks with the highest ranking (6th and 7th in the last analysis), given the Group's structure, operations and activity.

At the level of criminal liability of legal persons, the crimes of corruption and bribery are subject to high penalties in comparison with other crimes under the Spanish Criminal Code; but the aim of the MPD is to mitigate these risks, and to attenuate, or even exonerate, the Group from criminal liability.

The main risk of unethical conduct, such as bribery, derives from the fact that our operations depend, to a certain extent, on different types of administrative authorizations, which is why we maintain a close and constant relationship with the public authorities.

Regarding private corruption, we cannot ignore that Parques Reunidos, due to its own operations, turns to external suppliers to obtain essential products and services for the development of its activity. In these situations, there could be cases of private corruption favoring a certain provider in exchange for some amount or gift.

Management Approach

- Parques Reunidos has standards and procedures for the avoidance, detection, and evaluation of corruption and bribery risks, which include:
 - Staff training on what behaviors are outside both the legality and the ethical framework of Parques Reunidos.
 - Information on current policies, standards, and procedures in this regard.
 - Design and implementation of standard policies, procedures, and controls, so that they are complementary and reduce risk from different fronts.
- In 2021 the Board of Directors approved the new anti-corruption and anti-bribery standard that unifies and updates the different specific rules related to corruption and bribery in place in different Group documents. The standard regulates patterns of employee behavior: how to interact with public administrations, as well as with private suppliers - how to request meetings, where to hold them, who should attend and how they should be reported, what issues can be discussed, what details of courtesies can be accepted or offered, etc. - how to act in the event of possible conflicts of interest, etc.

⁸ In accordance with the conclusions reached after the last updating of the Crime Prevention Model (MPD), and the surveys

carried out among the senior management of Parques Reunidos in 2021.

Once this global standard has been approved, the Group companies must adapt their local documents to the principles and rules established in said standard.

- In 2020 the Group Procurement Department was created, and at the close of the year it has continued to update the procurement procedure and policy for goods, services and CAPEX. These documents are expected to be complete some time in 2022. The new update will involve changing the scope of the policy, which will be escalated to Group level. This is consistent with the project for the unification, standardization and uniformization of procurement processes (tender processes, requests for various bids, analysis and selection of suppliers), to ensure they are fully transparent and based on objective criteria of economic and operational efficiency and are approved by several people to optimize the procurement process and promote the professionalization and control of compliance with the Group's objectives in a way which is highly relevant to sustainability and ethical and regulatory compliance.
- For Spain and the rest of Europe as well as for the United States and Australia, the economic and material limits are established for each

signatory, depending on their position in the organization chart. For operations or legal transactions with an economic value exceeding €60,000 (or \$65,000 in the case of the United States and Australia) joint signatures are generally required, so that more people are involved in the supervision of the transactions. These limitations, together with the main standards that are applicable to Parques Reunidos in legal matters, are included in the Legal Advice Manual.

- Standards are established on how to make collections and payments, so that the approval of any provision is not under the control of a single person.
- Every year, training is given on criminal risk prevention. This training is given to all directors both in Europe and in the United States and Australia, as well as to many employees at Parques Reunidos' headquarters. In 2021, an in-depth update was carried out on the training materials, and on how to deliver the training.
- Every month, a newsletter is sent related to criminal risk prevention and ethical behavior, which includes crimes related to corruption and bribery.

Europe

Various policies, standards, and procedures, along with the Crime Prevention Model (MPD) make up Parques Reunidos' ethical behavior framework, which was created in Spain and which the Group continues to integrate globally. Within this framework, it is specially important to minimize the risk of conduct that may constitute crimes related to corruption, both in its public (bribery) and private aspects.

Specifically, since the creation in Spain of the MPD, its implementation in 2011 and the update carried out during 2017, private corruption and bribery crimes have been identified as those with the greatest impact and probability of occurrence, compared with the rest of the criminal risks included in the MPD, because of the activity and location of the criminal risks identified as affecting Parques Reunidos. However, in no case did they reach levels higher than "medium".

Following an analysis carried out in 2017, based on criteria of impact and probability of occurrence, on 24 criminal risks identified, and considered equivalent to types of crimes specified by Spanish criminal law, risks related to corruption (private corruption) and bribery (public corruption) ranked 3rd and 5th respectively. This classification should be understood in relative terms; i.e., if a risk is in a high position in the ranking, this means that, due to our structure, operations and activity, it is considered to be more likely to occur and/or to have a more appreciable impact on the company's results compared with the other criminal risks covered.

In May 2021 a review was carried out of the above analysis, consulting not only with the management team of Parques Reunidos but also the directors of the parks located in Spain, to check whether there are major differences in perceptions at different levels. With respect to the risks associated with corruption (private corruption) and bribery (public corruption),

the result of this exercise has revealed a slight downward movement against the review in 2019: 6th and 7th place (rather than 3rd and 5th in 2019), respectively. In other words, other risks have become more important. This could be due to a greater awareness and training with respect to these crimes related to corruption, and the publication of the new standard. In addition, the inclusion in the criminal risk prevention model of injury to visitors (as a result of it being considered as a crime which could lead to the criminal liability of the legal person in some European jurisdictions) has also affected the classification of private corruption and bribery, given that injuries entered the ranking in 1st place.

Given the above, Parques Reunidos has reviewed and implemented policies, new standards and procedures designed to:

- training employees in ethical behaviors;
- establishing procedures to avoid the occurrence of unethical behavior; and
- establishing ways to discover the commission of illegal conduct and adopt the necessary measures for its eradication.

In this sense, the Code of Conduct makes express mention of conflicts of interest, corruption and bribery (or their equivalents in other legal systems). There is a duty to act with absolute transparency and avoid any conduct that, for their own benefit or that of the respective company, may entail, not only the commission of a criminal offense, but a violation of the Group's ethical principles.

In addition to the company's Code of Conduct, the Anti-Corruption Standard, with a global scope of application, was approved by the Audit and Control Committee on February 17, 2021 and the Board of Directors on February 18, 2021, and notified at global level to all the corporate management employees on

United States and Australia

In line with the provisions of the preceding paragraphs regarding Europe, Parques Reunidos has developed the Employee 's Handbook for the United States and Australia that includes, among other things, the behavioral obligations and policies aimed at avoiding the commission of unethical conduct in general. This document is signed digitally by the employees when they join the company.

April 6, 2021, by videos making the main elements of the new standard more accessible. The Anti-Corruption Standard establishes procedures and protocols aimed at avoiding conflicts of interest and limiting the risk of acts of private corruption and bribery.

These standards are integrated into the MPD, which, although it was designed based on Spanish regulations, is currently in the process of adaptation and extension to the different European laws of the countries in which the Group is present, to increase homogenization and control from the Group's headquarters (even though each jurisdiction complies with its local legislation on the matter). Thus, following the implementation of the MPD in Belgium and the Netherlands in 2019, France and Germany in 2020, and Italy and Norway in 2021, on December 14, 2021, the Audit and Control Committee approved the implementation of the MPD in the United Kingdom and Denmark in 2022.

Within the framework of the MPD, and from the very day of its implementation, an internal complaints channel has been created, which has been made available to all employees and third-party collaborators of Parques Reunidos in Europe. Through this channel, complaints can be made regarding illegal behavior or behavior contrary to the Code of Conduct. Complaints can be anonymous and are received by all members of the Surveillance Unit, the highest body responsible for the MPD and formed by the directors of the Finance, Legal, P&O and Internal Audit areas. This Unit is responsible for deciding how complaints should be processed based on their content. The existence of the channel and its operation are explained in the training courses for employees, who also received periodic reminders via email.

Policies on ethical behavior find further development in the Company's Code of Ethical Standards, Business Practices and Conduct, where the prevention of conduct related to corruption and bribery in particular are expressly addressed. This document is provided digitally to employees when they are hired. It must be taken into account that, after the publication of the anti-corruption and anti-bribery

standard, with global scope, these documents will be submitted for revision and update, removal of duplications and elimination of any contradictions.

For a few years and due to the numerous scandals about the diversion of charitable donations in the United States, Parques Reunidos has maintained a policy in the United States that prohibits, as a general rule, making direct financial donations to charity (any exception must be expressly authorized at the highest level and carried out with due guarantees). To this end, very strict regulations have been implemented in relation to the possibility that Parques Reunidos can serve as a platform for charitable campaigns in the United States. Specifically, the aforementioned policy prohibits collections of cash donations inside the parks and only allows their execution through a digital platform controlled by the IT department of the central offices of the USA and Australia, after prior control by the Group's central services in the United States regarding the beneficiary organizations and the activities they promote. Likewise, it has been decided to focus efforts on the implementation and control of procedures related to fraud, embezzlement, and conflicts of interest with suppliers. For this reason, the Group in the United States implements not only policies, procedures, or standards for managing funds, but also control

mechanisms such as security cameras in checkout areas, random audits, analysis of the checkout grid for each employee with access to the same, etc.

The commission or suspicion of commission of any unethical or criminal conduct, which may include the above, can be reported through the internal complaint channel (Hotline) managed by an external company, through which all employees can inform, anonymously and confidentially, the General Counsel and the P&O management of Parques Reunidos in the United States about these facts, who will report to the US Ethics Committee. In this respect, the United States leadership modified the composition of the US Ethics Committee, with effect from January 1, 2021, so that it is more similar to the existing Surveillance Unit in Europe. For this purpose, the complaints submitted through the channel are reported to all the members of the Ethics Committee, and not only to the General Counsel and the head of P&O, as happened before.

If criminal behavior is found, in addition to the initiation of the corresponding criminal actions against the offender, the measures adopted are put together to identify vulnerabilities and improve processes and thus (i) detect similar behaviors that may be occurring in other parks; (ii) detect vulnerabilities; and (iii) share possible improvement and reinforcement actions.

Evaluating our approach

I

En 2021 el Grupo ha modificado su metodología de n 2021 the Group modified its data collection methodology. The legal department, working with P&O, has required all the parks in all jurisdictions to fill out a form which includes the alleged ethical breaches known or investigated by management, the type of alleged conduct under a pre-established classification differentiating categories such as corruption, harassment, fraud, etc., the channel through which the alleged breaches were reported, the result of the investigations and any measures adopted. This provides more detailed and granular, better classified and homogeneous information, allowing the grouping of information under different

classification criteria, which allows a better analysis of the level of implementation of a culture of compliance, as well as the areas in which to look for improvements.

In previous years, the reporting has been made only of those files with respect to which the Surveillance Unit had knowledge through the 'regional whistleblowing channels' (the mailbox 'code_of_conduct@grpr.com' for the parks located in Europe and the Hotline for the parks located in the USA and Australia and that we will jointly name in the attached tables as "RWBC")⁹

⁹ Members of the Surveillance Unit and the Ethics' Committee (which reports directly to the Surveillance Unit) have direct access to these channels.

Europe

In 2021, **8** complaints were made through the Internal Complaints Channel, of which only **1** was related to possible corruption between individuals¹⁰. The rest of the complaints refer to alleged situations related, mainly, to different forms of harassment, fraud and inappropriate treatment of employees.

Apart from the complaints received through the regional whistleblowing channel -that is, the **9** files opened by other means-, there has been no record of any conduct related to corruption and bribery. The

type of behavior reported is similar to that collected by the Internal Channel for Regional Complaints.

Of the total of **17** files, in **7** some type of non-compliance has been proven. None have ended in criminal proceedings, **5** have ended with the dismissal of the reported employee and **2** have ended with disciplinary measures (including a warning).

Currently, a total of **4** files are open.

USA and Australia

During 2021, **16**¹¹ complaints were received through the Hotline, none of them being related to corruption or bribery.

Apart from the complaints received through the Hotline, **9** alleged violations of the ethical standards of the company were reported in 2021, however, as reported by the P&O (People and Organization) management in the United States, violations were of diverse types, the most numerous being those related to workplace harassment.

Of the total of **25** files, in **11** of them some type of non-compliance has been proven. None of the files has ended in the opening of criminal proceedings. The facts related to **5** files -4 of them reported through the regional whistleblowing channel- have ended in dismissal and **2** files have ended with disciplinary

measures. Lastly, **4** files have ended with measures of an organizational nature and/or to reinforce training in policies, standards and procedures. Currently, no files are open.

In terms of the investigations underway at the close of the Group's Sustainability Report for 2020, none related to corruption crimes, so their final result does not affect the data included in this section. With respect to the complaints related to situations of alleged workplace harassment and breach of the internal protocols, as included in various complaints received in 2020 and 2021, the result has been the dismissal of the person causing the incident, and changes have been made to the organizational structure of the park in question.

The table below shows the complaints investigated at global level.

Annual summary 2021			
Reported ethical breaches	42	Investigations still ongoing	4
Regional Whistleblowing Channel (RWBC)	24	Regional Whistleblowing Channel (RWBC)	3
Other reporting channels	18	Other reporting channels	1
Complaints by typology¹		Complaints by typology (only RWBC)	
Corruption	1	Corruption	1

¹⁰Investigation that is still ongoing at the closing of this report.

¹¹The total number of complaints is 20 but, given that some complaints are identical in facts and dates, 16 files are reflected.

Discrimination	6	Discrimination	1
Others	35	Others	22
Proven ethical breaches	18	Proven ethical breaches (RWBC only)	7
Corruption	0	Corruption	0
Discrimination	0	Discrimination	0
Others	18	Others	7
Serious breaches²	10	Serious breaches (RWBC only)	4

1) The initial classification is made by the person initiating the file (local P&O, Park Director, Surveillance Unit, etc.)

2) By serious non-compliance we refer to those files that have ended with the initiation of criminal proceedings and/or with the dismissal of the accused.

The number of complaints received in 2021 through RWBC related to corruption and bribery was **1**, which is currently open, so no breach in this sense has yet been proven. A further **4** complaints were received related to other crimes (two of sexual harassment, one of fraud and another of workers' rights), while the **19** remaining complaints related to other types of ethical breaches (mainly lack of respect in labor relations). As of the date of this report, misconduct has been demonstrated in **7** of them, 4 of which ended with employee dismissal.

In order to compare the data obtained in 2021 with that of previous years, we can only do so with respect to the complaints received through the RWBC (code_of_conduct@grpr.com and the Hotline) since in previous years they were the only data available. In addition, information about related training is provided:

Indicator	Unit	2019	2020	2021
Complaints received (RWBC only)	#	19	24	24
Corruption and bribery	#	2	0	1
Other crimes ¹	#	1	0	4
Other breaches of the Code of Conduct ²	#	16	24	19
Serious ethical breaches³ proved (RWBC only)	#	2	1	4
Corruption and bribery	#	1	0	0
Other crimes	#	0	0	0
Other breaches of the Code of Conduct	#	1	1	4
Training sessions related to criminal risk prevention and compliance with legal policies	#	5	9	11

1) "Other crimes" are defined as those conducts that, due to their configuration and seriousness, if proven, could constitute crimes other than corruption and bribery. When the scope of said behaviors or their seriousness would not be enough to constitute a crime, it is considered "Other breaches of the Code of Conduct".

2) "Other breaches of the Code of Conduct" are conduct that, if proven, would constitute a breach of the Code of Conduct and related policies and standards but would not amount to a criminal offence.

3) Serious breaches are those that end with criminal proceedings and/or employee's dismissal.

Of the files opened in 2021 through regional whistleblowing channels, **3** are still under investigation.

With respect to training, an in-depth update of the training materials was carried out, as well as the way of delivering them. Although in March the normal

webinars were given, in December 2021 a complete course divided into 7 modules (of which each was dedicated fully to crimes of corruption) was uploaded

onto the platform *Seeding: Parques Reunidos University* (an adaptation for the Group of the Moodle training platform used by leading educational institutions around the world). These modules explain what the crimes consist in, what the general principles for action by employees must be to prevent them from taking place; and finally, they list the policies and standards which must be reviewed by the employees. On completing the 7 modules, workers must take a test of their knowledge, for which the pass level is 70% of correct answers. The main problem with this training is that both the personnel developing the course and those to whom it is addressed were not used to how the tool functions, so participation was lower than expected. A total of

300 students enrolled in both training systems, with an effective attendance of 265.

As well as general training to prevent criminal risks, during the year Legal Services sent to the corporate units of Spain and United States, as well as all the directors of parks at global level (i) a newsletter related to the crime of private corruption, also referring to the new approved standard; and (ii) a newsletter focused on the crime of influence peddling, another form of corruption. The same addresses were also sent newsletters related to other crimes (crimes against the environment, subsidy fraud, etc.), as well as those relating to the use of internal complaints channels

Measures taken to prevent corruption and bribery

At global Group level, only one of the behaviors contrary to Parques Reunidos' ethical framework detected in 2021 (including all the reporting channels) was related to alleged corruption. This question is relevant inasmuch as the measures adopted are not caused by any specific situation, but the constant commitment to prevent conduct of this type.

Europe

In February 2021, the anti-corruption and anti-bribery standard, of global scope, within the framework of the sustainability policy, which (i) first, establishes guidelines for conduct updated to the reality of the Group; and (ii) second, consolidates different rules related to the prevention of corruption and bribery, such as the Institutional Relations Policy, or the rules for the management of VIP passes. Thus, apart from having an integrated standard, which includes in a single document a greater number of conducts, the new standard establishes a single, even more transparent framework of global application in relations with public administrations, establishing, in turn, another type of limitations regarding the use of intermediaries or donation control reinforcement (prohibiting donations to political parties, among others).

Moreover, after completing the standardization of the MPD in Belgium, the Netherlands, Germany, France, Italy and Norway, as well as the work carried

out to prioritize both general and criminal risks, in 2022 work will be done to (i) consolidate the criminal risk matrices of the different European jurisdictions into a single criminal risk matrix; (ii) parameterize the new controls in the GRC platform; and (iii) standardize the MPD in the United Kingdom and Denmark, as approved by the Audit and Control Committee on December 14, 2021.

Directors in Spain and Europe, as well as workers at the Spanish headquarters have received training on criminal risks and company policies. The training period was extended from December 16, 2021 to January 15, 2022. The materials are downloadable and the directors of the parks have been asked to make them available to the rest of the employees.

Regarding specific measures in the face of acts of corruption or bribery, since none were detected, no measure has been adopted beyond reinforcing the training in this regard.

United States and Australia

Work has continued on the normalization of some policies, procedures, standards and manuals for internal use which we hope will have a positive impact on mitigating the risks of corruption and bribery. The approval of the global anti-corruption and anti-bribery standard is the most notable measure in this sense. Additionally, in 2021 the legal department in the United States carried out an internal analysis of the compliance structures of the Group in the United States in order to make sure that they comply with the requirements established by the U.S. Department of Justice (a body equivalent to the Spanish Ministry of Justice) in its technical note on the Assessment of Regulatory Compliance Programs which was updated in June 2020.

The conclusion reached is that the organization and current scope of the compliance program in the United States complies with the requirements of the U.S. Department of Justice, notwithstanding that it may be necessary to update some policies and

standards, either because they may have been affected by the policies and standards of global scope published by the Group, requiring the removal of any duplications and elimination of incongruencies, or because they contain information that is out of date.

To this end, an internal working committee has been created, which is expected to complete its work in the first half of 2022, after which it will focus on ensuring the appropriate training is given and analyzing whether an external adviser is needed to audit the compliance program.

Work has continued with the application of the cash control policies in force, as well as the use of security camera circuits to detect possible breaches, which began in 2018. Employees at the parks received training on managing and handling cash on an annual basis - preparation of reopening - and are repeated when there are signs that an employee finds difficulty in complying with the procedures.

Measures to combat money laundering

Although Parques Reunidos is not bound by the money laundering law, it has policies and controls aimed at mitigating this type of risk.

Europe

In Spain, although Parques Reunidos is not an obligated subject according to the Money Laundering Law, the Spanish MPD identifies money laundering as a low inherent risk given that, apart from the cash payments made at ticket offices and points of sale in the parks, due to the very operation of the business, payments in cash are otherwise accepted in very exceptionally and limited occasions to a tour operator or commercial partner. We have identified the following risks regarding a hypothetical situation of money laundering: (i) Payment in cash of the tickets at the park ticket offices for amounts greater than those established without complying with legal obligations; (ii) Collection in cash and not declaring the amount charged by intermediaries in the sale of tickets to the parks.

The associated controls, in accordance with the provisions of the matrix, are as follows: (i) Parques Reunidos has hired the statutory financial audit services for the companies required to be audited (including information systems security review) and the review of the consolidated financial information - applicable to the audited companies-; (ii) commercial agents in Spain have been informed of the obligation for customers to make their payments by wire transfer, as well as the limitation of making or accepting cash collections/payments for an amount greater than 1,000 EUR (in accordance with the provisions of current regulations).

In Italy there are also guidelines in this regard.

In the rest of Europe, we have maintained the criterion set out in the past year, under which, given the small amounts that are collected in cash, we consider there is no urgent need to set up specific controls, although we do not rule implementing them in 2022 as a result of the merger of parent companies.

United States and Australia

With respect to the United States, no specific control has been established regarding the amount of payments and their origin.

Ethical advice and information mechanisms

With respect to ethical advice, the existence of the highest compliance bodies for both Europe (Surveillance Unit) and the United States and Australia (Ethics Committee) must be taken into consideration. These bodies are made up of high-level executive managers whose experience is closely linked to the ethical exercise of professional duties, from the perspective of law (legal department), transparency and a true image (financial department and internal audit department) and labor (P&O). This means that they are bodies with (i) the capacity to establish ethical principles and develop policies and standards on which employees must act; (ii) sufficient influence to ensure the adequate implementation of

a compliance culture; and (ii) the competence and independence to resolve questions and conflicts which may arise related to ethical behavior.

Moreover, the Surveillance Unit, as both recipient of the complaints made through the internal complaints channel and the body to which all the jurisdictions report ethical breaches at global level (including the United States and Australia), is responsible in turn for reporting at least once a year to the Audit and Control Committee on the total number of complaints and investigations carried out in relation to ethical breaches, analyzing the level of implementation of the compliance culture in the Group.

Contributions to foundations and non-profit organizations

Regarding contributions to foundations and non-profit organizations, the risk of conduct related to corruption and bribery is medium-low.

The rules regarding the provision of entertainment and donations are set out in the Anti-Corruption and Anti-Bribery Standard.

On the other hand, a specific fundraising policy for charitable purposes and a platform to raise funds exist in the United States and Australia to avoid collecting cash in the parks. This allows, on the one hand, the control of the suitability of the entity; and, on the other, the traceability of the amounts that are actually collected.

Contributions to associations and organizations with altruistic and social purposes

Contributions to associations and organizations with altruistic and social purposes are those related to projects with social impact¹²

The foundations and non-profit entities with which the Parques Reunidos Foundation or the parks cooperate are screened and analyzed to confirm that their founding purpose and the specific projects comply with the "Parques Reunidos Spirit", and to make sure that they rely on reputational solvency and on an adequate structure for the execution of projects.

The guides: "Social Impact Initiatives", "Selection of Partners in Social Impact Initiatives" and "Volunteering Programme" have been published in 2021. These guides define the mechanism for the

analysis and approval of foundations and non-profit entities with which the Parques Reunidos Foundation and the parks cooperate.

In 2021 the economic contribution to foundations and non-profit entities, relating to social impact projects was €53,308. This amount includes contributions to support non-profit organizations dedicated to research and conservation of biodiversity made by the Parques Reunidos Foundation, which reached a total of €43,023. The remaining amount represents the financial contributions made by the parks to local non-profit entities, which, in none of the cases, exceeded €5,000.

In addition to monetary contributions, it is usual to make contributions in kind, consisting of the donation of tickets or merchandising items or invitations to restaurants in the park, to associations and organizations with social purposes so that they can organize activities in our parks. As detailed in the Parques Reunidos Spirit section, the valuation of all projects including social initiatives and those related to biodiversity is equivalent to 0.25% of the Group's sales.

Contributions to sector association

Additionally, contributions are made to **sector associations**, both global and regional or local, of which Parques Reunidos, as a Group, or the parks, individually, are members. The economic contribution to sectoral associations in 2021 was €170,630.

List of sector associations of which Parques Reunidos, or its parks, is a member

Type of park	Scope	Association
Amusement and Water Parks	Global	IAAPA- International Association of Amusement Parks and Attractions WWA- World Waterpark Association

¹² For more information see "Parques Reunidos Spirit".

Type of park	Scope	Association
	National / State	AEPA- Spanish Association of Amusement and Theme Parks VDFU- Association of German Leisure Parks and leisure time facilities AALARA- Australian Amusement, Leisure and Recreation Association California Attractions and Parks Association Florida Attractions Association Pennsylvania Amusement Parks Association IALSA- International Amusement & Leisure Defense Association
Zoos and Aquariums	Global	WAZA- World Association of Zoos and Aquariums IMATA (Intl. Marine Animal Trainer's Association)
	Regional	EAZA- European Association of Zoos and Aquaria EAAM- European Association for Aquatic Mammals EUAC- European Union of Aquarium Curators American Humane
	National / State	AIZA- Iberian Association of Zoos and Aquariums BIAZA- British & Irish Association of Zoos & Aquariums SNELAC- Syndicat National des Espaces de Loisirs, d'Attractions et Culturels UCA- French Union of Aquaria Curators AFDPZ- Ass. Française de Parcs Zoologiques NABU- Naturschutzbund Deutschland VdZ- Verband der Zoologischen Gärten eV AMMPA- Alliance of Marine Mammal Parks & Aquariums (USA)

Human Rights

Parques Reunidos' commitment to human rights is reflected in the following principle of its Sustainability Policy:

- Comply with international conventions on human rights, including supporting the elimination of child or forced labor in its own operations and in the supply chain, and ensuring that the Group is not complicit in human rights abuses.

Parques Reunidos incorporates the fundamental principles of the Universal Declaration of Human Rights, the Principles of the United Nations Global Compact and the provisions of the fundamental conventions of the International Labor Organization into its policies and management practices, in particular in relation to:

- Equality
- Non-discrimination based on gender, race, language, religion, political opinion or of any other nature.
- Safety and security rights.
- Protection against arbitrary interference in people's private life, family, home, or correspondence.
- Freedom of opinion and expression.
- Freedom of assembly and association, including the right to form trade unions for the defense of

their interests and the right to collective bargaining.

- Just and favorable conditions of work, including those relating to remuneration.
- Organization of the duration of the workday and enjoyment of vacations.

Given that the parks operated by Parques Reunidos are located in low-risk countries in relation to respect for human rights, and that most of our suppliers are local or national, issues relating to slavery, torture, child labor or forced labor are not considered material.

The volume of merchandising purchased in 2021 from countries considered high risk in terms of human rights, defined according to the HDI and FH indexes (China and Thailand) is 5.5%. The percentage has decreased compared to the previous year due to the reduction in sales of these products in 2020; therefore, products remained in stock and the need to purchase in 2021 was reduced.

The Group is working on the development of supplier evaluation processes that help mitigate the possible risks associated with human rights in the supply chain¹³.

In 2021 there have been no complaints for cases of human rights violations

Classification of the countries in which Parques Reunidos operates in relation to respect for human rights

Country	Norway	Germany	Australia	Netherlands	Denmark	United Kingdom	USA	Belgium	Spain	France	Italy
FH	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free
HDI	0.957	0.947	0.944	0.944	0.940	0.932	0.926	0.931	0.904	0.901	0.892
Risk	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low

The level of risk in each country is determined based on the global Human Development Index (HDI) and Freedom House Index (FH), according to the following criteria: high risk environment: FH rating "non free" or HDI <0.70; medium risk environment: FH "partially free" or HDI rating 0.70-0.79; low risk environment: FH "free" rating and HDI > 0.79..

¹³ See section "Outsourcing and Suppliers".

Society

Commitment to sustainable development of local communities

Parques Reunidos' commitment to sustainable development is reflected in the following principles of its Sustainability Policy:

- Seeking an active relationship with stakeholders, for example employees, customers and suppliers, and the communities in which we operate to help solve societal challenges and build stakeholder trust.
- Promote a philanthropic approach to improve the protection of children and the protection of people who may be affected by chronic diseases and/or disabilities, promote integration efforts towards families and other vulnerable communities that may be at risk of social exclusion, promote education and raise awareness about sustainable development and conservation of natural heritage, and contribute to the preservation of threatened species and collaborate in scientific research for the benefit of biodiversity.
- Promote communication and dialogue channels, and foster the Group's relations with its shareholders, investors, employees, suppliers, customers and, in general, with all its stakeholders.

Parques Reunidos contributes to the economic and social development of the territory in which its parks operate through the creation of direct and indirect local employment, the use of local suppliers and collaboration with different associations and organizations.

Outsourcing and Suppliers

The subcontracting and management of suppliers is governed by the following principle included in the Sustainability Policy:

- Create a systematic approach to choosing business partners who are able to support the Group's principles on sustainability, who prioritize suppliers who have incorporated sustainable and ethical

Due to the nature of our activity, most of our suppliers of products or services are local. Likewise, as it is an activity with high seasonality, it is usual to fill jobs with personnel from the towns in which our company's parks operate.

Given that our activity is associated with the service sector, and that the parks are located in areas relatively far from population centers, the activity of Parques Reunidos does not generate negative impacts on local populations or the territory, so it is not considered necessary to establish mechanisms of formal dialogue with local communities, beyond those associated with the relationship and coordination with the different local authorities, either as issuers of the corresponding operating permits or as agents associated with coordination in case of emergency.

The association or sponsorship activities carried out by Parques Reunidos include:

- Collaboration with associations and organizations for altruistic and social purposes, the scope of which is described in the Parques Reunidos Spirit section.
- Collaboration with sector associations, both global and regional or local, the scope of which is included in the section Contributions to foundations and non-profit entities.

practices within their organization, and who drive those practices within their own supply chain.

The supplier selection procedure includes the following selection criteria to be applied depending on the product or service category:

- Strict compliance with current regulations.
- Solvency: we will work with suppliers with sufficient capacity to undertake the necessary

investments or support the payment conditions set.

- Recognized experience and trajectory within the market.
- Reputation: clearly recognized and prestigious suppliers in the market
- Service: suppliers with the capacity to offer a service of maintenance and delivery of merchandise, minimum at the national level.
- Quality-Price Ratio: make it the most competitive on the market.
- Flexibility: ability to adapt to the seasonality of the business.
- Verification of products by accredited entities.
- Existence of authorization to the supplier in licensed products.
- Preference for local suppliers as a way to generate wealth in the environment in which it operates.
- Commitment to the prevention of occupational risks and the minimization of the environmental impacts that its activities may generate.
- Criteria of social and environmental sustainability of the purchased good or service.
- Validation of providers regarding the protection of personal data, to ensure that they comply with the applicable regulations in this area.

Contracts for the purchase of products and services contain clauses by which the contractor or supplier, in the performance of its activities, whether carried out by its own personnel or by subcontractors, commits to complying with all applicable national and international standards and regulations related to standards of ethical and responsible behavior, including, but not limited to those dealing with human rights, health and safety at work, labor rights, protection of the environment, and the fight against bribery and corruption.

During the term of the contract, the Contractor or Supplier agrees to allow Parques Reunidos, by itself or through an external auditor designated by the company, to audit the degree of compliance with these rules, accepting the possible corrective or preventive measures that can be established. At the request of Parques Reunidos, the Contractor or Supplier will inform Parques Reunidos of the measures adopted to guarantee compliance with these regulations.

As far as possible, the number of service or product providers is reduced to the minimum necessary to guarantee their better control and supervision, through national or regional contracts. Additionally, and considering our material issues, the daily supervision of the activities in our work centers includes monitoring the performance in terms of occupational health and safety and environmental impact of the contractors that carry out their activities in our work centers. The health and safety standards applicable to our employees are equally applicable to contract workers who receive pertinent occupational health and safety information within the business coordination activities.

Due to the nature of our activity, most of our product or service providers are local or national. In the case of new attractions, the suppliers are globally recognized manufacturers in the sector.

Although supplier audits are not carried out, supplier selection considers performance in environmental, social and governance matters and, in the case of suppliers that are not local or national, the selection process considers whether they are hired globally by other operators of the sector.

Fiscal and economic information

The Group has guidelines for action in tax matters that protect shareholder's value and security through efficient and sustainable management of tax matters and compliance related costs. Likewise, the Group's decision-making is guided by the principle of legal certainty in tax matters, thus protecting the value of the company for all stakeholders.

The tax strategy, which applies in all the countries and jurisdictions in which Parques Reunidos is present, and covers all areas and businesses that are developed by the Group, comprises the following guidelines for action:

- Strict compliance with the Group's tax obligations. These obligations include, among others, the declaration and payment of taxes, the provision of tax information of the Group companies or the provision of tax information from third parties, either due to periodic obligations or as a result of information requirements made by the tax authorities.
- Decision-making based on business criteria, taking into account the fiscal aspects associated with them.
- Use of non-opaque structures that respond to the economic reality of the company.
- Collaboration with renowned external advisers who provide support to Parques Reunidos staff in tax matters through regular contact.
- Collaboration with the tax authorities in the resolution of all issues that may arise as a result of compliance with own- or third-party tax obligations.
- Management of fiscal risks, establishing the appropriate mechanisms for their coverage, prevention, reduction, and monitoring, considering not only their economic impact, but also the associated reputational factor.
- Application of tax regulations in accordance with the interpretative criteria of the competent tax authorities, with the support of consultations, resolutions, and judgments of administrative or jurisdictional bodies regarding the specific case.
- Adequate coordination of the actions with fiscal impact of the different entities of the Group.
- Transfer pricing policy for all its operations between related parties and entities in

accordance with the principles of arm's length, free competition, and value creation through the assignment of functions, assets, risks, and benefits.

The tax function, dependent on the Group's Financial Management, is responsible for the effective control of these basic principles, as well as for the establishment of procedures and monitoring and control measures that guarantee and consider the tax risk in the process of taking decisions and the dissemination of the tax strategy in the Group.

Along with the Group's Financial Management, there are other internal and external agents that intervene directly and indirectly in the exercise of the tax function:

Internal:

- Tax/administration/financial Department: responsible for compliance with tax obligations, as well as preparation and presentation of tax returns required by current regulations.
- Human Resources Department: in charge of determining the salary retention and taxes applicable to the personnel, as well as the establishment of remuneration policies, and supervision of their fiscal impact.
- Local business units, which carry out the tax function when any of their processes or functions generate a tax impact at the local level (direct or indirect) for the Group.
- Internal audit, in charge of supervising and evaluating the different processes, compliance and controls, as well as their impact on the Group's fiscal function. It is also responsible for ensuring compliance with the established fiscal controls.
- Any other departments of the Group when making decisions inherent to its area of influence, insofar as these could have a fiscal impact.

External:

- External tax advisers in charge of providing recurrent support to the departments involved in the Tax Function in matters related to

taxation derived from the ordinary activity of the group.

- Advisors on specific or exceptional matters arising from the non-recurring activity of the Group.

Revenues, profits obtained and taxes on profits, as well as public subsidies received and other economic data for 2021, are detailed in the following tables:

Total Group

Indicator	Unitd	2020	2021
Revenues	k €	249,443	585,345
Operating costs	k €	607,552	272,376
Employee wages and benefits	k €	142,464	185,536
Public subsidies	k €	1,097	24,410
Profit/(Loss) before income tax	k €	(623,751)	79,578
Capital Expenditures -CapEx	k €	70,481	71,340
Share buybacks plus dividends	k €	-	-
Total tax paid (cash in (+)/cash out (-)) ¹⁾	k €	-26,202	-30,346

- 1) Total taxes 2021, by category of taxes:
 corporate income taxes (+2,039 k€), property taxes (-8,190 k€), non-creditable VAT (-466) and other sales taxes (-109 k€), employer-paid payroll taxes (-16,492), and other taxes that constitute costs to the company (-7,128 k€)

Information by country- Year 2021

Country	Unit	Revenues from third-party sales	Profit/(Loss) before income tax	Corporate income taxes (cash in (+)/cash out (-))	Corporate income taxes accrued on profit or loss
Norway	k €	22,630	10,167	406	-1,408
Germany	k €	107,956	3,848	-191	-5,965
Australia	k €	5,505	(3,685)	-	-
Netherlands	k €	24,156	(182)	-	-820
Denmark	k €	8,331	1,083	-	-232
United Kingdom	k €	16,902	5,932	-744	-984
USA	k €	208,202	65,693	407	-14,970
Belgium	k €	19,123	2,448	-17	-68
Spain	k €	124,488	3,921	2,055	65
France	k €	8,699	(4,016)	123	-2,822
Italy	k €	29,354	(5,631)	-	972
Total	k €	585,345	79,578	2,039	-26,233

Awards and recognitions

Below is a non-exhaustive list of awards and recognitions as well as other relevant certifications related to social and environmental matters, obtained by the parks.

Park / Country	Granting entity	Award / Recognition	Description
15 Spanish parks (Spain)	Institute for Spanish Tourism Quality	Safe Tourism Certified	Specification guidelines for the reduction of SARS-COV-2 coronavirus infection. The guidelines contain specifications for service, cleaning and disinfection, maintenance, and risk management, both for workers and visitors.
Aquópolis de Torrevieja (Spain)	State Secretariat for Tourism	Continuous quality improvement	Recognition of the commitment to tourism quality.
Warner Park (España)	La Razón Newspaper	Best theme park in Spain	Parque Warner has been recognized as the best theme park in Spain in the 10th edition of the Tourism Awards of La Razón
Movie Park (Germany)	Federal Ministry of Economics and Energy (BMWi).	Tourism for all	With the "Tourism for All" label, people with disabilities have detailed and reliable information to organise their travel and make travel decisions.
Movie Park (Germany)	TÜV NORD	O.K. for Kids	By being certified as "OK for kids", Movie Park shows that the park welcomes children, understand their needs and takes them seriously, and put child-friendliness into practice every day.
Belantis (Germany)	Tourism Marketing Society Saxony mbH (TMGS)	Saxony barrier-free	Adherence to the "Saxony barrier-free" program guarantees the park's accessibility.
Attractie- en Vakantiepark Slagharen (Holland)	Voordeeluitjes	Voordeeluitjes.nl award 2021	Voordeeluitjes.nl Award with a score of 7,3. (Voordeeluitjes is a platform where you can book a holiday or getaway)
Kennywood, Story Land, Splish Splash (USA)	International Board of Credentialing and Continuing Education Standards (IBCCES)	Certified Autism Center	Certified autism centers complete a training and review process with the goal of better serving people with autism and other sensory needs
Lake Compounce, Idlewild and SoakZone, Noah's Ark Family Waterpark, Wet N Wild - Emerald Pointe Waterpark, Splish Splash, Water Country, Raging Waters - Los Angeles, Raging Waters – Sacramento, Sandcastle Waterpark (USA)	Ellis & Associates	Aquatic Operational Client Audit Awards	The award recognizes that parks have proactive lifeguards and managers to ensure safe facilities.

Parques Reunidos Spirit

Parques Reunidos' social commitment is to offer safe, healthy, sustainable and inclusive leisure.

The “Parques Reunidos Spirit” acts as an umbrella program for all the social, educational, environmental awareness and biodiversity promotion and conservation actions carried out by the parks, central offices and Parques Reunidos Foundation.

All these actions belong to one of the four pillars of action which define the philosophy of the Parques Reunidos Spirit:

1. **CHILDHOOD AND HEALTH:** Bring leisure to children and their families affected by serious or chronic childhood illnesses, as well as to adults who have received the same diagnoses. Promote healthy habits to avoid the emergence of illnesses.
2. **SOCIAL INCLUSION:** Bring and facilitate access to leisure for families with scarce resources or at risk of social exclusion, as well as to people with disabilities.
3. **EDUCATION AND AWARENESS:** Develop programs and activities to give visibility to the environmental commitment of our parks and involve visitors through efforts to generate awareness and education resources for new generations.
4. **CONSERVATION AND RESEARCH:** Create original programs and participate in international projects in situ and ex situ for the conservation of biodiversity, ecosystems, and threatened species.

The actions carried out as part of the Parques Reunidos Spirit contribute to the promotion of a number of the Sustainable Development Goals (SDGs) established by the UN:



In Spain, all the actions and projects mentioned are carried out with the coordination of the [Parques Reunidos Foundation](#).

In 2021, the improvement in the COVID-19 situation compared with 2020 has led to a resumption of some of the social activities, as well as the implementation of new initiatives, although to a different extent in each country and at different points in the year.

The value of all the social initiative projects and those related to biodiversity amounts to 0.25% of the Group's sales. Including discounts and free tickets which are offered by the parks as part of their commercial policy people with disabilities and their companions who visit the parks privately ¹⁴, this percentage rises to 1.3%.

¹⁴ For more information see the "Accessibility and Inclusion" section

The following sections present data, statistics and relevant cases that have stood out in the management of social action in 2021.

Indicator	Unit	Spain	Rest of Europe	USA and Australia	Total
Number of initiatives	#	137	81	160	378
Childhood and Health	#	63	45	44	152
Social Inclusion	#	49	28	24	101
Education and Awareness	#	19	3	88	110
Biodiversity and Research	#	6	5	4	15
Economical valuation ^{1) 2)}	1,000 €	155	765	532	1,452
Childhood and Health	% of total valuation	30	40	79.9	53
Social Inclusion	% of total valuation	35	57	16	40
Education and Awareness	% of total valuation	7	2	4	3
Biodiversity and Research	% of total valuation	28	1	0.1	4

- 1) It includes the value of tickets and other goods donations as well as, when applicable, economical contribution to associations and other entities, as detailed in the section 'Contribution to foundations and non-profit organizations. It does not include discounts and free tickets for people with disability and those accompanying them who visit parks regularly, and which are offered by the parks as part of their commercial policy. The data referring to the commercial policies on people with disabilities may be consulted in the 'Accessibility and inclusion' section.
- 2) Due to the characteristics of the Education and Awareness (e.g. educational talks for guests during their visits,...) and Biodiversity and Research (e.g., rescuing turtles), projects, it may not always be possible to value their economic impact so only those in which there is a ticket donation or a direct financial contribution are included.
- 3) The Biodiversity and Research projects financed by the Parques Reunidos Foundation are Included in Spain.

Childhood and Health

The Childhood and Health category groups together the following social actions of the Parques Reunidos Spirit:

- Support for children affected by serious and rare diseases, and their families
- Support for adults affected by serious and rare diseases
- Collaborations with hospitals
- Promotion of healthy habits

To carry out these activities, the Group's parks and the Parques Reunidos Foundation collaborate with associations active in offering support for children and their families, as well as to groups who suffer serious, rare or chronic illnesses.

This pillar represents 53% of the Parques Reunidos Spirit economical valuation with a total of 152 projects, which accounts for 40% of the total projects.

Within this category, 87% of the projects have involved the donation of tickets:

Childhood and health	Number of tickets
Spain	1,167
Rest of Europe	7,404
USA and Australia	8,877

Total	17,448
-------	--------

KENNYWOOD CHARITABLE TRUST (USA)

The commitment of Parques Reunidos to childhood is materialized in projects such as the “Kennywood Charitable Trust”, through which the parks in the west of Pennsylvania (Kennywood, Idlewild & SoakZone and Sandcastle Waterpark) each year offer to thousands of children and their families the opportunities to enjoy a day of leisure in one of the parks in their area.

Since 1992, children in a situation of vulnerability and with serious illnesses in Pittsburgh, West Virginia, Ohio and Maryland may enjoy up to a total of 400,000 days of entertainment.

In 2021, this project allowed up to 100 organizations to benefit from a total of 5,335 free tickets.

Support for seriously ill children and their families

The family and the child's environment play a fundamental role during the illness treatment and recovery process.

The Parques Reunidos Spirit collaborates with associations and foundations dedicated to caring for these children and their families by donating tickets and developing accompaniment activities for

hospitalized children suffering from serious or long-term illnesses that require intensive treatment.

The aim of these collaborations is to ensure that fun and leisure have a role as present in the lives of these children as in that of any other, also helping them to face their illness with the best possible attitude.

Support for adults affected by serious and rare diseases

Supporting organizations that seek to improve the health of the population is not limited to children's groups. For this reason, the Parques Reunidos Spirit includes collaborations with local and national

organizations that provide support to adults with serious and rare diseases in the field of Childhood and Health.

Promotion of healthy habits

The promotion of improved health through healthy habits forms part of the Parques Reunidos Spirit. The parks have carried out a variety of actions to

encourage people to play sports and are developing projects to boost healthy eating, among other healthy habits.

Social Inclusion

Social Inclusion constitutes the second pillar of the Parques Reunidos Spirit. Being able to enjoy one of the Group's parks should be something accessible to all members of society. That is why the parks and the Parques Reunidos Foundation make a particular effort to guarantee that all groups have the opportunity to enjoy the entertainment they offer and collaborate with local and national associations and foundations that work to improve the welfare of the communities where they operate.

This social commitment is translated into actions that include ticket donations, but also integration, training and awareness projects addressed to the daily social realities of these groups.

This pillar represents 40% of the Parques Reunidos Spirit economical valuation with 101 projects, which

accounts for 27% of the total projects. These figures do not include the amount corresponding to discounts and free tickets, for both people with disabilities and those accompanying them, who visit the park as individuals.

The projects result in the following number of donated tickets:

Childhood and health	Number of tickets
Spain	1,908
Rest of Europe	13,392
USA and Australia	3,246
Total	18,543

Support for disadvantaged groups

There are several groups at risk of social exclusion that are on the radar of Parques Reunidos Spirit. The following causes and groups are included in the actions carried out:

- Groups with limited resources through organizations that address the economic and educational problems of low-income communities, groups at risk of social exclusion, immigrants and refugees, among others.
- Social and labor inclusion organizations that work for social cohesion and cooperation in low-income areas and that seek to facilitate the labor integration of unemployed people through education and training programs.
- Victims of child and domestic abuse: through organizations that work to provide shelter, support, and resources (medical, legal, etc.) to people - especially children - who have suffered different types of abuse and domestic violence.
- Support to families through organizations that offer services and resources for families in order to facilitate educational and developmental processes of children and make the family nucleus a constructive and supportive environment for all its members.
- Homelessness: Organizations that support people who live in precarious situations and lack fixed housing.

STREET SOCCER CUP IN TROPICAL ISLANDS (ALEMANIA)

Entertainment and sport can be effective ways of integration and inclusion for refugee children in societies which receive them, and this is the idea behind the project Street Soccer Cup.

For a number of years the German park Tropical Islands has supported the project, providing the necessary space for the football matches, accommodations, free tickets and prizes for participants and organizers. The final of the Brandenburg Championship took place on September 19, 2021 on the terraces of Tropical Islands.

The initiative is supported by the Federal Chancellor's Office within the framework of the Welcome to Sport program, as well as the Alliance for Brandenburg, AOK Nordost, the F.C. Flick Foundation, Tropical Islands and the Ministry of Education, Youth and Sports.

Most of the actions in this field have involved ticket donations. Around 20% of the tickets have been donated to families in difficulties, and 13% to organizations whose beneficiaries are children at risk of social exclusion.

One of the most outstanding actions was carried out by the Story Land park in the United States, which donated 2,500 tickets to disadvantaged children and

families. The tickets were distributed through local schools and non-profit organizations.

In Europe, the most relevant action in the field of support for disadvantaged groups has been that of Bobbejaanland (Belgium), whose activity included a discount on 11,396 tickets worth €303,183 to Iedereen Verdient Vakantie, an organization that facilitates access to leisure for groups and families with few economic resources.

People with disabilities

Each year, the group's parks, through the Parques Reunidos Spirit, show their commitment to inclusion and assistance to people with disabilities and special needs, both children and adults.

The actions carried out in this area are distributed homogeneously across five specific categories: autism, motor disability, intellectual disability, sensory disability and equal opportunities for people with disabilities.

Autism has been considered as an independent category because there has been a special

commitment of all parks towards this group in recent years.

Globally, 80% of parks (100% in the case of European parks) have discount or free ticket for people with disabilities or those accompanying them. The economical valuation resulting from these discounts and free tickets amounted to 1.08% of Group's sales.

Commitment with Autism

The Parques Reunidos Spirit acknowledges the relevance of this topic, showing a constant effort to ensure inclusive leisure opportunities and contributing to raise awareness about the social integration of the affected people.

Since 2019, the American parks Kennywood, Splish Splash and Story Land have been certified by The International Board of Credentialing and Continuing Education Standards (IBCCES), which classifies them as adapted centers for people with autism.

The commitment to local associations supporting and raising awareness of autism continued in 2021.

Workers in numerous parks, such as Blackpool Zoo and Warner have received training which allows them to know how to react appropriately and know the need for attention required by people with autism spectrum disorder. Workers in Atlantis received this training in 2021.

Education and Awareness

Education and awareness are the first step towards building a society that cares for the environment and for the protection of endangered species.

Parques Reunidos want to ensure that all children have the opportunity to receive a complete education. Among the actions carried out, those that stand out are the donations of tickets to facilitate visits to the parks by school groups, initiatives to support special education centers, organizations that promote academic excellence and youth leadership, and educational centers that work to develop literacy and visual and plastic education of their students.

Another relevant area for the Parques Reunidos Spirit in the field of Education and Awareness is the training of the new generations in civic spirit and social commitment, helping to ensure progress towards a healthier, supportive, and more sustainable society. In this regard, the group's parks demonstrate their commitment by developing collaborative projects to train and raise awareness about healthy habits.

Climate change, the impact of plastic waste, species that are threatened and the conservation of

biodiversity are challenges that every population in the world faces and that Parks Reunidos has integrated into its Education and Awareness actions, with the number of such actions increasing year on year.

Parques Reunidos, particularly through its Foundation and the zoos and aquariums, has acquired a special commitment to publicize these environmental challenges, educate the public on how to alleviate the deterioration of nature, disseminate the knowledge of experts and veterinarians on threatened species, and raise awareness about the importance of actively contributing to protecting biodiversity.

The actions of Parques Reunidos Spirit within Education and Awareness do not involve as many donations of tickets as in the previous pillars. Some of the projects do involve ticket donation, but most of initiatives are actions carried out within the park to raise awareness of the park users.

Promote education

Parques Reunidos Spirit supports the development of children and the promotion of education at different levels.

An important part of education is preparing young people for the future, instilling in them values of excellence and leadership so that they know how to

take advantage of their potential and be agents of change towards a more supportive and sustainable society. A total of 41 actions were carried out in this area in 2021, all of them in parks in the United States.

Educate the public on segregating and reducing waste generation

The educational activities on segregating waste, recycling and the environment are carried out in person in the parks, not only through talks, signage, and special visits for school groups, but also through actions which involve reducing the production of waste.

In some parks tickets are donated to organizations that educate the population on how to protect the environment, develop conservation projects in local natural areas, and organize activities such as waste collection.

The implementation of the solidarity water brand AUARA in the parks of Spain allows, since August 2019, that a portion of the water bottles offered in the Group's parks are made of 100% recycled and 100% recyclable R-PET material.

Thanks to the collaboration with AUARA, a social company that dedicates 100% of its dividends to developing access to drinking water projects for those who need it most, more than 34,000 water bottles sold at the Spanish parks in 2021 were made of recycled plastic.

A number of European parks carried out projects in 2021 designed to reduce the amount of single-use plastics and thus raise awareness among users of the importance of reducing the volume of waste. Parks such as Blackpool, Bonbonland, Slagharen and Warner have developed a variety of actions which offer users incentives (discounts, donations to social projects, etc.) for buying and using reusable glasses.

Raise awareness about the role of zoos in conservation

Overexploitation of ecosystems, pollution, plastic waste, and poaching threaten all species - animals and plants - and their habitats more than ever. Modern zoos have adapted their formats and assumed a leading role in the protection of biodiversity to help address those challenges.

Zoos and aquariums have the responsibility not only to guard the species that are under their care, but also to educate and make their visitors aware of the importance of their role and the ways in which each

one can also participate in the effort to protect and preserve the environment.

The visit to the zoos and aquariums is designed as an educational experience. During the itinerary, the visitor enjoys a direct approach to the animals, can attend educational talks and has access to a wealth of information about each species, as well as informative materials that contribute to raising awareness about the conservation of biodiversity. Additionally, the parks organize guided tours,

exhibitions, lectures, workshops and children's camps.

CLIMATE TERROR LANDSCAPES (SPAIN)

The consequences of climate change may endanger the survival of many species and their ecosystems. Aware of this situation and of the need to make the population aware of the need to preserve the environment, the Atlantis park developed the Climate Halloween initiative in 2019, and it was followed in 2021 by the parks Selwo Aventura and Selwo Marina.

Taking advantage of the large number of visitors in Halloween, the aim is to make visitors aware through "climate terror landscapes" and educational talks of the risks associated with climate change and the importance and role played by some species in the ecosystems, and to raise awareness about what everyday habits the visitors can change to mitigate these risks.

The goal is to make visitors reflect on the attitudes and habits they should be afraid of, as they help degrade the ecosystems.

Biodiversity and Research

Biodiversity

Zoos and aquariums have continued to work on projects to protect biodiversity and the most vulnerable ecosystems, although activity through in situ projects, considered among the most important, has been affected by sanitary restrictions and international mobility. Despite this, the zoos and aquariums, the Parques Reunidos Foundation and the Group in general maintain and renew their commitment to biodiversity through:

- Animal Welfare Program
- Continued support to in-situ projects through financial contributions
- Scientific and research collaborations.

These projects and collaborations are maintained over the years, generally with very few or no changes beyond the number of animals born, so this report includes only the actions in these projects¹⁵.

Conservation of the Giant Panda's habitat

The Zoo Aquarium de Madrid, with its reproductive couple, is one of the zoos in the world with the greatest relevance in the reintroduction effort of this species, both from the field of conservation

collaboration and from that of reproduction research. In 2021 two Giant Panda cubs were born in the Zoo Aquarium de Madrid.

¹⁵ For more information, see the Sustainability Report 2020.

Monk seal conservation program

For more than twelve years, the Parques Reunidos Foundation has been supporting the in-situ Mediterranean monk seal conservation program developed by the CBD-Hábitat Foundation on the Cabo Blanco peninsula in Mauritania. In addition to the annual economical support, the Parques Reunidos Foundation and the group's animal parks

contribute with education and awareness initiatives.

Between February and November 2021, 68 monk seal pups were born in the colony of the "Seal Coast."

Rescue and reintroduction of birds of prey in Madrid

The Foundation maintains an agreement with Brinzal, an association which works to support the rescue, rehabilitation and reintroduction in nature of endemic species of birds of prey to reinforce the existing populations, which in the case of the barn owl, are in serious decline in the Region of Madrid. In addition to financially supporting its operation, the Zoo Aquarium de Madrid collaborates with

Brinzal by providing technical and veterinary assistance.

Within the framework of the agreement for the recovery of nocturnal birds of prey, one eagle-owl chick and two barn owl chicks were reintroduced in nature in 2021. They were birds that had been born in the Zoo de Madrid facilities.

Conservation of marine species

Miami Seaquarium contributes to the conservation of manatees, as species that is threatened by poaching due to the demand for their fat and skin; there were many deaths of manatees in 2021 in Florida and many others suffered problems of malnutrition due to the destruction of the marine pastures on which they fed. In 2021, 22 manatees were rescued and 16 returned to the wild after their rehabilitation at the Miami Seaquarium center.

With respect to marine turtles, 39 were rescued and 33 were returned to the wild in the waters of Florida.

Since 2007, a total of 393 marine turtles and 194 manatees have been rescued in the Miami Seaquarium facilities for their rehabilitation. A total of 231 marine turtles and 125 manatees have been returned to their natural habitat.

Through the association for the protection of biodiversity, Marineland (France) developed the program Naturascan in 2019, whose mission is to

assess the presence and distribution of marine megafauna in the Pelagos Sanctuary and within the space included in the Natura 2000 site, Bay and Cap d'Antibes-Lérins Islands, in there are canyons of more than 1,500 meters in depth. The geographic features encourage the presence of marine mammals.

Every month, a team of observers board a boat of the Marineland Association to sample the study area, which amounts to over 100 km², and record all the observations according to an established protocol. By analyzing the data collected during this monitoring activity they can describe the trends in the evolution of the marine populations and also the events which may affect these species, as well as anthropogenic pressures they suffer from.

The Marineland Association, the Aquanauts Association and the City of Antibes collaborate on this monitoring program, at the initiative of the Marineland Association.

Other conservation projects:

Apart from the above projects, every year, the Parques Reunidos Foundation and the group's zoos and aquariums contribute to conservation projects related to the species present in those parks through financial donations.

In 2021 work continued on the collaborations in place in 2020, except for the project Madras Crocodile Bank Trust.

Also, in 2021 the collaboration with the CBSG continued under the organizational umbrella of the International Union for Conservation of Nature (IUCN). The mission of the CBSG is to save from extinction the most threatened species by increasing conservation efficiency at global level.

By its annual contribution and membership, Parques Reunidos Foundation participates in many in-situ conservation projects for species threatened, such as: the southern ground hornbill, the jaguar, the manatees of the Caribbean and the chimpanzees of Sierra Leone. It also participated with the Asian Wild Cattle Specialist Group on a workshop on Indonesian species under threat, such as the banteng, anoa, the Komodo dragon and the gibbons of Java.

The International Union for Conservation of Nature uses education and conservation to promote the formation of a committee to lay the foundations and supervise the guides for handling ex-situ conservation projects. The Parques Reunidos Foundation collaborates actively on this task.

Research

Research, together with education and the generation of awareness, constitutes a key area of the Parques Reunidos Spirit in favor of biodiversity.

Both the Foundation and the Group's zoos and aquariums actively participate in research projects, in collaboration with different zoological entities, museums and universities.

The different research projects carried out not only contribute to improving the design of the facilities and to develop more efficient animal care and handling techniques, but are also of vital importance for the application of veterinary and breeding techniques in zoological institutions aimed at the reintroduction and care of species in their places of origin.

Research project on the reproduction of the giant panda

This program, the most significant research project for Parques Reunidos, is dedicated to the reproduction of the giant panda. The Zoo Aquarium de Madrid collaborates with the National Institute for Agricultural and Food Research and Technology (Instituto Nacional de Investigación y Tecnología Agraria y Alimentaria, INIA), the Chengdu Reproduction Center (China), and the Faculty of Veterinary Medicine of the Complutense University of Madrid.

In September 2021, after a process of artificial insemination, the second twin birth in the history of

the Zoo Aquarium de Madrid took place. The process has been supervised by the veterinary team of the Zoo Aquarium de Madrid and by two experts from the Chengdu Research Base for Giant Panda Breeding.

The birth of these giant panda cubs in the Zoo Aquarium de Madrid from the pair formed by the female Hua Zui Ba and the male Bing Xing represents a great contribution to the field of conservation of threatened species.

Collaboration with the National Institute for Agricultural Research (INIA)

For yet another year, the National Institute for Agricultural Research (INIA) and the Parques Reunidos Foundation renew their collaboration agreement, thanks to which it is possible to carry out

numerous investigations on animal reproduction in the Group's parks.

FIRST GERMLASM BANK FOR CAPE PENGUINS

Experts and veterinarians from Parques Reunidos (Zoo Aquarium de Madrid and Faunia), together with the Physiology and Technologies of Reproduction in Wild Species Group from INIA-CSIC have, after five years of study of aspects of reproductive biology and procedures for freezing sperm (cryopreservation) of the gentoo penguin (*Pygoscelis papua*) and the black-footed African or Cape penguin (*Spheniscus demersus*), developed the first germplasm bank for the Cape penguin (an endangered species). Among other advantages, it provides a procedure for preserving sperm as an instrument for long-term monitoring of the effects of climate change and other environmental impacts derived from human action. The frozen sperm of the Cape penguin is kept with other collections of genetic material of endangered and extinct species and races, in the germplasm, embryo and somatic cell bank of the Department of Animal Reproduction of INIA-CSIC.

Participation in the EAZA Biobank

EAZA Biobank aims to become a source of biological resources that help both in situ management of animal populations and ex situ conservation

through research, the improvement of the viability of small populations and in some cases, a support against the extinction of endangered species.

Anexos

- I. List of centers included in the scope of the report**
- II. Sustainability Policy- Principles**
- III. Materiality Assessment Methodology**
- IV. Policies**
- V. Environmental, Social and Governance Performance – Key Indicators**

Annex I: List of centers included in the scope of the report

Spain	Rest of Europe	USA and Australia
Parque de Atracciones	Bobbejaanland	Castle Park
Warner	Mirabilandia	Idlewild
Faunia	Bonbonland	Kennywood
Zoo	Tusenfyrd	Lake Compounce
Selwo Aventura	Movie Park Germany	Story Land, incl.. Living Shores
Selwo Marina	Slagharen	Dutch Wonderland
Aquópolis Villanueva	Belantis Park	Sealife Park Hawaii
Aquópolis Torre Vieja	Marineland	Seaquarium Miami
Aquópolis Sevilla	Blackpool Zoo	Raging Waters Sacramento
Aquópolis Costa Dorada	Aquarium of the Lakes	Raging Waters Los Angeles
Aquópolis Cullera	Bournemouth Oceanarium	Raging Waters San Jose
Aquópolis Cartaya	Vogelpark Walsrode	Sand Castle
Teleférico Benalmádena	Bo Sommarland	Splash Splash
MEC Murcia	Aqualud	Water Country
MEC Acuario Xanadú	Tropical Islands	Wet & Wild - Emerald Pointe
Parques Reunidos Servicios Centrales- Corporate Office	MEC Nickelodeon Lakeside	Noah's Ark
		Raging Waters Sydney
		Boomers! Palm Spring
		Boomers! Vista
		Malibu Grand Prix
		Mountasia-Marietta
		USA Corporate Office California
		USA Corporate Office Pennsylvania

The list of companies can be found in the Consolidated Annual Accounts and Consolidated Management Report.

Annex II: Sustainability Policy- Principles

Parques Reunidos Group engage in their business with the aim of creating sustainable value, taking into consideration the interests of its employees, customers, shareholders, investors, and in general all the entities or individuals that can reasonably be expected to be significantly affected by the Group or the Group's products and services, or whose actions can reasonably be expected to affect the ability of the organization to successfully implement its strategies and achieve its objectives (the "Stakeholders").

In order to integrate the sustainability approach into the Group's business model, the Group recognises and adopts the following basic principles, applicable across all its lines of action:

Governance Principles

- Complying with the applicable law in the countries and territories in which it operates, voluntarily adopting as complementary any international commitments, rules and guidelines where there are no adequate or sufficient legal provisions.
- Creating a governance model and management structures which promote a culture of compliance.
- Setting of sound ethical and appropriate environmental, social and governance principles through relevant sustainability-related policies, standards, procedures and guidelines.
- Having a defined and documented corporate governance structure with clear roles, responsibilities and appropriate internal control mechanisms, including but not limited to Criminal Risk Prevention Programmes, Health and Safety and Environmental Management System, model of Tax Risk Control and Management, System of Internal Control over Financial Reporting, System of Internal Control over Non-Financial Reporting, and Risk Control and Management Policy.
- Maintaining a high level of business ethics in all types of transactions and interactions, including no acceptance, under any circumstances, of offering or receiving bribes to or from any person or entity in relation to their business and fair competition practices, having a zero tolerance against any type of unethical behaviour.
- Promoting anti-corruption in all its forms, including extortion and bribery, including the commitment to report any practice of corruption that is discovered within the Group in any of the territories where they operate.
- Seeking to ensure the protection and respect for universally recognised fundamental human rights, within the scope of influence of the Group across the whole life cycle of its activities, guaranteeing it is not involved in their violation and, where appropriate, remedy any damage caused.
- Creating a systematic approach to choose business partners who are able to support the Group's principles on sustainability and prioritising suppliers who have embedded sustainable and ethical practices within their organisation and who drive such practices within their own supply chain.
- Behaving in a tax transparent manner under strict compliance with the Group's tax obligations and conducting decision-making based on business criteria that take into account the tax aspects associated with them.
- Conducting financial and non-financial reporting which allows for accuracy and transparency.

Environmental Principles

- Supporting value creation potential from developing the Group companies as environmentally resilient and regenerative.
- Supporting a precautionary approach to environmental challenges, including those related to climate change.
- Improve constantly Group's environmental practices, including but not limited to those related to waste reduction and waste management, energy and water usage control and use of renewable sources.
- Limiting the emissions of harmful substances and harmful waste, including emissions of greenhouse gases.
- Limiting consumption of environmentally scarce and non-renewable resources with relevance for the specific business operations.
- Achieving high standards of animal welfare in support of our goals as modern conservation organization by providing environments that focus on our animals' physical and behavioural needs.
- Promoting environmental and biodiversity protection and conservation of the natural heritage.
- Promoting knowledge of the different animal species and the different ecosystems and their conservation, as well as the conservation and protection of species that are threatened or in danger of extinction
- Promoting educational activities within the scope of the Group's business in order to contribute to the social and environmental awareness.

Social Principles

- Supporting ethical labour practices, upholding the freedom of association and the effective recognition of the right to collective bargaining, avoiding all forms of forced and compulsory labour (particularly child labour) and eliminating any kind of discrimination in respect of employment and occupation.
- Guaranteeing the right to effective equal opportunities and treatment of all workers, which allows them to develop personally and professionally, without exception.
- Promoting diversity and having a zero tolerance against any type of discrimination.
- Ensuring the health and safety of the Group's workers, including own employees and third-party contractors, and customers.
- Complying with international conventions on human rights, including supporting the elimination of child or forced labour in their own operations and in the supply chain and ensuring that the Group is not complicit in human rights abuses.
- Respecting employees' and contractors' rights to decent working conditions, e.g. minimum wages, working hours, health and safety and right to collective bargaining.
- Addressing customers' interests, including customer health and safety, accessibility to our parks and services, data security and customer privacy, and responsible marketing practices
- Encouraging free market practices, rejecting any type of illegal or fraudulent practice, implementing effective preventive mechanisms, vigilance and sanctions against irregularities.

- Seeking positive involvement with stakeholders, e.g. employees, customers and suppliers, and the communities in which we operate in order to contribute to solving social challenges and build stakeholder trust.
- Promoting a philanthropic approach to enhance the protection of childhood and the protection of persons that may be affected by chronic illness and/or disabilities, promote integration efforts towards families and other vulnerable communities that may find themselves at risk of social exclusion, foster education and raise awareness about sustainable development and natural heritage conservation, and contribute to the preservation of threatened species and collaborate in scientific research to benefit biodiversity
- Promoting communication channels and dialogue and foster the Group's relations with its shareholders, investors, employees, suppliers, customers and, in general, all its stakeholders.

Annex III: Materiality Assessment Methodology

Interest Group	Tool
Employees	<p>Questionnaire with topics to be addressed</p> <p>The relevant topics were translated into aspects established by the GRI Standards (Global Reporting Initiative) and, based on this, a questionnaire consisting of seven sections was prepared:</p> <ul style="list-style-type: none"> - Identification data: This section allows us to classify the participant in their interest group. - Topics of greatest interest to the participant (5 sections): In these sections the participant is asked to evaluate as 'high', 'medium' or 'low' the level of relevance of each aspect for Parques Reunidos. If you do not have information on this aspect, you can answer Does not know / Does not answer (DK / NA). The sections are: <ul style="list-style-type: none"> ▪ Economic aspects ▪ Environmental aspects ▪ Social aspects. Labor practices and Human Rights ▪ Social aspects. Local Community and Compliance ▪ Social aspects. Responsibility for products and services and Customer privacy - Closing: In this section we ask the participant to indicate a topic that they would like to see in the report and that is not included in the questionnaire.
Providers	
Customers	Surveys and studies marketing area
Shareholders	Direct dialogue
Institutions in defense of animals and nature	Regular meetings, direct dialogue during the meeting
Rest of interest groups	<p>For the remaining groups with whom Parques Reunidos cannot be in constant dialogue, we took into account as a reference in the identification and prioritization of material issues:</p> <ul style="list-style-type: none"> - The most frequently covered topics in the media and social media. Given that our customers correspond to a general public, such information is considered representative of matters that may be relevant to our customers. - The criteria established in the sectoral standards developed by SASB (Sustainability Accounting Standards Board) for the 'Entertainment' sector, as well as those applicable to the 'Restaurants', 'Hotels' sectors (due to their application to those parks that have their own accommodation) and 'Toys' (due to their application to stores). - The results of the materiality analyzes published by our competitors and other operators in the sector through their sustainability reports and annual reports. - Good sustainability practices published by IAAPA (International Association of Amusement Parks and Attractions).

The criteria used to identify material topics for the company is to consider a topic as material if said topic has been identified as material by:

- at least three of the stakeholders, or
- simultaneously by employees and customers, or
- shareholders, or
- the SASB standard for the entertainment industry

If the topic is not considered material by at least three of the groups or is not identified as material by shareholders or by the SASB standard for the entertainment sector or is not considered material simultaneously by employees and customers, said topic is not qualified as a material issue for the company. This does not mean that this topic is not an important topic, since for some groups there will be indicators that represent an indispensable requirement that must be reported in the reports; Likewise, the company may decide to work as part of its long-term sustainability strategy on certain issues that, although they are not currently material, are expected to become material in the medium or long term.

Annex IV: Policies

Note: With the delisting of Parques Reunidos Servicios Centrales SA, the headquarters of the Group's central services, from the stock market, in December 2019, certain policies and procedures that had their reason for being as a company ceased to apply. listed until then (among others, the Securities Market Code of Conduct, the Procedure for the Management of Privileged Information and Corporate Communication, the Regulations of the Board of Directors and the Regulations of the General Shareholders' Meeting).

Area	Policies/Commitments	Description
Sustainability	Sustainability Policy	<p>The Sustainability Policy reflects the strategy and general principles of the organization. Through it, Parques Reunidos expresses its commitment to actively manage its business in a way that balances its environmental, social, and economic objectives.</p> <p>It addresses the issues included in the Ten Principles of the United Nations Global Compact, which Parques Reunidos subscribes, and in Law 11/2018 on non-financial information, as well as other material matters identified by Parques Reunidos in its materiality assessment.</p> <p>The Policy acts as the basis for the development of other policies, standards and procedures related to sustainability by each area of the Group.</p> <p>The policy principles are structured in three blocks: environmental, social and governance principles.</p> <p>The new sustainability policy developed during 2020 was approved by the Board of Directors in January 2021.</p>
Ethical principles	Code of Conduct	<p>It includes the ethical and behavioral principles that must guide each and every one of the actions of all Parques Reunidos staff in Europe, including internal relationships, contacts and communications with customers, shareholders, suppliers, sponsors, associated companies and in general with any person or organization in the social environment of the countries where it operates or expects to do so.</p>
Ethical principles	Anti-Corruption and Anti-Bribery Standard	<p>This standard was approved in 2021 within the framework of Parques Reunidos' Code of Conduct and Sustainability Policy, replaces the previous institutional relations policy. It establishes the rules that govern the Group's relations and thus of its managers and employees, with the different public institutions (national, regional and local), with the remaining institutions and with the Group's products and services suppliers, to specify and define Parques Reunidos' commitment to show zero tolerance to all forms of corruption.</p>
Ethical principles	Policy for donations to charitable organizations in the United States.	<p>This policy establishes the prohibition, generally, of making direct monetary donations to charities. Likewise, it establishes, in general, the prohibition of accepting cash donations in the parks for charitable purposes due to the risk of inaccurate accounting and theft. Any exception to the foregoing must be expressly authorized by the company's management personnel, to guarantee the integrity of the process. In any case, fundraising, if finally authorized, must be done through an on-line module established by the company that allows the action to be monitored.</p>
Risk Control	Risk Management and Control Policy	<p>This new policy approved in 2021 replaces the previous <i>Risk Management and Control Policy</i>. It defines the basic principles and the general framework of action for the management and control of all the risks to which the Group is exposed, including those related to the reporting of legal and financial compliance.</p>

Area	Policies/Commitments	Description
Criminal risk prevention Spain	Criminal Risk Prevention Model and Compliance	The model includes aspects such as a crime risk map; matrix of general and specific controls; crime risk prevention and compliance manual; etc.
Financial data reporting	Policy of the Internal Financial Reporting Control System	This Policy defines the principles and lines of action that establish the bases and responsibilities for maintaining an effective internal control system for reporting financial data.
Fiscal policy	Fiscal Policy	This Policy establishes a specific tax strategy for the Group and includes in its governance system the processes and principles that should guide this matter.
Health and Safety, and Environment	Safety, Health and Environment Management System Safety, Health and Environment Management Standards and Procedures	The Safety, Health and Environment standards establish the framework to manage environmental risks and opportunities and those associated with safety and health, both for workers and customers, and prevent damage to the safety and health of workers, customers or any other person who may be affected by our activities, property damage and environmental damage. The following matters are included in specific standards and procedures: management of safety, health, and environment, internal HSE audit, notification and investigation of Incidents, risk assessment, emergency plans, prevention of risk of fire and explosion. evacuation of attractions, identification and evaluation of environmental aspects, waste management, prevention of drowning, prevention of risks associated with the handling of animals, management of work at height, confined spaces, handling of mobile equipment, electrical work, energy isolation and handling of chemicals.
Food Safety	Food Safety Policy	The purpose of this policy is to establish the guidelines to guarantee that all the food and beverages that we serve to guests and workers in all Parques Reunidos facilities are safe.
Harassment	Policy against workplace harassment	Through this policy approved in 2021, Parques Reunidos recognizes fully the obligation to employees, customers, suppliers, investors, shareholders and local communities, as well as society in general, to guarantee a zero tolerance for workplace harassment and its responsibility to promote a respectful workplace environment and ensure that everyone who directly and/or indirectly forms part of the Group assume this commitment, in line with principles of respect, collaboration, fellowship and zero tolerance to harassment.

Area	Policies/Commitments	Description
Right to disconnect	Right to Disconnect Policy	With this policy approved in 2021, Parques Reunidos fully recognizes the right of its employees to disconnect from their work and not participate in electronic communications related to work, such as emails, phone calls or other messages, outside the normal workday, except in cases of emergency, a justified business reason or a voluntary agreement or decision to do so; and it assumes its responsibility to promote the welfare of its employees and allow them to achieve a healthy and sustainable balance between their job and personal life.
Diversity	Policy on diversity, inclusion and belonging	This policy was approved in 2021 and forms the basis of the Group's work on inclusiveness. Its aim is to ensure that diversity, inclusion and belonging are essential parts of the daily work and day-to-day management in the Group, recognizing the importance of reflecting the diversity of customers and markets in the workforce, given that the management of diversity makes the Group more creative, flexible, productive, competitive and a better place to work.
Privacy Data Protection	Personal Data Protection Manual	It establishes for Spain and the European Union the key notions to know what personal data is and the general principles and guidelines to know how they should be treated in the exercise of our professional activities in order to comply with European regulations on data protection (Regulation (EU) 2016/679 of the European Parliament and of the Council of April 27, 2016, on the protection of natural persons with regard to the processing of personal data and the free circulation of such data (GDPR) and with the other applicable European and national regulations. This Manual must be complied with by all employees who engage in their activities in the different Group companies in Spain. Group companies located in the rest of the European Union countries must also comply with the content of the Manual, as long as it does not contradict local data protection regulations in the country where the company is located, since, in this case, they must comply with said local regulation.
	Communication and management procedure for incidents that affect personal data of Parques Reunidos in Spain.	It establishes the guidelines for action that must be carried out to communicate and manage incidents that may compromise and affect the security of personal data processed by Parques Reunidos Group companies in Spain, as well as minimize the effects that these incidents could cause. security on said personal data and on the organization, all in compliance with the obligations established by European and national regulations on the protection of personal data.
	Procedure for the approval of suppliers with access to personal data	It establishes the guidelines for action that must be carried out before and during the contracting of service providers, whether or not they need to access personal data for the provision of the service, all in compliance with the obligations established by the GDPR and by Organic Law 3/2018, of December 5, on Protection of Personal Data and guarantee of digital rights.

Area	Policies/Commitments	Description
	<p>Procedure for risk analysis and assessment of the impact relating to personal data protection.</p>	<p>It establishes for the companies in Spain the tools they need to define the risk of processing with the aim of identifying the security measures needed to mitigate/reduce the risks associated with data protection to which its processing activities are exposed, as well as providing the roadmap to follow in each case in accordance with the regulation for protecting personal data applicable and the criteria required by the AEPD.</p>
<p>Social Impact Programmes</p>	<p>"Social Impact Initiatives", "Selection of Partners in Social Impact Initiatives" and "Volunteering Programme" Guidelines.</p>	<p>Establishes Parques Reunidos' commitment to carry out social impact initiatives within the Parques Reunidos Spirit, how to take advantage of strategic alliances to maximise the impact of these initiatives, how to detect potential partners and provide guidance to all parks on how to offer, encourage and manage the social participation of employees through volunteering activities.</p>

Annex V: Environmental, Social and Governance Performance – Key Indicators

Indicator	Unit	2019	2020	2021			Targets			
		Group	Group	Group	Spain	Rest of Europe	USA and Australia	2021	2025	2030
ENVIRONMENTAL PERFORMANCE										
Energy										
Total energy consumption	MWh	208,988	143,380	168,269	35,629	76,597	56,042			
Electricity	MWh	149,359	104,326	127,241	29,824	49,850	47,567			
Natural gas	MWh	53,134	32,312	33,069	2,807	25,000	5,262			
Other fuels	MWh	6,498	6,742	7,958	2,998	1,747	3,213			
Energies from renewable sources	MWh	35,012	56,960	127,966	30,549	49,850	47,567			
Electricity	MWh	34,361	56,253	127,241	29,824	49,850	47,567			
Natural gas	MWh	-	-	-	-	-	-			
Other fuels	MWh	651	707	725	725	-	-			
Energy from renewable sources	%	17	40	76	84	65	85			
Electricity from renewable sources	%	23	54	100	100	100	100	100	100	100
Energy intensity	MWh / 10 ³ visitors	9.8	20.0	11.9	8.6	13.6	12.7			
Greenhouse Gas Emissions (GHG)										
Direct GHG emissions- Scope 1	t CO ₂ equiv	11,225	7,372	7,811	1,040	5,016	1,755			
Indirect GHG emissions- Scope 2	t CO ₂ equiv	50,735	20,559	0	0	0	0			
GHG emissions intensity										
Intensity of total GHG emissions	t CO ₂ / 10 ³ visitors	2,9	3.9	0.6	0.25	0.9	0.4			
GHG emissions - Scope 1	t CO ₂ / 10 ³ visitors	0.5	1.0	0.6	0.25	0.9	0.4			
GHG emissions - Scope 2	t CO ₂ / 10 ³ visitors	2,4	2.9	0	0	0	0	0	0	0

Indicator	Unit	2019	2020	2021			Targets			
		Group	Group	Group	Spain	Rest of Europe	USA and Australia	2021	2025	2030
Water										
Total water consumption	1000 m ³	4,548	2,758	3,545	1,069	1,125	1,347			
Consumption in high or very high water-stressed areas	1000 m ³	1,565	1,101	1,385	905	359	121			
Consumption in other areas	1000 m ³	2,984	1,656	2,160	164	770	1,226			
Water consumption by origin										
Third party water	1000 m ³	4,005	2,347	2,803	964	638	1,201			
Drinking water	1000 m ³	3,893	1,820	2,443	609	633	1,201			
Recycled water	1000 m ³	523	527	360	354	5	<1			
Underground water	1000 m ³	112	332	629	106	378	145			
Surface water	1000 m ³	20	79	104	0	104	0			
Sea water	1000 m ³	0	0	9	0	9	0			
Use of recycled water in high or very high water-stressed areas	% vs total consumption	31.3	37.0	24.8	38.0	0.0	0.0			
Non-freshwater (recycled water from third parties and groundwater) in areas of high or very high water stress	% vs total consumption	38.5	47.1	44.3	49.7	45.4	0.0		50	>50
Intensity of water consumption										
Total water consumption	1000 m ³ / 10 ³ visitors	0.21	0.38	0.25	0.26	0.20	0.31			
Waste										
Waste generated										
Non-hazardous waste	t	14,761	11,215	15,847	5,362	4,990	5,495			
Hazardous waste	t	247	411	113	20	75	18			
Waste Managed - Non-hazardous										
Waste diverted from disposal	t	8,232	5,742	7,426	4,156	2,421	849			
Preparation for reuse	t		3,599	3,320	3,048	252	20			
Recycling	t		1,840	3,789	805	2,170	814			
Other recovery operations	t		303	317	303	0	14			

Indicator	Unit	2019	2020	2021				Targets		
		Group	Group	Group	Spain	Rest of Europe	USA and Australia	2021	2025	2030
Waste directed to disposal	t	5,958	5,141	8,496	1,200	2,649	4,647			
Incineration with energy recovery	t		1,980	2,550	24	2,097	429			
Incineration without energy recovery	t		152	161	9	152	0			
Landfilling	t		2,374	4,638	394	346	3,898			
Other disposal operations	t		635	1,147	774	53	320			
Waste Managed - Hazardous										
Waste diverted from disposal	t	143	280	57	15	29	13			
Preparation for reuse	t		26	2	1	0	1			
Recycling	t		244	36	10	16	10			
Other recovery operations	t		10	19	4	12	3			
Waste directed to disposal	t	25	134	50	6	40	4			
Incineration with energy recovery	t		12	9	0	9	0			
Incineration without energy recovery	t		5	13	3	10	0			
Landfilling	t		4	3	0	0	3			
Other disposal operations	t		113	25	3	20	2			
Waste Managed - Total										
Waste sent directly to landfill	% vs total		21	29	7	7	71		10	< 10
Waste generation intensity										
Non-hazardous waste	kg/10 ³ visitors	696	1,558	1,118	1,294	887	1,246			
Hazardous waste	kg/10 ³ visitors	12	57	8	5	13	4			
SOCIAL PERFORMANCE										
Our Team										
Average Staff	# employees	10,137	6,567	8,541	1,434 ¹⁾	2,923	4,184			
Distribution by Type of Contract										

Indicator	Unit	2019	2020	2021			Targets			
		Group	Group	Group	Spain	Rest of Europe	USA and Australia	2021	2025	2030
Permanent	%	38.8	52.8	40.6						
Temporal	%	61.2	47.2	59.4						
Distribution by Gender										
In Total Staff	% women	52.9	52.2	52.5				50	50	50
In Management	% women	30.9	31.0	31.6					40	> 40
Other diversity indicators	% employees with disability > 33%	55 ²⁾	56 ²⁾	72						
Health and Safety										
Serious Injury Rate ³⁾	# injuries / 10 ⁶ hours worked	0	0.14	0	0	0	0	0	0	0
Recordable Injury Rate	# injuries / 10 ⁶ hours worked	22.0	20.5	11.9	14.1	11.2	12.1			
Frequency rate of Incidents with sick leave > 7 days	# accidents sick leave > 7 days / 10 ⁶ hours worked	8.5	8.2	8.5	22.9	9.3	1.1			
Severity rate of Incidents with sick leave > 7 days	# days lost due to accidents with sick leave > 7 days / 10 ⁶ hr worked	392	276	330	1,142	231	24			
Occupational illness	# illnesses	0	0	0	0	0	0			
Training										
Training hours per employee	#hr/employee	3.7	3.9	5.2						
Our Customers										
Health and Safety										
Incidents related to the activity of the park and its attractions	# incidents/10 ⁶ visitors	0.19	0.14	0.07	0.00	0.00	0.23	0	0	0
Accessibility and Inclusion										
Discounts and free tickets for guests with disability and their companions	% parks with discounts			80	100	100	52			
Customer Satisfaction										

Indicator	Unit	2019	2020	2021			Targets			
		Group	Group	Group	Spain	Rest of Europe	USA and Australia	2021	2025	2030
Complaints and claims	# / 10 ³ visitors			0,85						
Our Community										
Parques Reunidos Spirit- Social Impact Initiatives	# initiatives			378	137	81	160			
Childhood and Health	# initiatives			152	63	45	44			
Social Inclusion	# initiatives			101	49	28	24			
Education and Awareness	# initiatives			110	19	3	88			
Biodiversity and Research	# initiatives			15	6	5	4			
Economic valuation	% vs sales	0.5	0.7	1.3				> 1	> 1	> 1
Parques Reunidos Spirit- Social Impact Initiatives	% vs sales			0.25						
Discounts and free tickets for guests with disability and their companions	% vs sales			1.08						
GOVERNANCE PERFORMANCE										
Ethics and Data Privacy										
Breaches of Code of Conduct										
Serious breaches	#			9				0	0	0
Privacy and Data Protection										
Claims received	#	0	0	0						

- 1) It Includes Parques Reunidos Servicios Centrales Corporate Office
- 2) It doesn't include Germany
- 3) Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months (GRI definition)
- 4) Incident resulting in death, injury such that the person does not fully recover to pre-accident state of health within 6 months, or immediate admission to hospital and hospitalization for more than 24 hours for reasons other than medical observation (IAAPA definition).
- 5) The Biodiversity and Research projects financed by the Parques Reunidos Foundation are Included in Spain.
- 6) Serious breaches are those that end with criminal proceedings and/or employee's dismissal.

Annex VI: Data consolidation methodology

Contents

In preparing the contents for the report, we have taken into account the issues considered as material according to the materiality analysis carried out; Likewise, other indicators and information have been taken into account that, although not material according to the analysis, are relevant for a better understanding of the context in which the company operates.

The information and data, for the purposes of collection and consolidation, are grouped into 8 general topics:

- Health and Safety of both workers and customers
- Environment
- Projects associated with the 'Parques Reunidos Spirit'
- Data related to personnel and labor issues
- Other social aspects not included in previous sections
- Data privacy
- Anti-corruption
- Business performance and economic information

Closures

For businesses closed permanently or closed to the public during the entire reporting period but which continue to be part of the Group, the quantitative data relating to the aspects covered by this document are included up to the time of closure of the work center.

In the event that due to the characteristics of the closure it is not possible to have all the relevant data, this circumstance is recorded in the report.

Divested business

For businesses divested during the reporting period, quantitative data related to the aspects of this document are included up to the moment of

For each general topic, a 'data owner/information owner' has been defined who is responsible for preparing the relevant information to be included in the Sustainability Report, acting as a point of contact with the parks and controlling the quality of the data and information. received, without prejudice to subsequent controls carried out on the final consolidated report.

In the sections that refer to aggregations by region, the regions that correspond to the areas defined by Parques Reunidos are used:

- Spain
- Rest of Europe
- USA and Australia

Particular situations:

The Madrid Central Offices, when aggregations are made by region for all Health and Safety calculations, are not computed in Spain, being assigned directly in the calculations of the Group as a whole.

For the data relating to Personnel and the Environment, given that analyzes are carried out by country, the Madrid Central Offices are included in Spain.

The Aqualud park (France) did not open to the public in 2021, however, since the park continues to be part of the Parques Reunidos portfolio, the data relating to said park is included in the 2021 report.

divestment, that is, until the moment when the operations are no longer under the control of Parques Reunidos.

In the event that due to the characteristics of the divestment it is not possible to have all the relevant data, this circumstance is recorded in the report.

During 2021, the Aquopolis Sevilla park (Spain) was divested; For this park, data up to the time of divestment is included..

Acquisitions

When a new park is acquired by Parques Reunidos, their procedures and definitions of non-financial data may not be in line with our standards. Consequently, we give the new park time to meet our reporting standards and reports. In general, a period of 6 months is considered necessary to comply with the reporting standards.

In the event that due to the characteristics of the acquisition it is not possible to have all the relevant data, this circumstance is stated in the report.

On December 22, 2021, the Adventureland park (USA) was acquired. The data related to personnel

corresponding to the period from the acquisition to December 31 has been included in the personnel management section of the report. The park has not been considered in the salary gap study. During the period from the acquisition to December 31, there were no recordable worker accidents. Given that the park was closed to the public on the date of acquisition and considering that the consumption of energy and water and the generation of waste during a period of 10 days are not material, environmental data for this park is not included in the report. 2021..

Tables of content

- I. Index of content according to Law 11/2018
- II. Index of content according to GRI (Global Reporting Initiative)
- III. Index of content according to the Principles of the Global Compact
- IV. Index of content according to the World Economic Forum

Index of content required by law 11/2018 of 28 December

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
GENERAL INFORMATION					
Organization					
Brief description of the group's business model, business environment, organization, and structure		X	5-6, 14-17		GRI 102-2
Geographical presence	X	X	5-6	https://www.parquesreunidos.com/operador-global/	GRI 102-3 GRI 102-4 GRI 102-6 GRI 102-7
Objectives and strategies		X	6-8		GRI 102-14
Main factors and trends which affect future performance		X	12-13		GRI 102-15
Good governance and Due diligence					
Description of the Group's policies		X	103-110	Annex IV- Policies See also 'Our principles' in each section	GRI-103-1
Due diligence procedures applied to identify, evaluate, prevent, and mitigate significant risks and impacts		X	14-17	See also 'Why does it matter?' for each material issue	GRI-103-1
Verification and control procedures		X	16-17	See also 'Why does it matter?' for each material issue	GRI-103-1
Measures taken		X		See 'Management approach' for each material issue	GRI-103-2
Outcomes of these policies		X		See 'Evaluating our approach' for each material issue	GRI-103-3
Key indicators of non-financial results		X		See tables of indicators corresponding to each section and material issue and Annex V- Environmental, Social and Governance Performance – Key Indicators	See each section
Reporting framework					
National, European, or international frame of reference used for each subject		X	3 126-139	This report has been prepared in accordance with the GRI (Global Reporting Initiative) Standards: Core option. See Index of content GRI (Global Reporting Initiative).	GRI 102-54
Materiality Analysis		X	10-12	The report includes a summary of the materiality analysis performed and the materiality matrix identifying the material issues.	GRI-103-1 GRI-103-2 GRI-103-3

ENVIRONMENTAL MATTERS

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
Policies and Risk management					
A description of the policies applied by the group regarding such matters, which must include the due diligence procedures applied for identifying, assessing, preventing, and mitigating the significant risks and impacts and those for verification and control, including the measures adopted		X	18-19 98-99	See section 'Our principles' See also 'Why does it matter?' for each material issue and Annex IV- Policies	GRI-103-1
The results of such policies and key indicators of the non-financial results		X	18-19 20-31 107-111	See 'Evaluating our approach' for each material issue See tables of indicators corresponding to each section and material issue and Annex V- Environmental, Social and Governance Performance – Key Indicators	GRI-103-3
The main risks related to these matters in connection with the group's activities, including, when pertinent and proportional, the commercial relations, products or services which may have negative effects on those areas, and how the group manages such risks, explaining the procedures used to detect and evaluate them in accordance with the benchmark national, European, or international frameworks used in each matter. Information must be included about the impacts which are detected, providing their breakdown, in particular regarding the short-, medium- and long-term risks		X	18-19 20-31	See 'Management approach' for each material issue	GRI-103-2
General information					
Current and foreseeable effects of the company's activities on the environment and, where appropriate, on health and safety		X	18-19		
Environmental assessment or certification procedures		X	18-19		
Resources dedicated to the prevention of environmental risks		X	18-19		
Application of the precautionary principle		X	18-19		
Provisions and guarantees for environmental risks		X	18-19		
Pollution					
Measures to prevent, reduce or repair emissions which seriously affect the environment, taking into account any form of air pollution specific to an activity, including noise and light pollution.		X	20-22		
Circular economy and waste prevention and management					

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
Prevention, recycling and reuse measures, other forms of waste recovery and elimination		X	26-29		GRI 306-2
Actions to combat food waste		X	27-28		
Sustainable use of the resources					
Water consumption and water supply in accordance with the local limits		X	23-25		GRI 303-1 GRI-303-2 GRI-303-5
Consumption of raw materials and measures adopted to improve the efficiency of their use		X	18		GRI 301-1
Direct and indirect energy consumption and measures adopted to improve energy efficiency		X	20-22		GRI 302-1 GRI-302-4
Use of renewable energy		X	20-22		GRI 302-1
Climate change					
The main greenhouse gas emission elements generated as a result of the company's activities, including the use of the goods and services produced		X	20-22		GRI 305-1 GRI 305-2 GRI-305-4
Measures adopted to adapt to the consequences of climate change		X	20-22		
Medium- and long-term reduction goals established voluntarily to reduce GHG and the means implemented for such purpose		X	107-109	The environmental targets associated with the Sustainability Strategy are included in Annex V	GRI-305-5
Biodiversity					
Measures adopted to preserve or restore biodiversity		X	31		GRI-304-1
Impacts caused by activities or operations in protected areas		X	31		GRI 304-2
SOCIAL AND STAFF MATTERS					
Policies and Risk management					
Description of the policies applied by the group regarding such matters, which must include the due diligence procedures applied for identifying, assessing, preventing, and mitigating the significant risks and impacts and those for verification and control, including the measures adopted		X	32-38 39-40 98-99	See section 'Our principles' See also 'Why does it matter?' for each material issue and Annex IV - Policies	GRI-103-1

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
The results of such policies and key indicators of the non-financial results.		X	32-38 39-40	See 'Evaluating our approach' for each material issue	GRI-103-3
The main risks related to these matters in connection with the group's activities, including, when pertinent and proportional, the commercial relations, products or services which may have negative effects on those areas, and how the group manages such risks, explaining the procedures used to detect and evaluate them in accordance with the benchmark national, European, or international frameworks used in each matter. Information must be included about the impacts which are detected, providing their breakdown, in particular regarding the short-, medium- and long-term risks .		X	32-38 39-40	See 'Management approach' for each material issue	GRI-103-2
Employment					
Total number and breakdown of employees based on diversity criteria (gender, age, country, etc.)		X	40-47		GRI 102-8
Total number and breakdown of types of employment contract, annual average for permanent, seasonal, and part-time contracts by gender, age and professional category		X	40-47		GRI 102-8
Number of layoffs by gender, age, and professional category		X	46-47		GRI 401-1
Average remuneration and performance broken down by gender, age and professional category or equal value		X	47-48		GRI 102-38
Wage gap, remuneration for same jobs or average for the company		X	48-49		GRI 405-2
Average remuneration for directors and managers, including variable remuneration, per diems and indemnities. Payment to long-term savings plans and any other contributions broken down by gender		X	49		
Implementation of policies to disconnect from work		X	50		
Employees with disabilities		X	57		
Work organisation					
Work schedule organisation		X	50		
Absent hours		X	36 50	Absenteeism rates due to occupational accident / illness (GRI-403-9; GRI-403-10, page 36) and total absenteeism rates (page 50) are included.	GRI 403-2

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
Measures to facilitate work-life balance and foster co-responsibility of both parents		X	50		
Health and safety					
Occupational health and safety conditions		X	32-36		GRI 403-3
Occupational accidents, in particular their frequency and seriousness, and occupational illnesses, broken down by gender		X	36		GRI 403-2
Social relations					
Organisation of the social dialogue, including procedures to inform and consult the staff and negotiate with them		X	51-53		GRI 102-43 GRI 402-1 GRI 403-1
Percentage of employees covered by a collective bargaining agreement by country		X	52		GRI 102-41
The assessment of the collective bargaining agreements, particularly in the area of occupational health and safety		X	52-53		GRI 403-4
Training					
The training policies implemented		X	54-55		
The total training hours by professional category		X	55		GRI 404-1
Universal access for people with disabilities					
Universal access for people with disabilities		X	56-57 59	See section 'Personnel Management' for aspects related to employees, and section 'Our customers', for aspects related to our clients	
Employees with disabilities		X	57		
Equality					
Measures adopted to foster equal treatment and opportunity between men and women		X	56-57		GRI 406-1
Equality plans (Chapter III of Constitutional Act 3/2007 of 22 March, governing the effective equality of women and men), measures adopted to foster employment, anti-harassment protocols based on gender, integration, and universal accessibility for people with disabilities		X	56-57		
The policies against all types of discrimination and, where applicable, diversity management		X	56-57, 59		

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
HUMAN RIGHTS					
Policies and Risk management					
Description of the policies applied by the group regarding such matters, which must include the due diligence procedures applied for identifying, assessing, preventing, and mitigating the significant risks and impacts and those for verification and control, including the measures adopted		X	39-40, 79, 80-81	See sections Personnel management, for aspects related to employees, and sections Human Rights and Subcontracting and Suppliers, for aspects related to our supply chain	GRI-103-1
The results of such policies and key indicators of the non-financial results.		X	39-40, 79, 80-81	See sections Personnel management, for aspects related to employees, and sections Human Rights and Subcontracting and Suppliers, for aspects related to our supply chain	GRI-103-3
The main risks related to these matters in connection with the group's activities, including, when pertinent and proportional, the commercial relations, products or services which may have negative effects on those areas, and how the group manages such risks, explaining the procedures used to detect and evaluate them in accordance with the benchmark national, European, or international frameworks used in each matter. Information must be included about the impacts which are detected, providing their breakdown, in particular regarding the short-, medium- and long-term risks .		X	39-40, 79, 80-81	See sections Personnel management, for aspects related to employees, and sections Human Rights and Subcontracting and Suppliers, for aspects related to our supply chain	GRI-103-2
Detailed information					
Application of human rights due diligence procedures		X	39-40, 79		GRI 102-16 GRI 102-17
Prevention of risks of human rights violations and, where appropriate, measures to mitigate, manage and repair possible abuses committed		X	39-40, 79		GRI 102-16 GRI 102-17
Complaints for cases of human rights violation		X	39-40, 79		GRI 419-1
Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organization related to respect for freedom of association and the right to collective bargaining		X	39-40, 52-53, 79		GRI 407-1
Elimination of discrimination in respect of employment and occupation		X	58, 79		
Suppression of forced or compulsory labour		X	39, 79		
Effective abolition of child labour		X	39, 79		

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
FIGHT AGAINST CORRUPTION AND BRIBERY					
Policies and Risk management					
Description of the policies applied by the group regarding such matters, which must include the due diligence procedures applied for identifying, assessing, preventing, and mitigating the significant risks and impacts and those for verification and control, including the measures adopted		X	68-75, 98-99	See section 'Our principles' See also 'Why does it matters?' for each material issue and Annex IV- Policies	GRI-103-1
The results of such policies and key indicators of the non-financial results.		X	71-74	See 'Evaluating our approach' for each material issue	GRI-103-3
The main risks related to these matters in connection with the group's activities, including, when pertinent and proportional, the commercial relations, products or services which may have negative effects on those areas, and how the group manages such risks, explaining the procedures used to detect and evaluate them in accordance with the benchmark national, European, or international frameworks used in each matter. Information must be included about the impacts which are detected, providing their breakdown, in particular regarding the short-, medium- and long-term risks .		X	68-71	See 'Management approach' for each material issue	GRI-103-2
Detailed information					
Measures adopted to prevent corruption and bribery		X	74-75		GRI 102-16 GRI 102-17 GRI 205-1
Measures to fight money laundering		X	76		
Contributions to foundations and non-profit organisations		X	77-78		
SOCIETY					
Policies and Risk management					
Description of the policies applied by the group regarding such matters, which must include the due diligence procedures applied for identifying, assessing, preventing, and mitigating the significant risks and impacts and those for verification and control, including the measures adopted		X	80-81		GRI-103-1
The results of such policies and key indicators of the non-financial results.		X	80-81		GRI-103-3

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
The main risks related to these matters in connection with the group's activities, including, when pertinent and proportional, the commercial relations, products or services which may have negative effects on those areas, and how the group manages such risks, explaining the procedures used to detect and evaluate them in accordance with the benchmark national, European, or international frameworks used in each matter. Information must be included about the impacts which are detected, providing their breakdown, in particular regarding the short-, medium- and long-term risks .		X	80-81		GRI-103-2
Company commitments to sustainable development					
The impact of the company's activity on employment and local development		X	80	See also section 'Parques Reunidos Spirit'	GRI 102-43 GRI 413-1 GRI 413-2
The impact of the company's activity on the local population and the territory		X	80	See also section 'Parques Reunidos Spirit'	GRI 102-43 GRI 413-1 GRI 413-2
The relations maintained with the players of local communities and the type of dialogue with them		X	80	See also section 'Parques Reunidos Spirit'	GRI 102-43 GRI 413-1 GRI 413-2
The association or sponsorship actions		X	77-78	See also section 'Parques Reunidos Spirit'	
Subcontracting and suppliers					
The inclusion of social, gender equality and environmental issues on the procurement policy		X	80-81		
Consideration of the relations with suppliers and subcontractors regarding their social and environmental responsibility		X	80-81	See also section 'Health and Safety' for aspects related to contractors' health and safety	
Supervision and audit systems and their results		X	80-81	See also section 'Health and Safety' for aspects related to contractors' health and safety	
Consumers					
Health and safety measures for consumers		X	37-38		GRI 416-1
Claims systems, complaints received and how they are resolved		X	61-63		GRI 418-1 GRI 102-43

Tax information

Information required by the Non-Financial Information Act	Website	Sustainability Report	Page number	Comments	GRI Indicator
Benefits by country		X	83		GRI 201-1 GRI 207-4
Profit taxes paid		X	83		GRI 201-1 GRI 207-4
Public subsidies received		X	83		GRI 201-4

Index of content according to GRI (Global Reporting Initiative)

This report has been prepared in accordance with the GRI Standards: Core option

GRI REFERENCE AND DESCRIPTION	Website	Sustainability Report	Page number	Comments	Materiality/ Information	
GENERAL DISCLOSURES						
Organizational profile						
GRI 102-1	Name of the organization		X	3	Piolin Bidco S.A.U.	X
GRI 102-2	Activities, brands, products, and services	X	X	5-6	https://www.parquesreunidos.com/operador-global/	X
GRI 102-3	Location of headquarters		X		Calle Federico Mompou, 5, Parque Empresarial Las Tablas, Edificio 1, planta 3ª, 28050, Madrid, España	X
GRI 102-4	Location of operations	X	X	5-6 97	https://www.parquesreunidos.com/operador-global/ and Annex I: List of centres included within the scope of the report	X
GRI 102-5	Ownership and legal form		X	5		X
GRI 102-6	Markets served		X	5-6 97	https://www.parquesreunidos.com/operador-global/ and Annex I: List of centres included within the scope of the report	X
GRI 102-7	Scale of the organization		X	6		X
GRI 102-8	Information on employees and other workers		X	32-38, 39-58, 80-81	See sections 'Personnel Management' (page 39-58), 'Health and Safety' (page 32-38) and 'Society- Outsourcing and Suppliers' (page 80-81)	X
GRI 102-9	Supply chain		X	79, 80-81	See sections 'Human Rights' and 'Society – Outsourcing Suppliers'	X
GRI 102-10	Significant changes in the organization or its supply chain				There have been no significant changes in the organization or its supply chain. The information related to closures, divestments and acquisitions is included in Annex VI.	
GRI 102-11	Precautionary Principle approach		X	18		X
GRI 102-12	External initiatives		X	85-95	See section 'Parques Reunidos Spirit'	X
GRI 102-13	Memberships of associations		X	77-78		X
Strategy						
GRI 102-14	CEO statement		X	4		X
GRI 102-15	Key impacts, risks, and opportunities		X	12-13	See also 'Why is it important?' for each material issue	X

GRI REFERENCE AND DESCRIPTION	Website	Sustainability Report	Page number	Comments	Materiality/ Information
Ethics and integrity					
GRI 102-16		X	6-7		X
GRI 102-17		X	14-17		X
Governance					
GRI 102-18		X	14-17		X
GRI 102-19		X	14-17		X
GRI 102-20		X	14-17		X
GRI 102-21		X	10-11		X
GRI 102-22		X	14-17		X
GRI 102-23	-	X	14-17		X
GRI 102-24		X	14-17		X
GRI 102-25		X	14-17		X
GRI 102-26		X	14-17		X
GRI 102-27		X	14-17		X
GRI 102-28		X	14-17		X
GRI 102-29		X	9-12		X
GRI 102-30	-	X	14-17		X
GRI 102-31	-	X	14-17		X
GRI 102-32		X	14-17		X

GRI REFERENCE AND DESCRIPTION		Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 102-33	Communicating critical concerns		X	14-17		X
GRI 102-34	Nature and Number of critical concerns		X	14-17		X
GRI 102-35	Remuneration policies		X	14-17		X
GRI 102-36	Process for determining remuneration		X	14-17		X
GRI 102-37	Stakeholders' involvement in remuneration		X	14-17		X
GRI 102-38	Annual total compensation ratio		X	47-49		X
GRI 102-39	Percentage increase in annual total compensation ratio		X	47-49		X
Stakeholder engagement						
GRI 102-40	List of stakeholder groups		X	9		X
GRI 102-41	Collective bargaining agreements		X	52-53		X
GRI 102-42	Identifying and selecting stakeholders		X	9		X
GRI 102-43	Approach to stakeholder engagement		X	10		X
GRI 102-44	Key topics and concerns raised		X	11-12		X
Reporting practice						
GRI 102-45	Entities included in the consolidated financial statements		X	97		X
GRI 102-46	Defining report content and topic boundaries		X	3 10-12		X
GRI 102-47	List of material topics		X	10-12		X
GRI 102-48	Restatements of information			126	When information has been restated, it is indicated in the corresponding data table (See pages 21-22 Energy and Greenhouse Gas Emissions)	
GRI 102-49	Changes in reporting			126	There are no changes in reporting	
GRI 102-50	Reporting period		X	3	Year 2021 (January 1 st till December 31 st 2021)	X
GRI 102-51	Date of most recent report			126	Previous report: March 2021 (reporting period January 1 st till December 31 st 2020)	
GRI 102-52	Reporting cycle		X	3	Annual. The Report comply with the provisions of Law 11/2018	X

GRI REFERENCE AND DESCRIPTION	Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 102-53		X	129	Isidora Díaz Heredia (Chief Sustainability and HSE Officer) idheredia@grpr.com	X
GRI 102-54		X	3, 126	This report has been prepared in accordance with the GRI Standards: Core option	X
GRI 102-55		X	126-139		X
GRI 102-56		X		The report has been verified by KPMG in accordance with the process and scope defined in Law 11/2018	X
MANAGEMENT APPROACH					
Material topics					
GRI 103-1		X		See also 'Why is it important?' for each material issue	X
GRI 103-2	-	X		See also 'Management approach' for each material issue	X
GRI 103-3	-	X		See also 'Evaluating our approach' for each material issue	X
GRI 200 - ECONOMIC					
GRI 201 - Economic performance					material
GRI 201-1		X	6		X
GRI 201-2		X	20		X
GRI 201-3					
GRI 201-4		X	83		X
GRI 202 - Market presence					material
GRI 202-1		X	49		X
GRI 202-2		X	130	Most of the park employees, including management team, come from the local community	X
GRI 203 - Indirect economic impacts					no material

GRI REFERENCE AND DESCRIPTION		Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 203-1	Infrastructure investments and services supported					
GRI 203-2	Significant indirect economic impacts					
GRI 204 - Procurement practices						no material
GRI 204-1	Proportion of spending on local suppliers					
GRI 205 - Anti-corruption						material
GRI 205-1	Operations assessed for risks related to corruption		X	68-76		X
GRI 205-2	Communication and training on anti-corruption policies and procedures		X	68-76		X
GRI 205-3	Confirmed incidents of corruption and actions taken		X	68-76		X
GRI 206 - Anti-competitive behaviour						no material
GRI 206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices					
GRI 207 – Tax						material
GRI 207-1	Approach to tax		X	82-83		X
GRI 207 -2	Tax governance, control, and risk management		X	82-83		X
GRI 207-3	Stakeholder engagement and management of concerns related to tax					
GRI 207 - 4	Country-by-country reporting		X	83		X
GRI 300 - ENVIRONMENTAL						X
GRI 301 - Materials						no material
GRI 301-1	Materials used by weight or volume				Since our parks are not production centers, the consumption of raw materials is considered a non-material aspect (see details in page 18)	
GRI 301-2	Recycled input materials					

GRI REFERENCE AND DESCRIPTION		Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 301-3	Reclaimed products and their packaging materials					
GRI 302 - Energy						material
GRI 302-1	Energy consumption within the organization		X	20-22		X
GRI 302-2	Energy consumption outside of the organization		X	20-22		X
GRI 302-3	Energy intensity			22		
GRI 302-4	Reduction of energy consumption		X	21-22		X
GRI 302-5	Reductions in energy requirements of products and services					
GRI 303 - Water						material
GRI 303-1	Interaction with water as shared resource		X	23-25		X
GRI 303-2	Management of water discharge-related impacts		X	23-25		X
GRI 303-3	Water withdrawal				If applicable, the extraction and discharge of water is carried out in accordance with the local requirements of the country, state, or region	
GRI 303-4	Water discharge				If applicable, the extraction and discharge of water is carried out in accordance with the local requirements of the country, state, or region	
GRI 303-5	Water consumption		X	24		X
GRI 304 - Biodiversity						material
GRI 304-1	Operational sites owned, leased, managed, or adjacent to protected areas, and located in areas of high biodiversity value outside of protected areas		X	31		X
GRI 304-2	Significant impacts of activities, products, and services on biodiversity		X	31		X
GRI 304-3	Habitats that have been protected or restored					
GRI 304-4	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations					

GRI REFERENCE AND DESCRIPTION	Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 305 - Emissions					material
GRI 305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	X	22	Consolidation approach: financial control	X
GRI 305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	X	22	Consolidation approach: financial control	X
GRI 305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)				
GRI 305-4	Greenhouse gas (GHG) emissions intensity	X	22		X
GRI 305-5	Reduction of greenhouse gas (GHG) emissions	X	22		X
GRI 305-6	Emissions of ozone-depleting substances (ODS)			The emissions of ozone-depleting substances in our activities are non-significant.	
GRI 305-7	NOx, SOx, and other significant air emissions			This indicator is therefore considered non-material.	
GRI 306 - Effluents and waste (contents 306-1 and 306-5 updated according to GRI 303 Water and effluents 2018)					material
GRI 306-2	Waste by type and disposal method	X	28-29		X
GRI 306-3	Significant spills	X	130	There have been no significant accidental spills during the period	X
GRI 306-4	Transport of hazardous waste	X	130	The transport of hazardous waste for its management through authorized external managers is carried out by authorized transporters. The quantity managed (306-2) coincides with the quantity transported. The company does not import or export hazardous waste.	X
GRI 307 – Environmental compliance					material
GRI 307-1	Non-compliance with environmental laws and regulations- Cost of fines and non-monetary sanctions due to non-compliance with environmental laws and regulations	X	130	No significant fines or significant non-monetary sanctions have been received for non-compliance with environmental regulations during the reporting period	X
GRI 308 – Supplier environmental assessment					no material
GRI 308-1	Percentage of new suppliers that were assessed and selected using environmental criteria				

GRI REFERENCE AND DESCRIPTION		Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 308-2	Negative potential or real environmental impacts in the supply chain and actions taken to mitigate them					
GRI 400 - SOCIAL						
GRI 401 - Employment						material
GRI 401-1	New employee hires by age group, gender, and region. Employee turnover, by age group, gender, and region.		X	47		X
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, with details by significant location of operations					
GRI 401-3	Parental leave		X	50		
GRI 402 - Labour/management relations						material
GRI 402-1	Minimum notice periods regarding operational changes, including if these are specified in collective agreements		X	53	The minimum notice periods for organizational changes are regulated in accordance with the legislation in force in each country. See also section 'Personnel Management- Social relations'	X
GRI 403 – Occupational health and safety						material
GRI 403-1	Occupational health and safety management system		X	34	See section 'Health and safety' (page 32-36)	X
GRI 403-2	Hazard identification, risk assessment, and incident investigation		X	34-35	See section 'Health and safety' (page 32-36)	X
GRI 403-3	Occupational Health services		X	35	See section 'Health and safety' (page 32-36)	X
GRI 403-4	Worker participation, consultation and communication on occupational health and safety matters		X	35	See section 'Health and safety' (page 32-36)	X

GRI REFERENCE AND DESCRIPTION		Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 403-5	Worker training on occupational health and safety		X	35	See section 'Health and safety' (page 32-36)	X
GRI 403-6	Promotion of worker health		X	35	See section 'Health and safety' (page 32-36)	X
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships		X	35	See section 'Health and safety' (page 32-36)	X
GRI 403-8	Workers covered by an occupational health and safety management system		X	34	See section 'Health and safety' (page 32-36)	X
GRI 403-9	Work-related injuries		X	36	See section 'Health and safety' (page 32-36)	X
GRI 403-10	Work-related ill health		X	36	See section 'Health and safety' (page 32-36)	X
GRI 404 – Training and awareness						material
GRI 404-1	Average hours of training per year per employee, with detail by gender and professional category		X	55	See section 'Personnel Management – Training'	X
GRI 404-2	Programs for improving employee skills and transition assistance programs					
GRI 404-3	Percentage of employees receiving regular performance and career development reviews					
GRI 405 – Diversity and equal opportunity						material
GRI 405-1	Diversity of governance bodies and employees, by gender, age group, belonging to minority groups and other diversity indicators					
GRI 405-2	Ratio of basic wage and remuneration of women to men by professional category		X	47-49		X
GRI 406 – Non-discrimination						material
GRI 406-1	Number of incidents of discrimination and corrective actions taken		X	58	No incidents of discrimination have been recorded during the reporting period	X
GRI 407 – Freedom of association and collective bargaining						material

GRI REFERENCE AND DESCRIPTION	Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		X	51-53 79 80-81	See sections 'Personnel Management', 'Human Rights' and 'Society – Outsourcing and Suppliers'	X
GRI 408 – Child labour					no material
GRI 408-1 Operations and suppliers at significant risk for incidents of child labor		X	79 80-81	See sections 'Personnel Management', 'Human Rights' and 'Society – Outsourcing and Suppliers'	
GRI 409 – Forced or compulsory labour					no material
GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		X	79 80-81	See sections 'Personnel Management', 'Human Rights' and 'Society – Outsourcing and Suppliers'	
GRI 410 – Security practices					no material
GRI 410-1 Security personnel trained in human rights policies or procedures					
GRI 411 – Rights of indigenous peoples					no material
GRI 411-1 Incidents of violations involving rights of indigenous peoples					
GRI 412 – Human rights assessment					no material
GRI-412-1 Operations that have been subject to human right reviews or impact assessments					
GRI-412-2 Employee training on human right policies and procedures					
GRI 412-3 Significant investment agreements and contracts that include human right clauses or that underwent human right screening					
GRI 413 – Local communities					material
GRI 413-1 Operations with local community engagement, impact assessments and development programs		X	85-95		X
GRI 413-2 Operations with significant actual and potential negative impacts on local communities		X	85-95		X
GRI 414 – Supplier social assessment					no material

GRI REFERENCE AND DESCRIPTION		Website	Sustainability Report	Page number	Comments	Materiality/ Information
GRI 414-1	New suppliers that were screened using social criteria					
GRI 414-2	Negative social impacts in the supply chain and actions taken					
GRI 415 – Public policy						no material
GRI 415-1	Political contributions to political parties or political representatives					
GRI 416 – Customer health and safety						material
GRI 416-1	Assessment of the health and safety impacts of product and service categories		X	37-38		X
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		X	37-38		X
GRI 417 - Marketing and labelling						material
GRI 417-1	Requirements of information and labelling for products and services		X	37-38 59-60		X
GRI 417-2	Incidents of non-compliance concerning product and service information and labelling		X	134	There have been no cases of non-compliance related to information and labelling of products and services during the reporting period	X
GRI 417-3	Incidents of non-compliance concerning marketing communications		X	134	There have been no cases of non-compliance related to marketing communications during the reporting period	X
GRI 418 - Customer privacy						material
GRI 418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data		X	67, 134	There have been no fundamental complaints regarding privacy violations or loss of customer data during the reporting period	X
GRI 419 – Socioeconomic compliance						material
GRI 419-1	Non-compliance with laws and regulations in the social and economic areas		X	134	There have been no cases of Breach of laws and regulations in the social and economic fields during the reporting period	X

Index of content according to the Principles of the UN Global Compact

This report has been prepared in accordance with the GRI Standards: Core option

PRINCIPLE		Website	Sustainability Report	Page number	Comments
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.		X	79, 39-40	See section: 'Human Rights' See section 'Personnel Management'
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.		X	79, 39-40	See section: 'Human Rights' See section 'Personnel Management'
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining		X	52-53	See section: 'Personnel Management- Social relations'
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour		X	39	See section 'Personnel Management'
Principle 5	Businesses should uphold the effective abolition of child labour		X	39	See section 'Personnel Management'
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation		X	56-57, 58, 59	See section: 'Personnel Management- Accessibility and equality', and 'Personnel Management- Non-discrimination' See section: 'Our customers- Accessibility and Inclusion'
Principle 7	Businesses should support a precautionary approach to environmental challenges		X	18-31	See section: 'Environmental Management'
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility		X	18-31	See section: 'Environmental Management'
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies		X	18-31	See section: 'Environmental Management'
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery		X	68-78	See section: 'Fight against Bribery and Corruption'

Index according to World Economic Forum Principles

Topic	Core metrics and disclosures	Sustainability Report	Page Number	comments	GRI Indicator
PRINCIPLES OF GOVERNANCE					
Governing purpose	<p><u>Setting purpose</u></p> <p>The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.</p>	x	14-17		GRI 102-26
Quality of governing body	<p><u>Governance body composition</u></p> <p>Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.</p>	x	15-16		GRI 102-22 GRI 405-1A
Stakeholder engagement	<p><u>Material issues impacting stakeholders</u></p> <p>A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.</p>	x	9-12		GRI 102-21 GRI 102-43 GRI 102-47
Ethical behaviour	<p>A <u>Anti-corruption</u></p> <p>1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region.</p> <p>a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and</p> <p>b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.</p> <p>2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.</p>	x	71-75		GRI 205-2 GRI 205-3
	<p>B <u>Protected ethics advice and reporting mechanisms</u></p> <p>A description of internal and external mechanisms for:</p>	x	14-17 71-75		GRI 102-17

Topic	Core metrics and disclosures	Sustainability Report	Page Number	comments	GRI Indicator
Risk and opportunity oversight	1. Seeking advice about ethical and lawful behaviour and organizational integrity; and 2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.				
	<u>Integrating risk and opportunity into business process</u> Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	x	10-13		GRI 102-15
PLANET					
Climate change	<u>Greenhouse gas (GHG) emissions</u> For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate	x	22		GRI 305: 1-3
	<u>TCFD implementation</u> Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.	x	20-22		
Nature loss	<u>Land use and ecological sensitivity</u> Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).	x	31		GRI 304-1
Freshwater availability	<u>Water consumption and withdrawal in water-stressed áreas</u> Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	x	23-25		

Topic	Core metrics and disclosures	Sustainability Report	Page Number	comments	GRI Indicator
PEOPLE					
Dignity and equality	<u>Diversity and inclusion (%)</u> Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	x	40-45		GRI 405-1B
	<u>Pay equality (%)</u> Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas	x	47-49		GRI 405-2
	<u>Wage level (%)</u> Ratios of standard entry level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.	x	49		GRI 202-1
	<u>Risk for incidents of child, forced or compulsory labour</u> An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; b) countries or geographic areas with operations and suppliers considered at risk.			See sections 'Personnel Management', 'Human Rights' and 'Society – Outsourcing and Suppliers'	GRI408-1B GRI 409-1
Health and well-being	<u>Health and safety (%)</u> The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	x	32-36		GRI 403-A,B GRI 403-6A
Skills for the future	<u>Training provided (#, \$)</u> Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	x	54-55		GRI 404-1
PROSPERITY					
	<u>Absolute number and rate of employment</u> 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.	x		See "Personnel Management" section	GRI 401-1 A.B

Topic	Core metrics and disclosures	Sustainability Report	Page Number	comments	GRI Indicator
Employment and wealth generation	2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.				
	<u>Economic contribution</u>				
	1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization’s global operations, ideally split out by: <ul style="list-style-type: none"> – Revenues – Operating costs – Employee wages and benefits – Payments to providers of capital – Payments to government – Community investment 	x	83		GRI 201-1 GRI 201-4
	2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.				
Innovation of better products and services	<u>Financial investment contribution</u>				
	1.Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company’s investment strategy. 2. Share buybacks plus dividend payments, supported by narrative to describe the company’s strategy for returns of capital to shareholders.				
Community and social vitality	<u>Total tax paid</u> The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes	x	83	Corporate income tax accrued on profit – See Fiscal Information section	GRI 201-1



KPMG Asesores, S.L.
Pº de la Castellana, 259 C
28046 Madrid

Independent Assurance Report on the Consolidated Non-Financial Information Statement of Piolin BidCo, S.A.U. and subsidiaries for 2021

(Translation from the original in Spanish. In case of discrepancy, the Spanish language version prevails.)

To the Sole Shareholder of Piolin BidCo, S.A.U.:

Pursuant to article 49 of the Spanish Code of Commerce, we have performed a limited assurance review of the accompanying Consolidated Non-Financial Information Statement (hereinafter NFIS) of Piolin BidCo, S.A.U. (hereinafter the Parent) and subsidiaries (hereinafter the Group) for the year ended 31 December 2021, which forms part of the accompanying consolidated Directors' Report of the Group for 2021.

The consolidated Directors' Report includes additional information to that required by prevailing mercantile legislation concerning non-financial information, which has not been the subject of our assurance work. In this respect, our work was limited exclusively to providing assurance on the information contained in the "Index of content required by Law 11/2018" table of the accompanying consolidated Directors' Report.

Directors' responsibility

The Directors of the Parent are responsible for the contents and the authorisation for issue of the NFIS included in the Group's consolidated Directors' Report. The NFIS has been prepared in accordance with prevailing mercantile legislation and selected Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) based on each subject area in the "Index of content required by Law 11/2018" table of the aforementioned consolidated Directors' Report.

This responsibility also encompasses the design, implementation and maintenance of internal control deemed necessary to ensure that the NFIS is free from material misstatement, whether due to fraud or error.

The Directors of the Parent are also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the NFIS was obtained.

Our independence and Quality Control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including international independence standards) issued by the International Ethics Standards Board for Accountants (IESBA), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.



(Translation from the original in Spanish. In case of discrepancy, the Spanish language version prevails.)

Our firm applies International Standard on Quality Control 1 (ISQC1) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The engagement team comprised professionals specialised in reviews of non-financial information and, specifically, in information on economic, social and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed.

We conducted our review engagement in accordance with the requirements of the Revised International Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information" (ISAE 3000 Revised), issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the guidelines for assurance engagements on the Non-Financial Information Statement issued by the Spanish Institute of Registered Auditors (ICJCE).

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement, and consequently, the level of assurance provided is also lower.

Our work consisted of making inquiries of management, as well as of the different units and areas of the Parent that participated in the preparation of the NFIS, reviewing the processes for compiling and validating the information presented in the NFIS and applying certain analytical procedures and sample review tests, which are described below:

- Meetings with the Parent's personnel to gain an understanding of the business model, policies and management approaches applied, the principal risks related to these matters and to obtain the information necessary for the external review.
- Analysis of the scope, relevance and completeness of the content of the NFIS for 2021 based on the materiality analysis performed by the Parent and described in the section "Materiality analysis and materiality matrix", considering the content required by prevailing mercantile legislation.
- Analysis of the processes for compiling and validating the data presented in the NFIS for 2021.
- Review of the information relative to the risks, policies and management approaches applied in relation to the material aspects presented in the NFIS for 2021.
- Corroboration, through sample testing, of the information relative to the content of the NFIS for 2021 and whether it has been adequately compiled based on data provided by the information sources.
- Procurement of a representation letter from the Directors and management.



(Translation from the original in Spanish. In case of discrepancy, the Spanish language version prevails.)

Conclusion

Based on the assurance procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the NFIS of Piolin BodCo, S.A.U. and subsidiaries for the year ended 31 December 2021 has not been prepared, in all material respects, in accordance with prevailing mercantile legislation and selected GRI Standards based on each subject area in the "Index of content required by Law 11/2018" table of the aforementioned consolidated Directors' Report.

Use and distribution

This report has been prepared in response to the requirement established in prevailing mercantile legislation in Spain, and thus may not be suitable for other purposes and jurisdictions.

KPMG Asesores, S.L.

(Signed on original in Spanish)

Patricia Reverter Guillot

7 April 2022