

EROSKI, *with you.*

Table of Contents

01

Welcome

03

Letter from Rosa Carabel,
CEO of the Eroski Group

03

Letter from Leire Mugerza,
Chair of the Governing Council
of EROSKI S.Coop.

04

02

EROSKI in 2025

05

A year in review

06

03

Our essence

08

Who we are
Corporate culture: Being EROSKI

09

Corporate governance

11

Business model
Our commercial and logistics network

12

Quality range: our brands,
our best reference

15

04

Our commitments

16

Healthy Eating

18

Local Wealth and Community
Support

20

Our Workers

22

Our Customers

24

Environmental Sustainability

26

05

Financial information

28

Letter from Rosa Carabel

CEO of EROSKI Group

“
We present this Report at a particularly significant moment for Grupo EROSKI. The 2025 financial year marks the definitive close of a phase that has shaped our trajectory for almost two decades. These have been 17 years of considerable challenge, profound transformation and management conditioned by a sustained deleveraging process.



It has been a period that has required us to prioritise, to become more efficient, to take complex decisions and, above all, never to lose sight of what matters most: the sustainability of the project and our commitment to the cooperative model.

Today, we can confidently say – and also responsibly – that this stage is now behind us.

The refinancing completed this year represents the full normalisation of our financial structure. We have rationalised our debt, improved its maturity profile and reduced its cost, generating savings and long-term stability. We are supported by both national and international financial institutions, and the confidence of the markets has been reflected in the bond issue carried out in November, which halved the cost compared to the issue completed just two years earlier. All of this demonstrates confidence in the Group's performance and in the coherence of our project.

Our **leverage ratio** has now returned to fully normalised levels, and we remain committed to reducing it to below two times EBITDA by 2027, following a path of discipline and prudence that will continue to guide our management.

Beyond its financial dimension, this transaction represents something deeper: **the close of a cycle that has required a significant collective effort.** This new position allows us to look ahead with greater strength and to move decisively from adjustment towards investment and growth, without losing sight of the lessons learned along the way.

This milestone is complemented by the approval, at the General Assembly in June 2025, of the previous year's results, which enabled the early recovery of individual negative reserves held by members, fully restoring their financial position. This represents an important step for our cooperative base and for the Group's financial consolidation, reflecting the strength of a model built on participation and shared responsibility.

Our operating results support this new phase. **We have exceeded €6 billion in sales and reached €340 million in EBITDA** – the strongest performance of the past decade. These figures are not the result of a one-off situation, but rather of a commercial dynamic consistent with our values and recognised by our customers in a highly competitive environment.

Growing responsibly

Consumers today are more cautious and rational. Price has become one of the main decision-making factors. In this context, we have made a **firm and sustained commitment to savings**, deploying an intensive promotional strategy and achieving the highest levels of price competitiveness in our history. This effort has translated into a clear improvement in perception indicators: price and local product have been the variables that have shown the greatest positive evolution in our customer satisfaction surveys.

Our **own-brand range** continues to gain prominence as a key tool for offering quality products with strong value at competitive prices. We have expanded the range, strengthened its positioning in-store and adjusted pricing to deliver greater savings to households, always maintaining a balanced approach with manufacturer brands and a strong focus on fresh and local products.

In this context, we continue to promote **local sourcing**, whose share of sales has once again increased. This is a source of particular pride, as in a market where price is so important, we are successfully conveying the value of local products – their taste, their nutritional qualities and the wealth they generate within the local economy. We collaborate with thousands of suppliers and more than 2,000 small agri-food producers, generating economic value and strengthening local communities where we operate. This proximity is not a temporary strategy; it is part of our identity.

External recognition reinforces this progress. Once again, we have been recognised for the quality of our service and customer care – an achievement that belongs above all to our teams in store, who listen, respond and support customers every day. In addition, I would highlight our store formats, which are designed to deliver increasingly engaging customer experiences.

We have also continued to grow selectively and in a disciplined manner, combining company-owned and franchised openings where we are competitive and able to add value. **Growing with purpose and in a sustainable way** is a conviction embedded in our management culture.

EROSKI from within

Internally, our main asset continues to be **our people**. The talent, commitment and adaptability of our teams have been decisive during these complex years and remain so in this new phase. We have a diverse

organisation, with increasingly shared leadership and a strong female presence in positions of responsibility, reflecting a culture committed to real equality and professional development.

The progress of our cultural transformation model, **IMPACTO**, is consolidating a more transversal, participative and results-oriented organisation. We have learned to listen more, to make better decisions and to build collectively. This shared experience has strengthened us and prepares us to face future challenges with greater maturity and cohesion.

Technology and efficiency are now structural drivers of our model. A clear example is the incorporation of advanced analytics and artificial intelligence into our day-to-day operations, enabling us to better anticipate demand, optimise promotions and strengthen logistics efficiency. In a sector with tight margins, every improvement matters and has a direct impact on our ability to compete and to serve customers more effectively.

We continue to make progress in environmental and social sustainability, intensifying our efforts in emissions reduction, eco-design of packaging and the fight against food waste. At the same time, we are strengthening our reporting capabilities and regulatory compliance. Within this framework, we maintain our commitment to the principles of the **United Nations Global Compact**, integrating them into our strategy, culture and operations. For us, growth means generating a positive and measurable impact on our environment, with the active commitment of everyone who forms part of this organisation.

Commitment to the future

We have recently defined the **“5 Commitments with You”**, which will guide our actions throughout the next strategic cycle. These commitments focus on promoting healthy eating, generating local value and social impact, supporting the development of our people,

strengthening engagement with customers, and advancing environmental sustainability.

Looking ahead to 2026, we remain ambitious and firmly committed to acting responsibly. From a position of financial stability and a solid business foundation, we will begin to define a new strategic cycle with full capacity to set priorities and reinforce our competitiveness.

This prolonged period has reaffirmed that the sustainability of any project ultimately depends on people. None of the progress achieved would have been possible without the commitment of our employees and members, or without the continued trust of millions of customers. We would therefore like to express our sincere appreciation to all of them.

A new phase now begins for Grupo EROSKI. We face it with prudence, experience and a clear determination to continue building a competitive, cooperative organisation committed to the society in which we operate.

Letter from Leire Mugerza Chair of the Governing Council of Eroski S. Coop.

“

Looking back on 2025, we do so with pride and a strong sense of shared achievement at the close of a stage that has shaped our recent history. It has been a year of solid progress, commitments fulfilled and collective effort, reaffirming our mission and strengthening the value of our cooperative model. Grupo EROSKI has once again demonstrated that it is possible to grow in a competitive and sustainable manner without compromising our principles, consolidating our financial strength while reinforcing our social and community commitment.



The year 2025 marks the close of a highly significant stage in the history of our cooperative. It is not only the end of a positive financial year, but the culmination of a long, demanding and deeply shared journey.

Over more than 50 years of history, we have experienced very different moments. Everything began in 1969, when something more than a retail business was created: **a different way of understanding consumption, participation and shared responsibility**. In 1980, we took a decisive step by sharing ownership of the project with worker-members, building a model based on equality of rights and shared responsibility.

What today may seem natural was, at the time, an act of generosity and vision on the part of consumer-members, who chose to share a successful project in order to make it stronger and more truly collective.

Decades later, in 2013 and 2014, we went through one of the most complex periods in our trajectory. The business results did not guarantee the sustainability of the project, and we were required to take difficult decisions that directly affected worker-members. These were years of extraordinary effort, advances and decisions that impacted individual capital, as well as profound organisational transformation. These decisions were taken collectively, through information, dialogue and shared responsibility.

At the same time, we initiated a deep transformation of the business. The launch of the **“Contigo”** model, together with a firm commitment to local sourcing and a differentiated commercial proposition, marked a turning point. We became familiar with new concepts from the financial environment and assumed demanding financial commit-

ments that were necessary to remain owners of our project. As we said at the time, **we were “building the difference”**.

We endured. And we did it together.

In 2019, we undertook a further refinancing process that again required significant efforts from our members, including individual negative returns of considerable magnitude and real uncertainty as to whether they could ever be recovered. This represented a direct financial commitment and a further demonstration of confidence in the viability of the project. We adapted our articles of association, strengthened our collective commitment and created the ERLAN Solidarity Fund as a structured mechanism of mutual support, capable of responding to the most complex personal situations through cooperative solidarity.

We remained focused on the future, even as the process proved lengthy. We shared the roadmap through hundreds of meetings and internal sessions, ensuring that each member understood the situation and participated in the decision-making process. Because in a cooperative, information is not imposed; it is shared.

In 2020, in the midst of the pandemic, we validated further amendments to our bylaws that strengthened our collective commitment. **“Más que nunca, contigo”** (More than ever, with you), ceased to be a slogan and became a way of acting, both within and beyond EROSKI. We protected the cooperative and supported both consumer-members and worker-members.

Since then, we have consolidated the progress achieved. We have transformed the business, improved our competitiveness and strengthened our value

proposition. However, 2025 represents more than consolidation.

This year, we have fulfilled all the commitments set out in our roadmap, doing so successfully and ahead of schedule. We have been able to fully offset individual negative returns (INR) and restore the financial position of our members. What for years had been uncertainty has now become a tangible reality. Behind this recovery lies effort, patience and collective trust.

The ERLAN Foundation has fulfilled its role as a solidarity mechanism, demonstrating that cooperation is not an abstract concept but a practical approach that is activated when most needed. This is the true value of our model.

In addition, the new refinancing agreement allows us to look to the future with greater stability and capacity to grow our project. Beyond the financial dimension, what we celebrate

is something deeper: **we have delivered as a community**. We have demonstrated that our cooperative model is resilient, capable not only of withstanding challenges but also of transforming itself.

Our red line has always been clear: to preserve our project, maintain our local roots and remain in control of our future. Not only to safeguard jobs, but to ensure that this project continues to be truly our own. We are different. We are a cooperative.

We have achieved this primarily through our own internal strength. Today, EROSKI is not what it once was. It is stronger, more aware of its challenges and better equipped to address them.

The history of a cooperative cannot be measured solely in financial terms. It is measured in the trust it generates, in the real participation of its

consumer-members and worker-members, in the solidarity it puts into practice and in the positive impact it creates in its environment.

We continue to grow as a community. More than **1.4 million consumer-members** actively participate in our project, strengthening our governance and our shared identity. Food education, social action and sustainability remain core pillars of who we are.

We look ahead to 2026 with the conviction that our model continues to offer a valid and transformative response. A different way of growing is possible: being competitive to ensure our economic sustainability, while remaining socially responsible, supportive and true to our cooperative values.

If this journey has taught us anything, it is that every stage, even the most challenging, brings valuable learning. We must not forget what we have experienced. We must preserve it as a collective asset. And we must recognise the commitment, generosity and trust of all those who have made this journey possible.

As Chair of the Governing Council, I feel a deep sense of pride in representing a community capable of withstanding challenges, transforming itself and delivering on its commitments. What we are celebrating today is not only an outcome, but confirmation that our mission remains fully valid. At EROSKI, we continue to create and grow with the aim of improving the quality of life of our consumer-members and worker-members, generating shared value through participative management and a collaborative model that defines us as a cooperative.

I would also like to express my sincere thanks to everyone who forms part of Grupo EROSKI for demonstrating that solidarity and cooperation are not merely principles, but tangible actions that prioritise the collective interest. This is the foundation on which we will continue to build the future: remaining competitive without renouncing our values, and strengthening a project defined by purpose, strong local roots and a firm commitment to society.

And the story continues...

...

01

02

03

04

05

EROSKI in 2025

EROSKI 2025

A year in review



February

We gave a renewed boost to household savings through an investment of more than €71 million in 2025 aimed at strengthening our price competitiveness. This initiative reinforced a sustained policy of price containment and reduction, with the aim of protecting customers' purchasing power in a still demanding environment.



March

The EROSKI Foundation's Food School launched a new research and outreach initiative on food and health, aimed at analysing and sharing reliable information on dietary habits with society. Through this initiative, we reinforced our commitment to nutrition education and consolidated our position as a benchmark in healthy eating.



April

We received a visit from the Lehendakari on the occasion of the 50th anniversary of our headquarters and logistics platform in Elorrio. This visit highlighted EROSKI's trajectory as a cooperative project rooted in its territory and its contribution to economic development, employment and the modernisation of the retail sector.



May

We presented the results for the 2024 financial year, in which EROSKI achieved a profit of €81.7 million, strengthening its financial and cooperative position. These results consolidated the Group's growth trajectory, demonstrating the operational strength of the business and the fulfilment of the commitments set out in our roadmap.



June

We opened a new franchised supermarket in partnership with Lanerako, managed by individuals at risk of social exclusion. This initiative combined commercial expansion with social inclusion, demonstrating that EROSKI's growth could go hand in hand with a strong commitment to people and local development.



July

We opened a new franchised supermarket in Calabazas (Valencia), strengthening our presence in the Valencian Community and consolidating our proximity-based model. This opening contributed to revitalising the local retail fabric and expanding our network with formats adapted to each environment.



August

We continued to expand with the opening of a new franchised supermarket in Gelves (Seville), advancing our presence in Andalusia and strengthening our commercial network with an efficient proximity model focused on delivering a competitive and accessible offer.



September

We advanced our digital strategy with the launch of the EROSKI marketplace, a key step in the development of our omnichannel offering. This platform expanded the available range for customers and strengthened the integration between digital channels and our store network, enhancing our competitiveness in the online channel.



October

We were once again recognised as leaders in customer service and received further awards at the Retailer of the Year 2026 Awards, reaffirming the trust placed in us by customers. We also renewed our agri-food agreement with the Basque Government, strengthening our institutional collaboration.



November

We finalised the terms of our refinancing transaction, definitively restructuring our financial position and consolidating a new phase of stability and growth. In collaboration with the Basque Culinary Center, we recognised new graduates for their commitment to local products, sustainability and innovation, reinforcing our support for culinary talent.



December

We renewed our agreement with Carita Bizkaia and Laboral Kutxa, reinforcing our commitment to people in vulnerable situations and consolidating a stable collaboration that channels resources and support to those most in need.



January 2026

We closed the year with 60 new store openings in 2025, strengthening our franchise network and consolidating sustainable, selective growth across both company-owned and franchised formats.

EROSKI in figures

A year in review

01

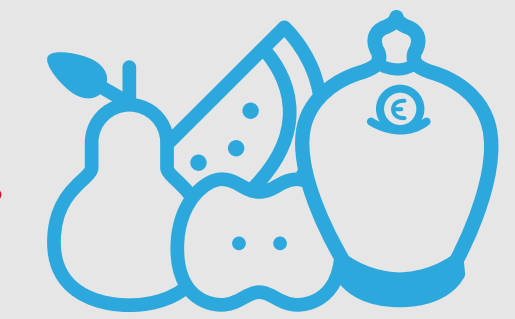
EROSKI in 2025

02

03

04

05



Promoting Healthy Eating



+408
"Free-from" own-brand references



+31,000
People benefiting from our EKILIBRIA nutritional information service



+29,000
analytical tests conducted, including chemical, physical, microbiological and genetic controls



2,315
local producers



+€25 million
allocated to social initiatives



+280,000
beneficiaries

Generating Local Wealth and Community Support



+250,000
monthly readers of Consumer magazine



+455,000
participants in listening activities



+6 million
members of our loyalty programme



-27%
carbon footprint since 2023



800
eco-designed products in 2025



+3,200
own-brand products with sustainability certification

Improving environmental sustainability



+28,000
professionals

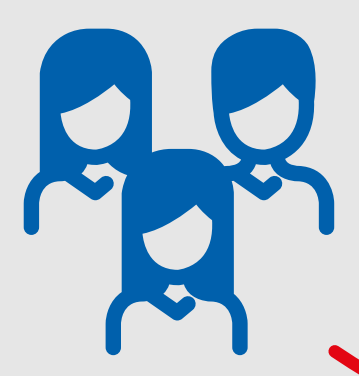


74%
positions of responsibility held by women



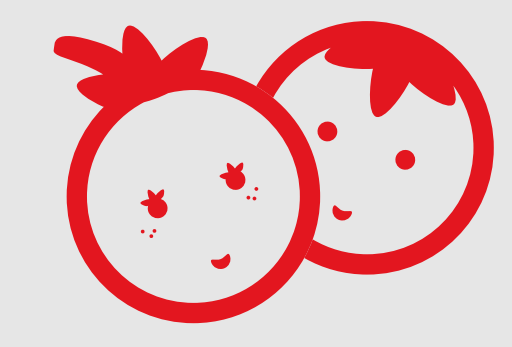
298,000
Training hours

Promoting Employee Satisfaction and Development



5 COMMITMENTS with you

Customer listening and communication



€6,081 million
Revenue



1,508
Omnichannel store network



€435 million
Savings passed on to customers



€21.4 million
in R&D&I projects

Awards



- Retailer of the Year Award
- InfoRetail Best Human Management Award
- Best Customer Service Award
- Fundación Integra Carbon Footprint Award



01

02

03

04

05

Our essence

Who we are

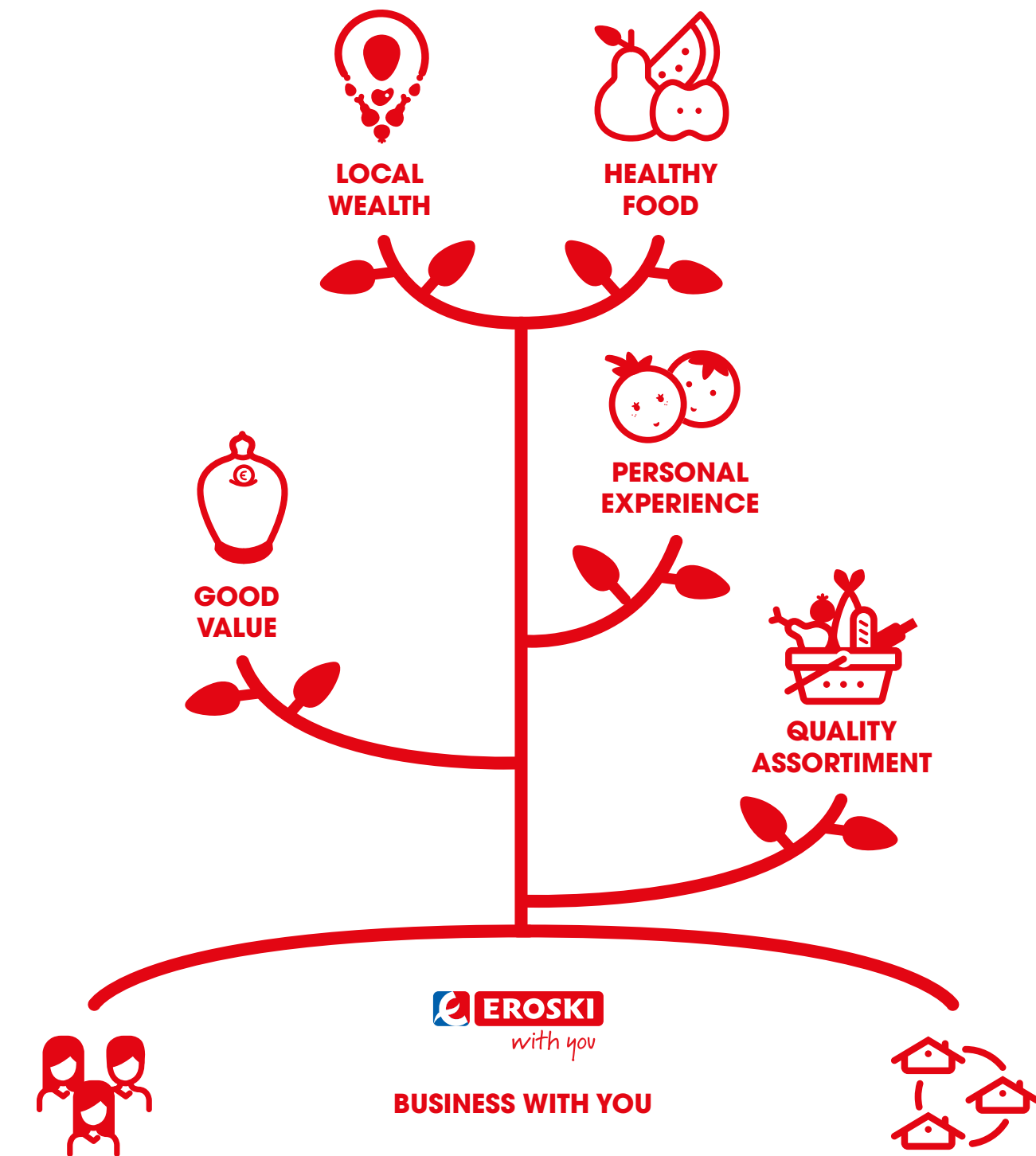
Corporate culture: *Being EROSKI:*



At EROSKI, we conceive the company as a collective project built on cooperation, responsibility and participation. Our cooperative model places people at the centre of business activity and guides our decisions towards the generation of economic, social and environmental value in the communities in which we operate.

We are driven by the conviction that competitiveness and commitment can progress together. Accordingly, we promote a management approach based on transparency, trust and continuous improvement, strengthening strong relationships with customers, employees, suppliers and the wider community. These principles define how we operate and guide the long-term development of our project.

More information



Mission

At EROSKI, we are a network of food retail outlets whose mission is to deliver sustainable business results, both now and in the future, in order to:

- Create value in the communities in which we operate.
- Meet the needs of our customers and employees.
- Promote healthy and responsible eating.

Our activity is underpinned by cooperative values and a management model based on participation and collaboration.

Vision

Our aim is to be the preferred retailer for customers, employees and the communities around us.

To achieve this, we focus on offering quality products at competitive prices, promoting healthy, local and sustainable eating, and developing an engaging and meaningful project for the people who form part of EROSKI, consistently reflecting our cooperative values.

Values

How we put our values into practice

[More information](#)

Our cooperative values – responsibility, cooperation, commitment to customers, participation, trust and innovation – have guided EROSKI’s development since its origins. They define our understanding of the business and our relationship with the people and communities we serve.

Today, these values are reflected in the “**5 Commitments with You**”, a roadmap that guides our actions and reinforces our purpose of generating economic, social and environmental value in our environment. These commitments summarise our approach to business and set the priorities for how we engage with customers, employees, society and the communities in which we operate. Through them, we put our cooperative model and our way of doing business into practice.

5 COMMITMENTS

with you



Promoting **Healthy Eating**

At EROSKI, fresh produce is the cornerstone of our value proposition and the foundation of what we understand as healthy eating. Each day, we work to bring high-quality fruit, vegetables, meat and fish to customers’ tables, paying close attention to every detail to ensure freshness from origin. Because a balanced diet begins with trusted, locally sourced food.



Generating **Local Wealth** and **Community Support**

Our commitment to the communities in which we operate goes beyond mere presence; we actively seek to contribute to the development and strengthening of the regional economy. To this end, we encourage collaboration with local suppliers, supporting the production and consumption of local products. This collaboration drives local economic growth, creates jobs, and promotes the sustainability of nearby productive ecosystems. At EROSKI, we work to generate a positive impact on communities, supporting those who, through their effort and dedication, enrich and bring life to their respective territories.



Promoting **Employee** Satisfaction and Development

At EROSKI, we build much more than a place to work: we create a dynamic ecosystem in which people grow, learn and develop with purpose. We place a strong focus on employee wellbeing and actively promote talent through meaningful opportunities, shared leadership and active participation. In this way, we foster an agile and flexible environment in which every voice is heard, achievements are celebrated collectively and challenges are addressed as a team. This transforms the future into a shared experience, lived day by day.



Customer engagement and information

At EROSKI, we believe in a different way of doing business: one in which cooperative values are not merely words, but the guiding principles of our daily actions. Participation and collaboration form the foundation of everything we build together.

Every decision we make is centred on the customer. Their trust drives us to offer healthy food, local products, attentive service and solutions that help them to save. We actively listen to their needs and continuously adapt, combining innovation with social responsibility to enhance their shopping experience. This close relationship and commitment enable us to grow and strengthen our position.



Improving **environmental sustainability**

At EROSKI, we believe that every decision matters. Our commitment to sustainability begins with how we select products and choose our partners. We work closely with responsible suppliers who share our values, reinforcing environmental protection across everything we offer. Our aim is to minimise environmental impact at every stage, from the sourcing of raw materials to processing, handling and waste management.

Corporate Governance

Strategic partnerships

01
02
03
04
05

Our essence



In an environment of intense competition and ongoing transformation in the retail sector, we believe that collaboration is a key driver of competitiveness.

We therefore promote strategic partnerships that enable us to generate synergies, share capabilities and create greater value for customers.

Among these partnerships, we highlight the following:



Supratuc2020



We are the EROSKI Group, Spain's leading cooperative retail distribution group for consumer goods and services.

Our governance model is based on a clearly defined structure that ensures effective and coordinated management across the organisation. **The General Assembly** is the highest decision-making body of the cooperative. **The Governing Council** is responsible for oversight and control. **The Executive Committee** is responsible for the management and execution of strategic decisions.

All companies within the Group operate under the corporate governance framework of **EROSKI, S. Coop.**, ensuring consistency in management, supervision and control across the organisation.

The **Governing Council** is composed of twelve members, including six consumer-members and six worker-members, elected by the General Assembly. It is responsible for defining the Group's main strategic decisions, approving the strategic plan and establishing corporate policies. This model reflects the cooperative nature of EROSKI, based on the active participation of its members in the governance of the organisation.

VEGALSA-EROSKI is a company owned 50% by the González family and 50% by Grupo EROSKI. As part of the Group's corporate structure, it operates in the retail distribution sector and serves as EROSKI's reference operator in Galicia, also extending its presence to neighbouring regions such as Asturias and Castilla y León.

It has a workforce of more than 7,000 people and a commercial network of 290 physical stores operating under different banners.

Supratuc2020 is an alliance established in 2021 between Grupo EROSKI and EP Corporate Group to drive business development in Catalonia and the Balearic Islands. This company operates within the Group's retail distribution and sales activities, applying EROSKI's corporate governance model and developing joint management structures shared by both partners. More than 7,200 people form part of the team working across 284 supermarkets and offices located in Catalonia and the Balearic Islands.

EROSKI strengthens its competitiveness in a global market through international alliances that enable improved pricing and greater savings for customers. Notably, it participates in AGECORE, a European purchasing alliance alongside other major companies, which aims to expand product range, improve pricing conditions and create greater opportunities for suppliers. Collectively, its partners operate across 12 European countries and generate combined revenues of approximately €108 billion.

Business model

Our commercial and logistics network

Guided by our cooperative values, we believe in a different way of doing business based on participation and collaboration. On this basis, and with the mission of promoting healthy eating, meeting the needs of customers and employees, and creating value in our communities, we develop our “Contigo” commercial model. Our objective is to be the preferred retailer for people and their communities. To achieve this, we offer a varied, high-quality and accessible shopping basket, combining own-brand and manufacturer brands with strong support for local production and a clear focus on fresh products. This translates into a close and personalised shopping experience, supported by tailored savings solutions. We

integrate our vision and commitments across all business units and stakeholder relationships, continuing to advance in 2025 along the strategic pillars that define our model.

We operate a multi-format business model designed to respond to the diverse needs of our customers. In 2025, we continue to adapt our commercial network to evolving market dynamics, spanning food retail, our core business, as well as diversification areas such as petrol stations, sports retail, optical services and insurance solutions.

During the year, we open 60 physical stores, including 13 company-owned and 47 franchised outlets, and close 53 stores,

including 15 company-owned and 38 franchised locations. These actions aim to optimise our commercial structure and strengthen our presence in strategic regions. At year-end, Grupo EROSKI operates 1,490 physical stores, representing 1.12 million square metres of retail space. In addition, we operate 11 optical outlets and 7 online stores, resulting in a total omnichannel network of 1,508 points of sale.

Our model combines different retail formats and brands tailored to the specific characteristics of each region and the expectations of customers. This enables us to deliver a local, competitive and relevant value proposition in every market in which we operate.



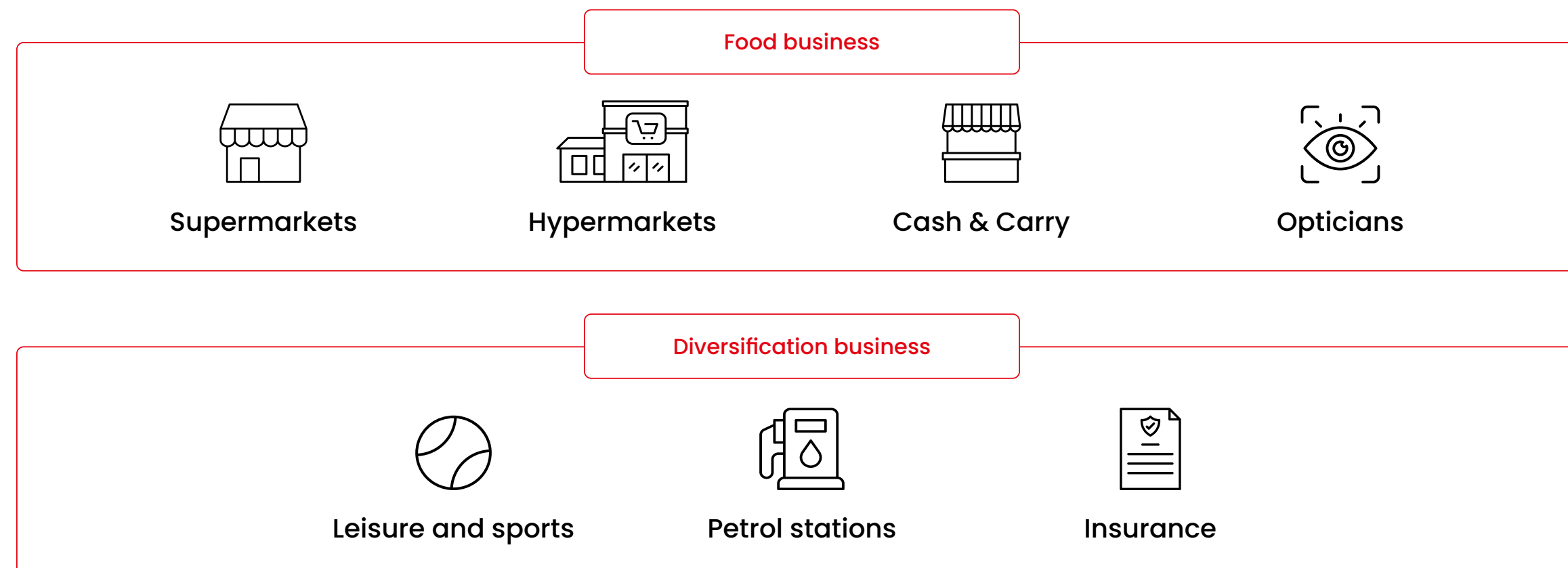
The new franchised openings have added more than 10,700 m² of additional retail space, distributed across EROSKI, Caprabo and Vegalsa stores.

During 2025, 35 store refurbishments have been carried out, reducing electricity consumption by up to 35% compared with a conventional supermarket.

We operate through two main business areas:

The food business, which represents our core activity and includes supermarkets, supermarkets and cash & carry outlets.

The diversification business, which includes petrol stations, specialised sports and leisure retail, optical services and insurance solutions.



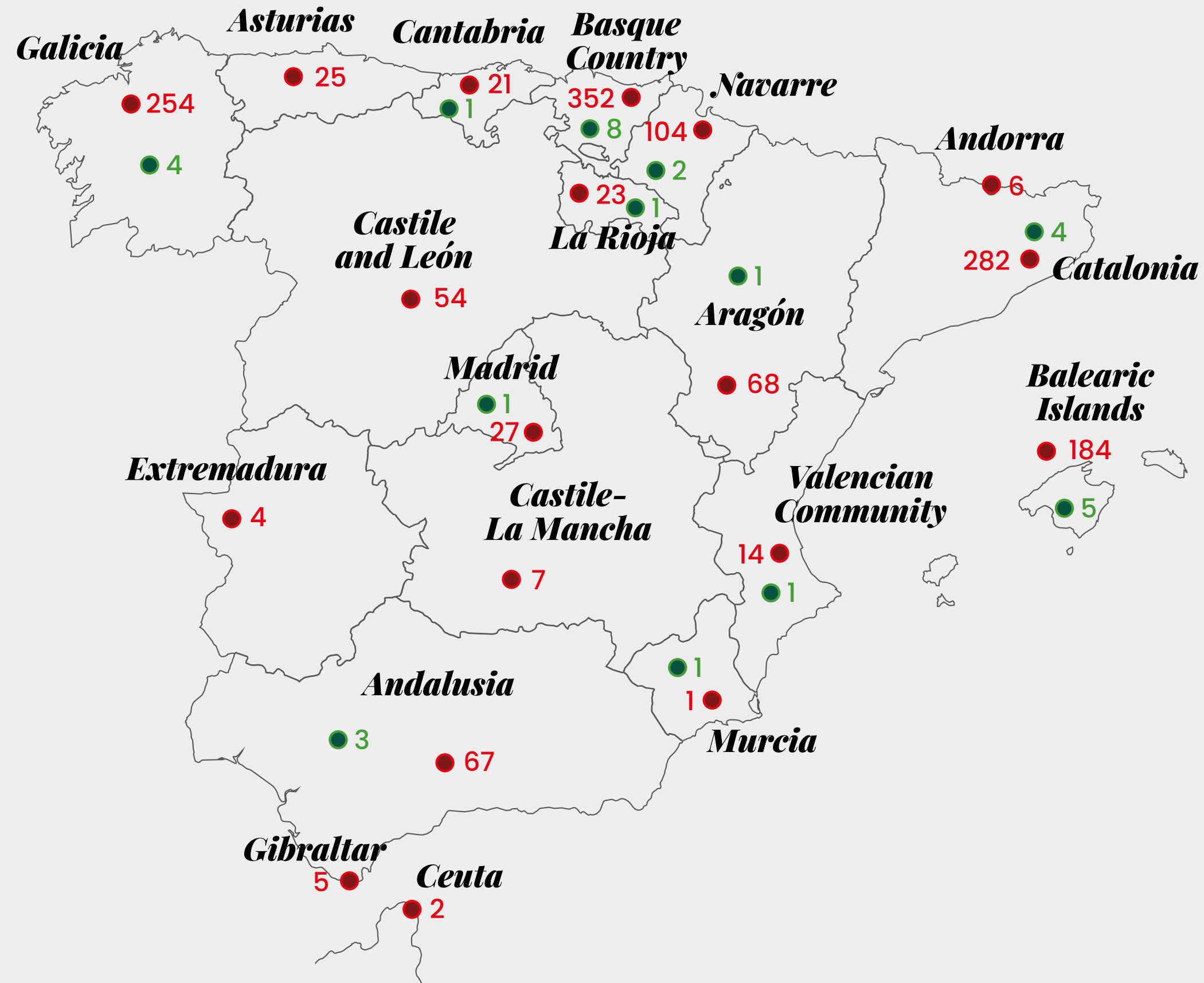
Number of physical stores of the EROSKI Group and its franchises by business as of 31 January 2026

	Owned	Franchised	Total
Hypermarkets	36	0	36
Supermarkets	723	612	1,335
Cash & Carry	14	0	14
Petrol stations	40	0	40
Leisure and sports	63	2	65
Total physical network	876	614	1,490
Optical outlets	11	0	11
Online	7	0	7
Total omnichannel network	887	614	1,508

Number of EROSKI Group supermarkets and its franchises by brand

	Owned	Franchised	Total
EROSKI Center	185	2	187
EROSKI City	295	348	643
ALIPROX	0	95	95
ONDA	0	1	1
FAMILIA	79	0	79
RAPID	0	53	53
CAPRABO	164	113	277
Total	723	612	1,335

Network of platforms and stores by Autonomous Community



● Platform network ● Physical stores

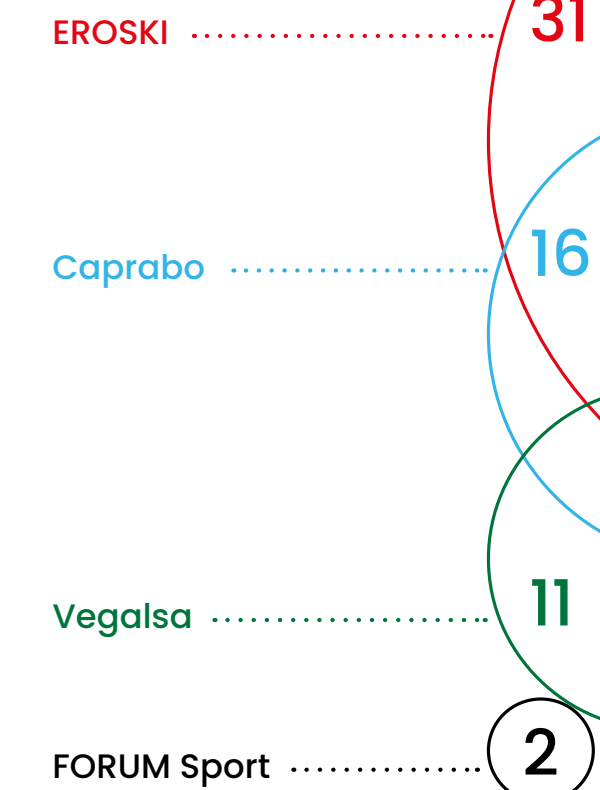
EROSKI operates a network of 32 logistics platforms strategically located to optimise efficiency and minimise transport costs. This network is designed based on the centre of gravity of customers and suppliers, ensuring proximity and responsiveness. At the same time, the company is advancing the modernisation of its warehouses through energy efficiency improvements, the expansion of cold storage capacity and the integration of automated systems. This approach enables the development of a flexible and sustain-

able logistics network that supports its multichannel growth. This approach enables the development of a flexible and sustainable logistics network that supports its multichannel growth. In this context, EROSKI continues to optimise its logistics operations, particularly in the last mile, through the progressive electrification of its fleet, route optimisation to reduce mileage and the use of technologies that improve order preparation efficiency.



The commercial network of Grupo EROSKI continues to evolve through a **multi-format and omnichannel model** that combines supermarkets, hypermarkets, franchises and online retail to respond to customer needs. In 2025, in addition to the **60 physical store openings**, the Group continues to strengthen its digital ecosystem. This includes further development of its marketplace and the expansion of its online store capabilities, enabling a more comprehensive and accessible shopping experience.

60 openings in 2025



Caprabo continues to advance its 2024–2026 strategic plan, focused on growth and improving the customer experience. During the year, it reinforces its commitment to local products and to delivering greater savings to households through initiatives such as **price reductions** across hundreds of own-brand products. These actions consolidate Caprabo's position as a benchmark in food retail in Catalonia.



Vegalsa-EROSKI continues to strengthen its commercial network in the north-west of Spain through the development of its main banners. In particular, **Autoservicios Familia** consolidates its position as a proximity retail reference, offering a strong price-quality proposition. At the same time, the **Cash Record** network strengthens its position in the professional channel through three new openings, offering tailored solutions for the hospitality and retail sectors.



FORUM Sport closes 2025 with two new store openings, one in Barcelona (Gavà) and another in Andorra.

Business model

Connecting experiences,
making shopping easier

Omnichannel

We continue to strengthen our omnichannel model, integrating physical stores and digital channels to provide a seamless and consistent shopping experience. Our objective is to ensure that customers can interact with EROSKI through multiple channels, adapting to their needs at any time and from any location.

To achieve this, we combine the proximity of our store network with the convenience of digital solutions, reinforcing the complementarity between channels. **In 2025, we have given renewed momentum to this strategy with the launch of our**

marketplace, which expands our offering by more than 60,000 products and strengthens our digital ecosystem, integrating it with our store network and logistics services. In this way, we continue to move towards an increasingly personalised, convenient and flexible shopping experience for customers.

This progress is underpinned by a strong commitment to innovation and technology. In 2025, we have allocated more than €21.14 million to innovation and technological development projects, participating in 33 R&D initiatives, of which 12

are European projects developed in collaboration with technology centres, universities and start-ups. Among these, notable projects include those focused on reducing food waste and developing circular solutions, such as ZeroW and ToNoWaste, as well as initiatives in digitalisation and the use of artificial intelligence applied to retail and customer engagement, including INGENIA, VISION AI and TECH4FOOD. These initiatives strengthen our capacity to deliver a more efficient, innovative and customer-focused omnichannel experience, adapted to evolving consumer needs.



7
online
stores

Food retail
Sports retail
Insurance



77
Click&Drive
points



32
Click&Collect
points



4 smart
lockers

R&D&I

€21.14 million
R&D&I projects

Quality range: *our brands, our best reference*

Our range reflects EROSKI's commitment to healthy, accessible and sustainable eating. Using a multi-brand strategy, we offer customers a wide range of products that combine quality, value for money and a commitment to the environment.

In this value proposition, **our own brands play a key role**. They directly represent our values as a company: promoting healthier eating, supporting local products and advancing towards more sustainable production and consumption models. At the same time, they make quality products more accessible at competitive prices, helping households save on everyday spending.

In recent years, we have strengthened this commitment by expanding the range, reviewing the nutritional composition of numerous products and improving price competitiveness. In this way, our own-brand products are consolidating their position as a benchmark for those seeking quality, reliability and excellent value for money.

“
In 2025, we have added 485 new own-brand products to our assortment, bringing the total number of products in our commercial offering to more than 6,000.
”



A wide range of products offering everything you need with the best value for money guaranteed.

3,607



Everyday consumer products with all of EROSKI's quality guarantees at the lowest price.

265



SELEQTIA

The best of the best. Products tested by the Basque Culinary Center.

175



Fresh produce from more responsible sources with all the flavour, full traceability and quality control, from the best sources and picked at their peak.

401



New brand launched in 2020 for organically certified produce, guaranteeing they have been produced under the best conditions for environmental protection.

81



New brand launched in 2022 for products with the V-Label seal, which guarantees that they are suitable for vegans.

5



Cosmetics, hygiene and personal care products free from parabens and triclosan, dermatologically tested and at the best price.

408



Electronic devices and appliances with different levels of functionality and the best value for money.

19



Clothing and footwear with our own designs and the best value for money.

991



Sports clothing and equipment with our own designs and the best value for money.

94

Total number of products in 2025

6,046



01

02

03

04

05

Our commitments

Commitments that guide our actions

Since its origins, EROSKI has understood its activity as a way of actively contributing to the wellbeing of society.

In 2018, we published our 10 Commitments to Health and Sustainability to translate this purpose into a clear roadmap. Today, in a more demanding social, environmental and business context, we take a further step by renewing this framework in order to continue progressing with greater clarity, stronger integration and broader participation.

True to our identity as a cooperative-based retail company, and in line with our mission, vision and values, we work to achieve business results while generating a positive social impact, particularly in the communities closest to us, supported by strong governance and effective environmental management.

These new commitments have been shaped through a shared listening process. More than 5,000 voices – employees, customers and consumer-members, suppliers, franchisees and experts in environmental, health and social matters – have contributed to their definition.

Our “Contigo” model supports this way of understanding the business, based on proximity, listening and participation, and focused on delivering value for people and the environment. This model is translated into a clear roadmap: **the EROSKI 2030 Commitments.**

A statement that reflects our approach to business across five main areas of action.

Five commitments that guide our decisions and enable us to progress towards a more people-focused, participative and responsible business model.

We are committed to *promoting* healthy eating.



We are committed to *generating* local value and social impact in our communities.



We are committed to *improving* environmental sustainability.

We are committed to promoting *Healthy Eating*

“
Because we are a network of retail outlets committed to offering quality products and supporting healthier eating among our customers.
 ”

Supporting healthier eating for our customers

At EROSKI, we understand healthy eating as a key lever for improving people's quality of life.

Our commitment to quality, proximity and trust is reflected in a carefully curated selection of fruit, vegetables, meat and fish, ensuring freshness from source and offering consumers a diet built on quality produce.

Because a balanced diet begins with trusted food, but also with clear information and informed choices.

01 We offer a wide range of healthy products, with a strong focus on fresh produce and a dynamic approach to savings

We promote healthy eating with a comprehensive value proposition that combines assortment, quality, safety and affordability. We offer a wide range of healthy products, with a strong focus on fresh produce and a dynamic approach to savings

Our model is built on a high-quality, diverse and accessible assortment, integrating carefully selected fresh products, items with recognised certifications and an increasing range of more sustainable and healthier options.

We also strengthen our offer with products carrying protected designation of origin and other quality certifications that guarantee provenance and added value.

This commitment to quality is supported by rigorous control systems. In 2025, we have analysed more than **29,000 product samples**, achieving a **94% rate of satisfactory results**, based on chemical, physical, microbiological and labelling controls, ensuring food safety and customer confidence.

At the same time, we work to make it easier to access a balanced shopping basket through active savings policies. In 2025, EROSKI has passed on more than **€435 million in savings to customers**, based on promotions, personalised discounts and loyalty programmes such as EROSKI Club, Caprabo Club and Forum Sport Club, enabling a closer, more tailored relationship with each household.

This commitment is reflected in specific initiatives implemented throughout the year. Among these, we highlight an investment of **€44 million in special promotions during the Christmas campaign**, a key period in which household food expenditure increases. **Caprabo has also strengthened its value proposition by promoting savings and giving renewed momentum to its own-brand range**, expanding the assortment and reinforcing its positioning as a high-quality and affordable alternative.



€435 million

Savings passed on to customers

02 We offer own-brand products with enhanced information and strong nutritional profiles

Own-brand products are a key lever for promoting healthier, more accessible and more transparent eating habits.

At EROSKI, we develop a wide range of products with improved nutritional profiles, incorporating advanced information tools that enable customers to make more informed choices.

Among these, the **Nutri-Score** system stands out, being present in **more than 90% of own-brand products in 2025** and providing a clear and simple indication of nutritional quality. This system not only supports decision-making at the point of purchase, but also drives a continuous process of product reformulation, improving composition by reducing salt, sugars and saturated fats and contributing to a more balanced assortment.

This approach is complemented by innovative support tools such as **Ekilibria**, a pioneering programme that provides personalised nutritional information based on each household's purchasing habits. Using loyalty card data, Ekilibria generates monthly reports that analyse shopping baskets and guide customers towards a balanced diet in line with the principles of the Mediterranean diet.

In 2025, **more than 31,000 people per month** received this personalised report, consolidating its role as a practical tool for encouraging healthier consumption habits. In addition, nearly **280,000 members accessed** promotional content on healthy eating provided as part of this support.

We also continue to expand our product range to respond to different dietary needs, incorporating specific alternatives that support inclusive nutrition.

248 gluten-free own-brand products

117 lactose-free products

40 milk-free products

3 egg-free products

In this area, we have also strengthened collaboration with coeliac associations, renewing and expanding agreements across different regions. In 2025, **2,817 members** of these associations benefited from agreements that include, among other advantages, a **20% discount on more than 300 gluten-free products**, facilitating access to safe and appropriate nutrition.

In this way, EROSKI continues to develop an own-brand offering that combines quality, information and accessibility, providing customers with practical tools to support healthier everyday choices.

+31,000

People benefiting from our EKILIBRIA nutritional information service

+29,000

analytical tests conducted, including chemical, physical, microbiological and genetic controls

65%

of our own-brand range has been awarded a Nutri-Score rating of A, B, or C.

+230,000

schoolchildren have participated in our Educational Programme on Food and Healthy Habits (PEAHS).

We are committed to promoting *Healthy Eating*

...

01

02

03

Our commitments

04

05



03 We educate children to prevent childhood obesity

Our commitment to health begins in childhood. Through the **EROSKI Foundation's Food School**, we develop educational initiatives that promote healthy habits among children, also engaging families and the education community.

Education is a key lever for preventing childhood obesity and fostering a positive relationship with food. For this reason, we work with professionals in nutrition, education and health to provide reliable content and practical tools that support better nutrition from an early age.

In this context, the **Healthy Eating and Lifestyle Education Programme (PEAHS)** continues to expand its reach. During the 2024/2025 academic year, more than **233,000 schoolchildren** have taken part in these initiatives across **2,433 educational centres**, through workshops, educational content and activities adapted to different age groups.

Among the flagship initiatives is **"Energy to Grow"**, which combines educational materials and practical experiences to promote healthy habits among children aged 3 to 12, including

in-store workshops and activities in teaching kitchens. This programme, developed with the support of experts in health, nutrition and education, has evolved into a blended format with increased digital content, strengthening both its reach and effectiveness.

Caprabo has also continued to develop its **"Choose Well, Choose Healthy"** programme, which celebrated its 16th edition in 2025, with **276 workshops and more than 5,800 participating children**, promoting healthy habits from an early age through practical in-store experiences.

Vegalsa-Eroski also promotes initiatives such as **"Visit Your Supermarket"** and **"Maths in Your Supermarket"**, aimed at encouraging healthy eating and responsible purchasing habits. In 2025, these programmes involved more than **2,900 schoolchildren** across **112 workshops**.

In this way, EROSKI reinforces its commitment to food education as a foundation for building a healthier society, supporting younger generations in adopting habits that have a positive impact on their present and future wellbeing.

04

We share information and guidance to support healthier eating across our channels

At EROSKI, we understand that promoting healthy eating requires not only offering suitable products, but also generating useful knowledge that helps people improve their daily habits.

For this reason, via the **EROSKI Foundation's Food School**, we promote research that provides in-depth insight into dietary habits in society and helps guide our actions. In 2025, we have developed initiatives such as the study **"How Spaniards Eat"**, which highlights insufficient consumption of healthy foods, as well as the **Survey on Eating Habits among Primary School Children**, conducted with **2,126 children aged 8 to 12** across nine Autonomous Communities.

The findings of this survey show that, although most children take part in shopping and food preparation, significant challenges remain, such as reducing frequent consumption of less healthy products and limiting the use of screens during meals, highlighting the key role of the family and educational environment in shaping habits.

We have also analysed the impact of tools such as **Nutri-Score**, confirming their usefulness in supporting healthier purchasing decisions and reinforcing the importance of providing clear, understandable and accessible information at the point of sale.

This knowledge is translated into practical content that we make available to customers across our communication channels. In 2025, more than **279,000 members** accessed targeted content and communications aimed at promoting healthy eating, including recommendations, consumption guidance and advice tailored to their needs.

Benefits for customers:

- ✓ Access to accurate, reliable and independent information.
- ✓ Tools and knowledge to support informed decision-making.
- ✓ Promotion of healthy lifestyles and responsible consumption.
- ✓ Support for environmental protection and consumer rights.
- ✓ Confidence in products and services based on objective recommendations.

This way, EROSKI connects analysis and knowledge-sharing with practical action, enabling customers not only to access information, but also to benefit from concrete tools that support healthier eating habits.



We are committed to generating **Local Wealth and Community Support**

“Because we care about the society of which we are part, from small agri-food producers to people in need of support.”

Food from our region, on our tables

At EROSKI, we are committed to local sourcing as a way of generating shared value. We work with local producers in the regions where we operate, offering high-quality food that stands out for its freshness, origin and contribution to the local economy.

Promoting local products not only enhances our commercial offer, but also strengthens the productive fabric, supports long-term sustainable relationships and contributes to the development of communities.

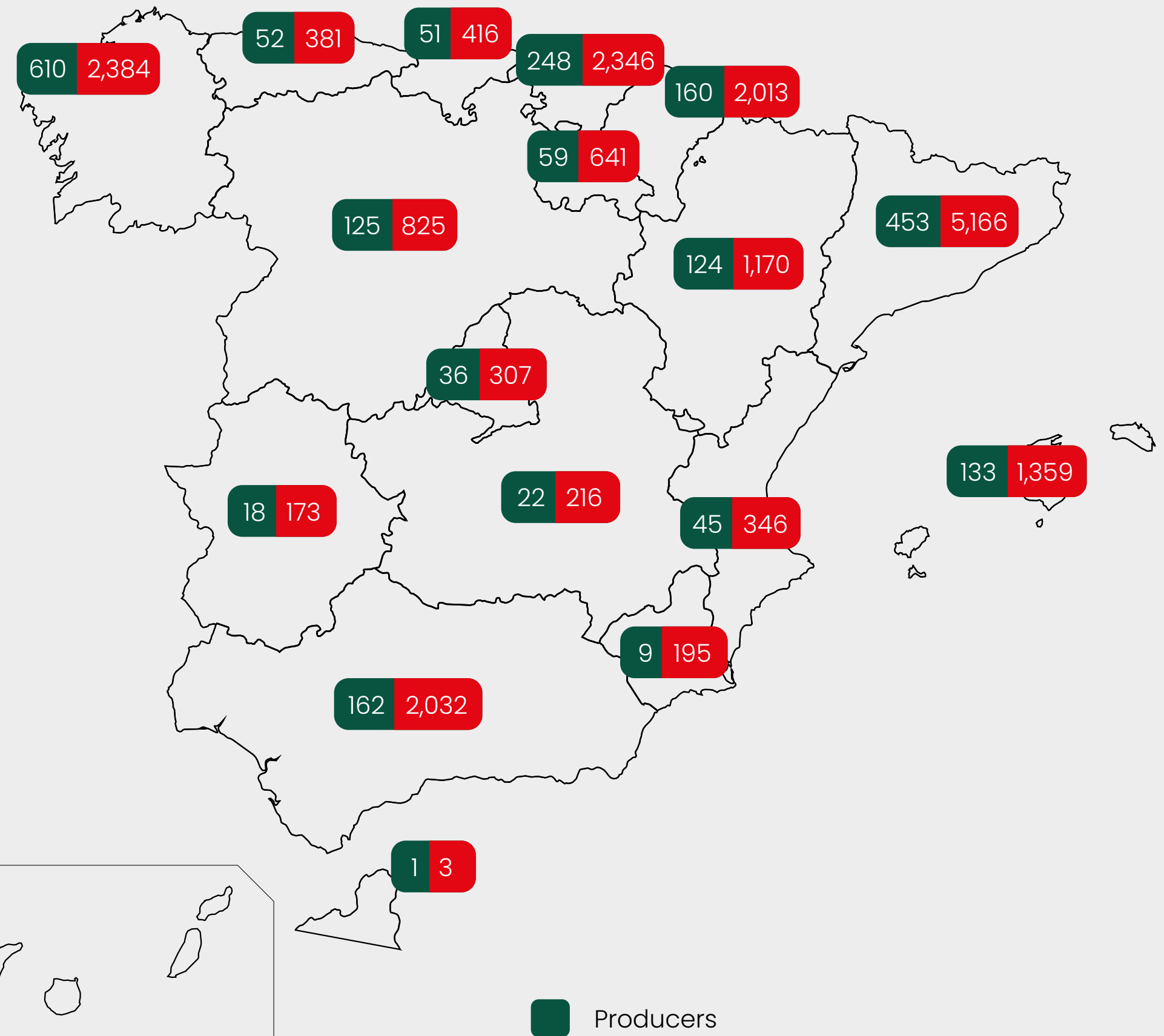
Because we believe **it matters that it comes from here.**

01 We promote a wide range of local products, particularly from small and medium-sized enterprises

Our commitment to local sourcing is reflected in a broad and diverse network of producers and products that bring the best of each region to our stores.

We work to ensure that every Autonomous Community is represented in our assortment, highlighting the gastronomic and productive richness of each area and strengthening the link between production and consumption.

In 2025, we collaborated with a total of **2,315 local producers**, representing 60% of all national commercial suppliers, who supplied nearly **19,983 products**, consolidating a strong, diverse and locally rooted proximity offering.



2,468

products with PDO or PGI certification

1,218

new local and regional products

+1,150

products with quality labels such as Eusko Label, Reyno Gourmet or Tierra de Sabor

This approach enables us to deliver a differentiated in-store proposition, with a dynamic assortment that evolves in line with seasonality, regional characteristics and customer preferences.

In 2025:

We have renewed our collaboration agreement with the Basque Government to promote a more sustainable and competitive agri-food sector, strengthening joint work with local producers and supporting their long-term development.



We are committed to generating *Local Wealth and Community Support*

...

01

02

03

Our commitments

04

05

02 We support producer families in improving efficiency and sustainability

With our **Support Programme**, we work closely with local producers to promote their development and sustainability.

This initiative was launched in 2022 and has progressively expanded, consolidating a network based on dialogue, continuous improvement and close collaboration.

Today, more than **350 companies** form part of this ecosystem, working together to strengthen the agri-food value chain and support smaller producers, who are key to the future of food and the regions in which we operate.

In 2025, the programme has continued to grow in both the number of participating companies and its territorial reach, incorporating new initiatives aimed at improving sustainability, production efficiency and sector competitiveness. In this context, we have promoted specific capacity-building actions, such as the sustainability training **programme for producers in Navarre, developed in collaboration with Nagrifood**, helping to strengthen capabilities and support the adoption of more efficient and responsible practices.



03 We promote social action initiatives that foster solidarity and social inclusion

Our commitment to the communities in which we operate goes beyond commercial activity. We take an integrated approach to community development, incorporating a strong social dimension focused on people.

For this reason, we promote social action initiatives aimed at supporting vulnerable groups, fostering inclusion and contributing to improving quality of life in our communities. These initiatives enable us to channel resources and capabilities to generate tangible positive impact, in collaboration with social organisations and supported by a structured and effective network.

In this context, we maintain close collaboration with organisations such as **Cáritas, Cruz Roja, Fundación ONCE and Fundación Integra, among others**. Together, we develop initiatives focused on addressing basic needs and supporting the social and labour inclusion of people in vulnerable situations, contributing to the creation of real opportunities and a more inclusive society.

During 2025, we have strengthened this commitment through large-scale solidarity initiatives. Among these, our participation in the **Food Banks' "Gran Recogida"** campaign stands out once again, a key initiative supporting thousands of families across the country, engaging both customers and store teams.

In addition, via our food recovery and donation programmes, we have helped to **prevent the waste of more than 65 million meals**, redistributed with the support of around one hundred social organisations.



04 We return part of our business results to society through the EROSKI Foundation

Our model combines economic development with social commitment, generating value both in productive and social terms.

Via the **EROSKI Foundation** and other public-interest initiatives, we return part of our business results to society, contributing to collective wellbeing and the development of the regions in which we operate.

This commitment takes shape in projects that promote healthy lifestyles, responsible consumption and support for local communities, reinforcing our role as an active contributor to a more cohesive and fair society.

In 2025, this effort has translated into tangible impact under the **Solidarity Plan**. EROSKI has allocated more than **€25 million** to social initiatives, benefiting more than **280,000 people** via collaboration with **332 social and public organisations**, across solidarity initiatives, social programmes and partnerships in the communities in which we operate. These actions range from supporting vulnerable groups to promoting educational, health and responsible consumption projects.

In this way, we channel real solidarity by allocating resources to initiatives that generate direct impact on people, working with social organisations to ensure that support is delivered in a structured, effective and sustained manner.



2,315
local
producers

1,280
new local product
listings products

**+€25
million**
allocated to social
initiatives

+280,000
beneficiaries

We are committed to supporting *Employee* satisfaction and development

“
Because we care about the wellbeing of our workers. Participation in the business and the continuous improvement of working conditions guide and inspire us.
 ”

Growing, participating and working with equal opportunities

At EROSKI, we believe that people are the driving force behind everything we do. More than **28,000 employees** form part of our project, a diverse and committed team that drives our activity every day. We therefore work to build an environment in which each person can grow, participate and develop with equal opportunities, as an active part of a shared project.

More than a place to work, we are a dynamic ecosystem where talent is nurtured, participation is encouraged and wellbeing is placed at the centre.



01 We offer programmes to support wellbeing, addressing both physical and mental health

We promote a comprehensive approach to wellbeing that covers the physical, emotional and social dimensions of our people. We implement specific programmes to foster safe, healthy and balanced working environments where care for people is a priority.

We address wellbeing across different areas:

- ✓ **Workplace wellbeing**, with safe and flexible environments that support work-life balance.
- ✓ **Psychological wellbeing**, supported by emotional assistance and guidance programmes.
- ✓ **Physical wellbeing**, promoting healthy habits and risk prevention.
- ✓ **Medical wellbeing**, facilitating access to healthcare services in a close and accessible way.
- ✓ **Equality and inclusion**, promoting genuine equality between women and men.



02

We create spaces for meaningful participation through shared leadership

Our cooperative model places participation at the centre of the organisation. We promote real spaces in which employees can contribute, take part in decision-making and jointly shape the direction of the business.

We have a governance model that fosters participation at all levels, from governing bodies to operational teams, ensuring that people can directly influence decision-making and the evolution of the project.

We have also developed a **continuous active listening** model, supported by team dynamics, dialogue channels and tools such as surveys and pulse systems, enabling us to capture employee feedback on an ongoing basis and improve their day-to-day experience.

We promote a shared leadership model based on trust and co-responsibility, where every voice matters and achievements are built collectively. This approach supports more agile, collaborative environments aligned with common objectives.

In this context, the **IMPACTO** methodology has become a key driver of transformation, promoting collaboration, the creation of multidisciplinary teams and active participation in the development of projects and initiatives across the organisation.

“Because at EROSKI, participation is not an option, it is part of our identity.”

impact@!



We are committed to supporting *Employee satisfaction and development*

Nos comprometemos a escuchar e informar a las

Personas Consumidoras

We offer opportunities to grow and learn

Professional development is a key pillar of our commitment to people. We promote continuous learning as a tool to develop internal talent, strengthen employability and prepare our teams to take on new challenges and responsibilities.

In 2025, we have continued to reinforce this commitment, reaching **298,632 hours of training**, representing a 5% increase compared with the previous year. A total of **108,201 participants have taken part in training activities**, reflecting the scale and reach of our development model.

This effort takes shape in programmes aimed at strengthening key capabilities for the business, including leadership, management and professional development. Initiatives such as development programmes for managers – including the Business

Management MBA, EROSKI SUMMA and High-Potential Managers – prepare individuals to take on positions of greater responsibility, supporting internal talent and career progression.

We also strengthen in-store training through specific initiatives such as Fresh Food Schools, aimed at improving technical skills and product knowledge, contributing to delivering the best possible service to customers.

We also promote onboarding and initial training programmes that support integration into the cooperative, ensuring effective adaptation and development from the early stages of employment.

In this way, EROSKI consolidates a continuous learning model that supports professional growth and strengthens organisational competitiveness.



+28,000
professionals

+298,000
training hours

76%
women in the workforce

74%
positions of responsibility held by women

04

We ensure equal opportunities and non-discrimination, supporting inclusion in the workplace

At EROSKI, we work to ensure inclusive, diverse and non-discriminatory environments in which all individuals have equal opportunities for development. Equal opportunity forms part of our cooperative model and is supported by active policies that promote equity, diversity and respect.

These data reflect a diverse organisation aligned with the values of equality and participation.

This commitment is reflected in initiatives that promote the labour inclusion of groups facing greater barriers to employment, based on partnerships with social organisations and targeted programmes that create real opportunities.

Across our banners, we reinforce this commitment with specific initiatives. At **Caprabo**, these include agreements with organisations such as **Fundación Exit**, aimed at improving the employability of young people in vulnerable situations, as well as collaboration with **Cruz Roja**, which has recognised Caprabo as a strategic partner in labour inclusion programmes.

In 2025:

EROSKI has renewed its collaboration with **Fundación ONCE**, strengthening its commitment to the employment of people with disabilities and their integration into the workplace.

Caprabo has consolidated its collaboration with **Cruz Roja** and has been recognised as a strategic partner in its labour market integration programmes.

Vegalsa-EROSKI has continued to promote labour inclusion in collaboration with **Down Coruña**, creating real opportunities for integration.

EROSKI has also developed, in partnership with **Lanerako**, a supermarket managed by people at risk of social exclusion, creating real employment opportunities supported by training and guidance. This initiative reinforces our commitment to social and labour inclusion and to the development of a more inclusive economy.

In this way, EROSKI continues to move towards a more inclusive model, in which diversity is understood as a strength and generating opportunities for all forms an essential part of how we operate.

We are committed to listening to and informing our *Customers*

“
Because we do business together with our customers. Providing information helps them make better decisions, and listening helps us improve.
 ”

Listening to decide together

At EROSKI, we believe in a different way of doing business, in which customers not only participate, but are an active part of decision-making.

Listening is not a one-off tool; it is the foundation of our model. Because when we listen, we understand better. And when we understand better, we make better decisions.

We place customers at the centre of all decisions, building a relationship based on trust, proximity and transparency. We continuously listen to their needs and provide clear and useful information to support responsible and informed decision-making. This combination enables us to adapt our value proposition and continuously improve the shopping experience.

01

We provide information to support healthy eating and responsible consumption, reducing technological barriers

We provide clear, reliable and accessible information to support customers in their purchasing decisions, promoting healthy eating and responsible consumption.

Across our different engagement channels – including **EROSKI Club, Consumer EROSKI magazine and website, digital platforms and social media** – we make available content, tools and practical guidance to help customers make better everyday choices.

In this context, **Consumer EROSKI** has become a benchmark platform for customer support. With more than **250,000 monthly readers of its print edition** – published continuously since 1974 – and a strong digital presence, Consumer provides independent information, comparative analysis and practical content in Spain’s four official languages.

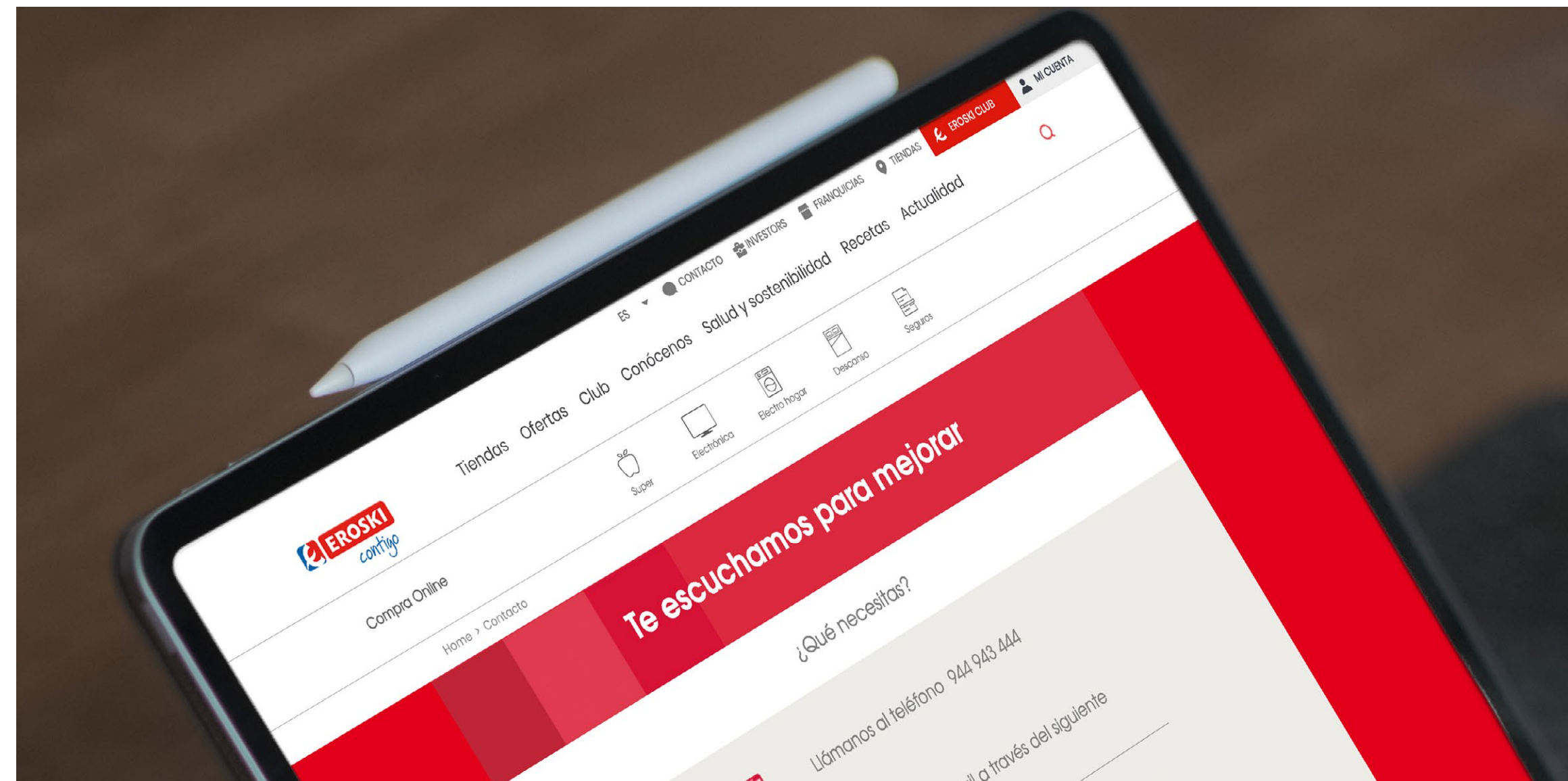
In 2025, Consumer has further strengthened its reach and impact, with around **151 million views and impressions**, a community of more than **257,000 followers** and strong media visibility, with **456 outlets** referencing its content and generating an estimated audience exceeding **118 million impacts**. We have also expanded audiovisual content and developed new guides and specialised newsletters on food and health, reinforcing its role as a trusted source of practical information.

At the same time, we continue to strengthen our presence on **social media** as a direct channel for communication and active listening. In 2025, we exceeded **1.3 million followers across all platforms**, with particularly strong growth on channels such as Instagram and TikTok, enabling us to connect with new consumer profiles using more dynamic and accessible formats.

In addition, our loyalty programmes support more personalised and segmented communication. Grupo EROSKI has **more than 6 million members across** its different clubs, consolidating this as a key channel for providing information, benefits and content tailored to the needs of each household. These programmes – EROSKI Club, Club Caprabo and FORUM SPORT Club – share the objective of improving the shopping experience, strengthening customer relationships and supporting direct, transparent and targeted communication.

We also work to reduce technological barriers, ensuring access to these services and content for all customer profiles, promoting digital inclusion and making information simple, accessible and useful.

This approach strengthens customer autonomy and supports a more informed, responsible and sustainable consumption model.



+250,000
 readers of
 Consumer
 magazine

1.3 M
 Followers across
 our social media
 channels

+6 million
 members of our loyalty
 programme

+455,000
 participants in
 listening activities

We are committed to listening to and informing our *Customers*

...

01

02

03

Our commitments

04

05



02 We maintain continuous dialogue to understand customer needs

We promote meaningful spaces for listening and participation that enable us to understand directly the needs, expectations and perceptions of our customers, integrating their voice into the continuous improvement of our model.

In 2025, we have carried out **56 participation activities**, with more than **29,000 instances of participation**, reflecting the commitment and engagement of our customers.

In addition, we have strengthened our structured listening mechanisms, implementing **44 specific initiatives** involving more than **455,000 participants** — including club members, customers and supplier companies. These initiatives, conducted at different

intervals (monthly, quarterly, annually and ad hoc), enable us to obtain a continuous and detailed view of market needs.

We have also gathered more than **4,500 direct opinions in store**, strengthening listening at the point of contact with customers and enabling a more agile and responsive approach.

This active participation not only strengthens our relationship with customers, but also leads to tangible improvements in our commercial offer, from assortment and pricing to the overall shopping experience, reinforcing our cooperative model.

03 We act with transparency and ethics, supported by sound governance practices

We operate with transparency and responsibility, guided by ethical principles and sound corporate governance practices that ensure robust, responsible and people-focused management.

Our commitment to transparency is reflected in clear communication, accountability and the integration of social, environmental and governance criteria into decision-making.

This approach is supported by our cooperative model, which promotes participative and balanced governance. **The General Assembly**, as the highest decision-making body, is composed of **500 worker-members** and **500 consumer-members**, who actively participate in defining the Group's strategic direction, ensuring broad representation and decision-making aligned with the interests of all stakeholders.

We also maintain governance structures that ensure compliance with ethical principles, transparency in management and the effective functioning of the organisation, reinforcing a model based on trust, responsibility and participation.



04 We deliver the best service to our customers across all channels

We work to deliver the best possible customer experience, combining proximity, quality and efficiency across all points of contact, both in store and across digital channels.

Active listening translates into concrete decisions that enhance our value proposition, enabling us to adapt our assortment and formats to evolving consumption needs, improve the clarity of in-store information and achieve a balance between quality, sustainability and price, driving continuous improvement in the shopping experience.

This commitment is supported by a robust and accessible customer service system. In 2025, we have handled more than **424,000 enquiries**, achieving a **91.68% rate of satisfactory resolution of complaints** and an **89.49% resolution rate at first contact**, reflecting our ability to respond efficiently and effectively to customer needs.

Our Customer Service function is available in Spain's four official languages — Spanish, Basque, Catalan and Galician — and across multiple channels, including telephone, email, web and social media, ensuring accessible and inclusive service tailored to individual preferences.

This effort has been externally recognised, as in 2025, for the **fourteenth consecutive year**, EROSKI was named the company with **the best customer service** in its sector at the awards organised by consultancy Sotto Tempo Advertising, based on direct customer feedback.

In this way, EROSKI turns listening into action, delivering an increasingly close, efficient and customer-focused service.



We are committed to improving *environmental sustainability*

“
Because we care about the future of the planet, we work to improve the sustainability of our value chain.
”

Caring for our environment

At EROSKI, we understand sustainability as an integral responsibility that forms part of how we operate.

We work with responsible suppliers who share our values, reinforcing environmental protection across everything we offer. Our aim is to ensure that every stage, from the sourcing of raw materials to processing, handling and waste management, minimises environmental impact, promotes responsible consumption and supports the entire value chain in the transition to a more sustainable model.

We take an integrated approach across the value chain, from origin to final consumption, promoting circular economy models based on reducing, reusing and recycling materials. In this context, **EROSKI remains a participant in the United Nations Global Compact**, aligning its activities with its principles on human rights, labour standards, the environment and anti-corruption.

Because caring for the planet also means caring for people and their future.

- ✓ We offer more than 1,200 organic products as part of our commercial range.
- ✓ We provide 710 products with animal welfare certifications such as Welfair® and the certifications of Eusko Label and INTIA.
- ✓ We offer 391 products under the EROSKI Natur brand, including certifications such as GlobalG.A.P., Integrated Production and animal welfare standards.
- ✓ We include 736 products with FSC®, PEFC or SFI certification.
- ✓ We also offer 27 belle NATURAL products with COSMOS Natural certification from ECOCERT.

In total, we have more than 3,200 references with external sustainability certifications or labels, demonstrating our commitment to a more responsible product offering.

Our sustainability strategy is structured around four key levers: eco-design of packaging, emissions reduction, the fight against food waste and the promotion of animal welfare.



01 We eco-design our packaging to improve circularity

We work to make our packaging increasingly sustainable, focusing on circularity, material reduction and improved recyclability.

Eco-design is one of the main drivers of our strategy, enabling us to rethink packaging from its origin to reduce materials, improve recyclability and move towards more sustainable models. We act in line with the waste hierarchy, prioritising prevention and reuse, and promoting the use of recycled, recyclable or renewable materials.

We take action across all stages:

64% of bags are now made from **recycled, renewable or bioplastic materials**, reducing consumption by 19% since 2018 and avoiding 574 tonnes of materials each year.

We promote the use of **reusable packaging** in fresh products, allowing customers to use their own containers and encouraging bulk purchasing.

We have analysed 3,860 **own-brand packaging** references (across 438 suppliers) to improve eco-design systematically.

We reuse more than 50 million logistics packaging units annually, including 5.2 million pallets and 44.4 million crates.

Our first priority is to eliminate packaging wherever possible by promoting bulk sales. Currently:

→ Approximately **50%** of fruit and vegetables are sold unpackaged.

→ In fishmongers, more than **90%** of products are sold loose.

We continue to improve own-brand packaging:

→ In 2025, we have reached a total of **803 eco-designed references** since 2020.

→ Average recyclability of packaging stands at **77.8%**, aligned with the criteria of the forthcoming European regulation.

→ We have reduced conventional plastic use per unit by **15.4%** since 2020, avoiding more than 1,100 tonnes annually.

→ **28%** of materials used in own-brand packaging are **recycled or renewable**.

We also participate in national and European innovation projects focused on improving packaging sustainability, including SISTERS, REDYSING, BOTTLE4FLEX and MOEBIOS, promoting solutions based on sustainable materials and circular models.



We are committed to improving *environmental sustainability*

...

01

02

03

Our commitments

04

05

02

We reduce CO₂ emissions and other greenhouse gases

We are progressing towards a more efficient and low-carbon operating model, incorporating technological solutions and operational improvements to reduce our environmental footprint and move towards a more sustainable energy model.

In our stores, we continue to improve energy efficiency by implementing advanced solutions:

- 90% of stores have doors on refrigeration units, reducing energy loss.
- 97% use LED lighting, and 100% in sales areas.
- 63% incorporate energy automation systems.

We also strengthen efficient energy management using control systems such as submetering, implemented in 70% of centres, and automated lighting regulation based on natural light.

At the same time, we are transforming our logistics operations by progressively electrifying the fleet, **optimising routes to reduce kilometres** travelled and using technologies that improve efficiency in order preparation and distribution.

In 2025:

EROSKI has been awarded the third Lean & Green star, recognising a reduction of more than 35% in CO₂ emissions in its logistics operations and confirming progress towards a more efficient, low-carbon distribution model.

We have achieved a **27% reduction in our carbon footprint since 2023**, driven by energy efficiency measures, technological innovation and optimisation of our operations.



03

We reduce food waste through prevention, donation and surplus recovery

We work to minimise food waste across the entire value chain, from assortment management to collaboration with social organisations.

Our approach is based on prevention, recovery and donation.

- We prevent waste by improving planning, stock management and process optimisation.
- We promote recovery by encouraging product transformation and the sale of items close to their consumption date.
- We support donation by working with social organisations to redistribute surplus food suitable for consumption.

These initiatives reduce environmental impact while generating positive social impact.

In 2025:

The **Zero Waste** Programme remains one of our main drivers of action. Under this initiative, EROSKI donates products withdrawn from sale for commercial reasons but still suitable for consumption, contributing to waste reduction and social support.



04

We advance animal welfare certification, with a focus on own-brand products

EROSKI promotes an Animal Welfare Policy aimed at ensuring respectful treatment and appropriate conditions for animals across the supply chain, integrating this commitment into commercial, logistics and in-store operations and extending it to suppliers. This policy is based on respect for animal life, compliance with the five freedoms and the application of recognised standards such as Welfair®, the European Chicken Commitment and GlobalG.A.P. in aquaculture. As a result, EROSKI now offers **more than 500 products with animal welfare certifications**, strengthening a more responsible and sustainable product range.

We also continue to expand our sustainable product offering, with more than **1,000 organic references**, and promote farming practices that support biodiversity and ecosystem balance.

This commitment is supported by close collaboration with suppliers, whom we assist in adopting improved production practices. In 2025, we delivered more than **4,500 hours of sustainability training to around 400 suppliers**, strengthening their capabilities and extending responsible standards across the value chain.

In this way, EROSKI integrates sustainability into every decision, every process and every relationship with its stakeholders.

Because the future is built today, with a business model that balances growth, social commitment and respect for the environment.

-27%
carbon footprint since 2023

800
eco-designed products in 2025

+3,200
own-brand products with sustainability certification



Signatory to the United Nations Global Compact

...

01

02

03

04

05

Financial information

Financial information

We closed the 2025 financial year, as at 31 January 2026, with a 2.8% increase in revenue compared with 2024, reaching €5,487 million in a lower-inflation environment. Profit before tax amounted to €85 million, 33.1% lower than in 2024, due to non-recurring financial expenses associated with the refinancing process carried out during the year. This process has resulted in the definitive normalisation of our financial struc-

ture, simplifying debt, improving maturity profiles and reducing costs, generating long-term savings and stability. Operating profit (before financial results, tax, impairments and gains or losses on asset disposals) increased by 2.7% compared with the previous year, reaching €266 million.

After recognising €38 million in corporate income tax, **net profit totalled €47 million.**

Balance Sheet (Grupo EROSKI)

ASSETS	31/1/26	31/1/25	Variation
Property, plant and equipment	623,091	631,517	(8,426)
Real estate investments	151,043	147,094	3,949
Right-of-use assets	665,627	693,983	(28,356)
Goodwill and other intangible assets	855,535	854,440	1,095
Investments accounted for using the equity method	7,316	7,296	20
Trade and other receivables	11,099	7,698	3,401
Financial assets	141,758	140,248	1,510
Deferred tax assets	230,150	238,695	(8,545)
Members' uncalled contributions	152	213	(61)
TOTAL NON-CURRENT ASSETS	2,685,771	2,721,184	(35,413)
Inventories	416,979	400,517	16,462
Financial assets	11,077	8,290	2,787
Trade and other receivables	166,642	180,361	(13,719)
Current income tax assets	3,088	4,549	(1,461)
Members' called contributions unpaid	4,070	3,818	252
Cash and cash equivalents	252,702	167,163	85,539
Non-current assets held for sale	2,451	-	2,451
TOTAL CURRENT ASSETS	857,009	764,698	92,311
TOTAL ASSETS	3,542,780	3,485,882	56,898

EROSKI GROUP INCOME STATEMENT	31/1/26	31/1/25	% YoY
ORDINARY REVENUE	5,727,121	5,559,814	103.0%
Ordinary revenue from sales	5,486,925	5,335,007	102.8%
Ordinary revenue from services rendered	240,196	224,807	106.8%
OTHER REVENUE	19,365	14,700	131.7%
OPERATING PROFIT (before Impairment, Gains/Losses on Disposal of Fixed Assets and Non-Current Assets)	265,882	258,966	102.7%
Impairment, profit/(loss) from the sale of fixed assets and non-current assets	(13,592)	(14,239)	95.5%
PROFIT BEFORE FINANCIAL ITEMS AND TAXES	252,290	244,727	103.1%
Financial profit/(loss)	(167,136)	(117,549)	142.2%
Share of profit / loss from investments using the equity method	20	27	74.1%
Losses from continuing operations before tax	85,174	127,205	67.0%
Income tax	(38,079)	(45,507)	83.7%
PROFIT/(LOSS) FOR THE FINANCIAL YEAR	47,095	81,698	57.6%

Financial information

Balance Sheet (Grupo EROSKI)

Equity and liabilities	31/1/26	31/1/25	Variation
Capital	310,061	317,185	(7,124)
Share premium	3,808	3,808	-
Capitalised funds	95,525	95,525	-
Other comprehensive income	34,792	30,795	3,997
Retained earnings	(168,212)	(156,436)	(11,776)
Interim dividend paid during the year	(6,243)	(6,560)	317
EQUITY ATTRIBUTABLE TO THE PARENT COMPANY	269,731	284,317	(14,586)
Non-controlling interests	303,990	294,475	9,515
TOTAL EQUITY	573,721	578,792	(5,071)
Financial liabilities	1,486,579	1,569,744	(83,165)
Provisions	34,907	31,696	3,211
Other non-current liabilities	12,052	13,034	(982)
Deferred tax liabilities	135,849	140,884	(5,035)
TOTAL NON-CURRENT LIABILITIES	1,669,387	1,755,358	(85,971)
Financial liabilities	297,767	249,297	48,470
Trade and other payables	993,665	892,685	100,980
Current income tax liabilities	8,240	9,750	(1,510)
TOTAL CURRENT LIABILITIES	1,299,672	1,151,732	147,940
TOTAL EQUITY AND LIABILITIES	3,542,780	3,485,882	56,898

For further information on these matters, please refer to the full **Non-Financial Information and Sustainability Statement 2025.**

[View document](#)

