



EROSKI

Corporate Presentation

December 2025



Disclaimer

You must read the following. The following terms and conditions apply to this presentation, the oral presentation of the information in this presentation by Eroski, S. Coop. (the “Company” and together with its subsidiaries, the “Group”) or any person on behalf of the Company, and any question-and-answer session that follows the oral presentation, the presentation of information through video, by the Company or on its behalf, hard copies of this presentation and any materials distributed at, or in connection with, that presentation (collectively, the “Information”). In accessing the Information, you agree to be bound by the following terms and conditions.

The Information is confidential and may not be reproduced, redistributed, published or passed on to any other person, directly or indirectly, in whole or in part, for any purpose without the prior written consent of the Company. The Information contained in this presentation has not been independently verified and the Information is subject to discussion, completion and amendment without notice. This presentation may not be removed from the premises. If this presentation has been received in error it must be returned immediately to the Company. Failure to comply with these restrictions may constitute a violation of applicable securities laws.

The Company has not decided finally whether to proceed with a transaction. Such a decision would be taken only after assessing a number of criteria, including feedback and prevailing market conditions. The Information has been prepared solely for information purposes and is not a prospectus, offering memorandum or similar document. It is not intended for potential investors and does not constitute or form part of and should not be construed as an offer or the solicitation of an offer to subscribe for or purchase securities of the Company, and nothing contained therein shall form the basis of or be relied on in connection with any contract or commitment whatsoever. The Information has not been approved, registered or reviewed by any governmental authority or stock exchange in any jurisdiction. Any such offering or application for admission will be based exclusively on an offering memorandum (including any amendment or supplement thereto) prepared for that purpose. Such offering memorandum will supersede all information provided to you before the date of the offering memorandum. Any purchase of or subscription for securities in the Company should be made solely on the basis of the information contained in an offering memorandum relating to such securities. If published, any such offering memorandum would be available at the registered address of the Company.

The Company does not expect or intend to register any securities that it may offer under the U.S. Securities Act of 1933, as amended (the “Securities Act”), or to conduct a public offering of any securities in the United States and the securities of the Company have not been and will not be registered under the Securities Act and any such securities may not be offered or sold in the United States absent registration under that Securities Act or an available exemption from it. Neither this presentation nor any copy of it may be taken or transmitted into the United States (except to a limited number of qualified institutional buyers (“QIBs”) as defined in Rule 144A under the Securities Act), Australia, Canada or Japan or to any securities analyst or other person in any of those jurisdictions. Any securities will only be offered for sale in the United States to QIBs in reliance on the exemption from registration under Rule 144A and outside the United States in reliance on Regulation S under the Securities Act. Any failure to comply with these restrictions may constitute a violation of United States, Canadian, Australian or Japanese securities laws. This presentation is also not for publication, release or distribution in any other jurisdiction where to do so would constitute a violation of the relevant laws of such jurisdiction nor should it be taken or transmitted into such jurisdiction and persons into whose possession this presentation comes should inform themselves about and observe any such restrictions.

This presentation and its contents may not be viewed by persons within the United States unless they are QIBs. By accessing the Information, you represent that you are (i) outside the United States or (ii) a QIB.

This presentation and its contents are directed solely at persons in member states of the European Economic Area (the “Relevant Member”) who are “qualified investors” (“Qualified Investors”) within the meaning of the Prospectus Regulation (Regulation (EU) 2017/1129) (“Prospectus Regulation”). This presentation and the information contained herein must not be acted on or relied on in any member state of the European Economic Area, by persons who are not Qualified Investors. Any investment or investment activity to which this presentation relates is available only to or will be engaged in only with Qualified Investors in any member state of the European Economic Area. This presentation is an advertisement for the purposes of the Prospectus Regulation.

In the United Kingdom, this presentation and its contents are addressed to and directed only at, and should only be relied on by, Qualified Investors within the meaning of Article 2(e) of the Prospectus Regulation, as it forms part of UK domestic law by virtue of the European Union (Withdrawal) Act 2018, who are also: (i) persons who have professional experience in matters relating to investments falling within Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005, as amended (the “Order”), (ii) persons who are high net worth entities falling within Article 49(2)(a) to (d) of the Order, or (iii) persons to whom it may otherwise be lawfully be communicated (all such persons together being referred to as “Relevant Person”). By accessing the Information, you represent that you are a Relevant Person. This presentation is not a prospectus for the purposes of the Prospectus Regulation Rules of the Financial Conduct Authority (the “FCA”) and this Presentation has not been approved by the FCA.

If you have received this presentation and you are (i) in the UK and not a Relevant Person, or (ii) in the EEA and not a Qualified Investor, you must return this Presentation immediately to the Company. Any investment or investment activity to which this presentation relates is available only to Relevant Persons in the UK and Qualified Investors in any member state of the EEA or will be engaged in only with such persons.

The Information has been prepared by the Company, and none of Banca March, S.A., Banco Bilbao Vizcaya Argentaria, S.A, Banco Santander, S.A., CaixaBank, S.A., Coöperatieve Rabobank U.A., Deutsche Bank Aktiengesellschaft, Intesa Sanpaolo S.p.A. and Kutxabank Investment, S.V., S.A.U., (the “Banks”), the Company or any of the Banks’ or the Company’s respective affiliates or representatives, or any other party accepts any responsibility whatsoever, or makes any representation or warranty, express or implied, for the contents of the Information, including its accuracy, completeness or verification or for any other statement made or purported to be made in connection with the Company and nothing in the Information shall be relied upon as a promise or representation in this respect, whether as to the past or the future.

The Information includes forward-looking statements. All statements other than statements of historical facts contained in the Information, including statements regarding the Company’s future results of operations and financial position, industry dynamics, business strategy and plans and the Company’s objectives for future operations, are forward-looking statements. These statements represent the Company’s opinions, expectations, beliefs, intentions, estimates or strategies regarding the future, which may not be realized. In some cases, you can identify forward-looking statements by terms such as “aim,” “anticipate,” “assume,” “believe,” “continue,” “could,” “estimate,” “expect,” “forecast,” “intend,” “may,” “plan,” “risk,” “should,” “will,” “would,” or the negative of these terms or other similar expressions that are intended to identify forward-looking statements. Forward-looking statements are based largely on the Company’s current expectations and projections about future events and financial trends that it believes may affect its financial condition, results of operations, business strategy, short term and long-term business operations and objectives, and financial needs. These forward-looking statements involve known and unknown risks, uncertainties, changes in circumstances that are difficult to predict and other important factors that may cause the Company’s actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statement. Moreover, the Company operates in a competitive and rapidly changing environment. New risks emerge from time to time. It is not possible for the Company’s management to predict all risks, nor can it assess the impact of all factors on the Company’s business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements it may make. In light of these risks, uncertainties and assumptions, the forward-looking events and circumstances discussed in the Information may not occur and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements. We caution you therefore against relying on these forward-looking statements, and the Company qualifies all of its forward-looking statements by these cautionary statements.

Disclaimer

The Banks are acting exclusively for the Company and will not be responsible to anyone other than the Company for providing the protections afforded to clients of the Banks with respect to advice in relation to any potential offering of securities of the Company. This presentation does not constitute and should not be considered as any form of financial option or recommendation by the Banks or any of their affiliates or representatives. This presentation is not a research report and was not prepared by the research departments of the Banks, or any of their affiliates or representatives. The Banks and/or their respective employees may hold shares, bonds or other securities of the Company, and may, as principal or agent, buy or sell such securities. The Banks may have other financial interests in transactions involving these securities. No representation, warranty or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the Information or the opinions contained therein. The Information has not been independently verified and will not be updated. The Information, including but not limited to forward-looking statements, applies only as of the date of this presentation and is not intended to give any assurances as to future results. The Company expressly disclaims any obligation or undertaking to disseminate any updates or revisions to the Information, including any financial data or forward-looking statements, and will not publicly release any revisions it may make to the Information that may result from any change in the Company's expectations, any change in events, conditions or circumstances on which these forward-looking statements are based, or other events or circumstances arising after the date of this presentation.

Certain information in this Presentation (other than indicative terms (including market data and statistical information)) has been obtained from various sources. While such sources are believed to be reliable, we have not independently verified the information and we do not represent that it is complete or accurate. They may be based on subjective assessments and assumptions and may use one among alternative methodologies that produce different results and to the extent that they are based on historical information, they should not be relied upon as an accurate prediction of future performance. Unless otherwise indicated, information contained in this presentation concerning the Company's industry, competitive position and the markets in which it operates is based on information from independent industry and research organizations, other third-party sources and management estimates. Management estimates are derived from publicly available information released by independent industry analysts and other third-party sources, as well as data from the Company's internal research, and are based on assumptions made by the Company upon reviewing such data, and its experience in, and knowledge of, such industry and markets, which management believes to be reasonable. Management estimates have not been independently verified. In addition, projections, assumptions and estimates of the future performance of the industry in which the Company operates and its future performance are necessarily subject to uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in the estimates made by independent parties and by the Company. Industry publications, research, surveys and studies generally state that the information they contain has been obtained from sources believed to be reliable, but that the accuracy and completeness of such information is not guaranteed. Forecasts and other forward-looking information obtained from these sources are subject to the same qualifications and uncertainties as the other forward-looking statements in this presentation.

This presentation does not purport to contain all of the information that may be required to evaluate any investment in the Company or any of its securities and should not be relied upon to form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. This presentation is intended to present background information on the Group, its business and the industry in which it operates and is not intended to provide complete disclosure upon which an investment decision could be made. Any investment decision should be made solely on the basis of an approved offering memorandum (together with any amendment or supplement thereto, if relevant) in relation to the proposed offer. The merit and suitability of an investment in the Company should be independently evaluated and any person considering such an investment in the Company is advised to obtain independent advice as to the legal, tax, accounting, financial, credit and other related advice prior to making an investment.

This presentation includes certain financial measures not presented in accordance with IFRS. These financial measures are not measures of financial performance in accordance with IFRS and may exclude items that are significant in understanding and assessing the Group's financial results. Therefore, these measures should not be considered in isolation or as an alternative to measures under IFRS. You should be aware that the Company's presentation of these measures may not be comparable to similarly titled measures used by other companies, which may be defined and calculated differently.

The trademarks included herein are the property of the owners thereof and are used for reference purposes only. Such use should not be construed as an endorsement of the products or services of the Company or the proposed offering.

By attending such meeting and/or accessing or reading a copy of the Information you agree to be bound by the foregoing limitations and conditions and, in particular, will be taken to have represented, warranted and undertaken that (i) you have read, accept and agree to comply with the contents of this notice including, without limitation, the obligation to keep the Information confidential and (ii) (A) if in a Relevant Member, you are a Qualified Investor as defined in the Prospectus Regulation; (B) if in the United Kingdom, you are a Relevant Person; and (C) if in the United States, you are a QIB as defined in Rule 144A under the Securities Act, or (D) irrespective of where you are resident or incorporated, you are an institution that is permitted within your home jurisdiction and in the jurisdiction in which you are accessing the Information, under applicable law and regulation, to access the Information.

Agenda

1

Business Overview

2

Key Credit Highlights

3

Financial Policy and Current Trading FY'24 and Q3'25

4

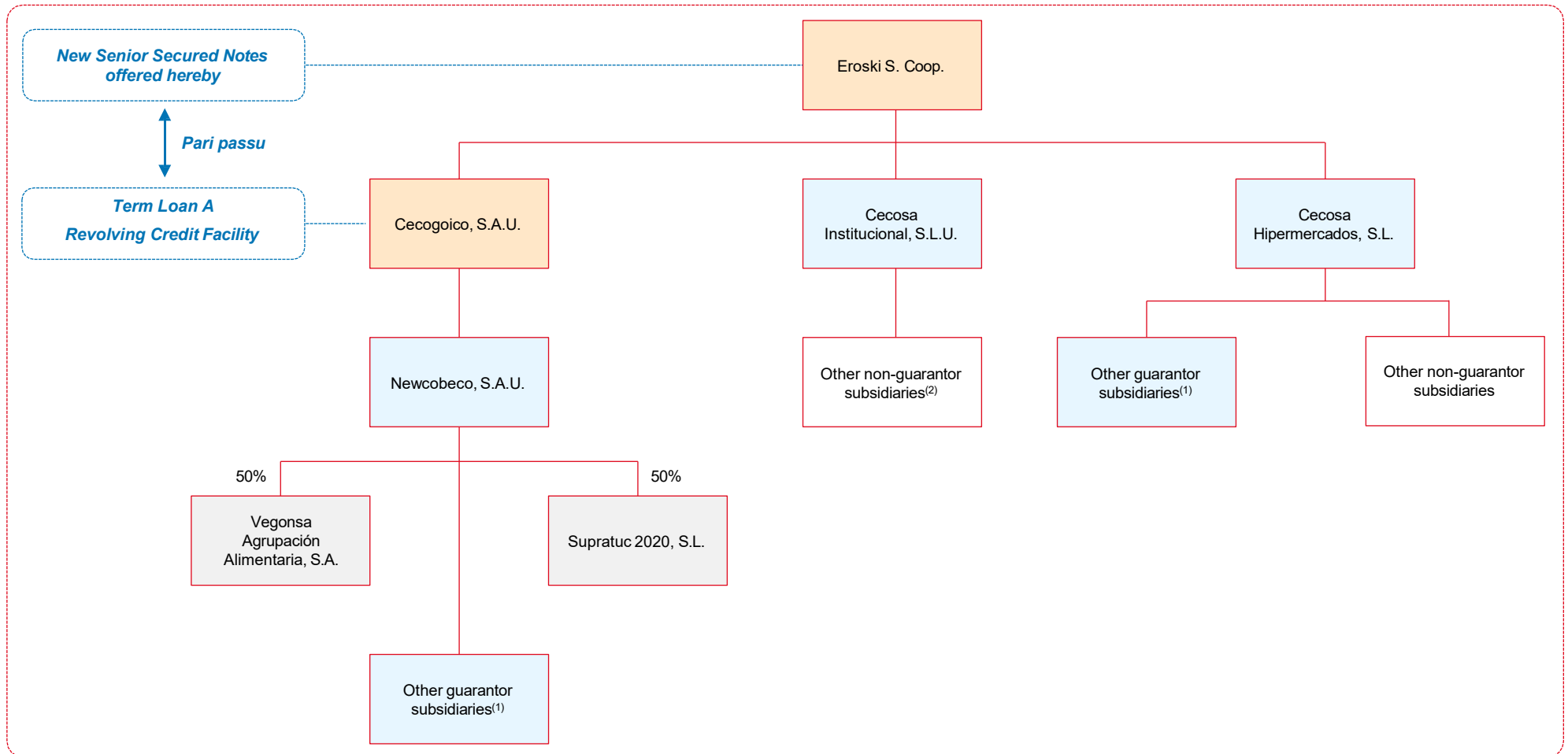
Appendix



Section 1

Business Overview

Simplified Corporate Structure



- Borrower / Issuer and Guarantor
- Guarantor
- Non Guarantor
- Pledged Company
- Restricted Group for the New Senior Secured Notes, Revolving Credit Facility and Term Loan A

Source: Company information

(1) Includes Cecogoico S.A.U., Cecosa Hipermercados, S.L., Equipamiento Familiar y Servicios, S.A.U., Cecosa Institucional, S.L., Newcobeco, S.A.U., Forum Sport, S.A., Sociedad Franquicias Eroski Contigo, S.L.U. and Peninsulaco, S.L.U. as guarantors; (2) Includes AFERSA (Aportaciones Financieras Eroski, S.A.) as pledged company but non guarantor, among other non guarantors

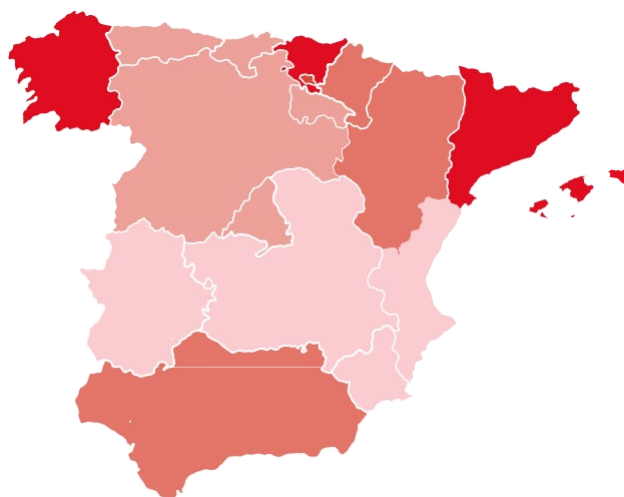
Eroski at a Glance

Eroski is the 4th largest food retailer⁽¹⁾ in Spain, with undisputed leadership positions in the Basque Country, Navarra, Balearic Islands and Galicia

Key highlights

- National footprint of **~1,500 stores**⁽²⁾
- +55 years** of successful track
- Multiformat** model focused on food
- +8.9k**⁽⁹⁾ coop members; **27.6k**⁽¹⁰⁾ total employees
- +98k SKUs**⁽³⁾
- +9.7k**⁽¹⁰⁾ suppliers and services companies
- #1** player in Northern Spain regions⁽⁴⁾
- +6.4**⁽¹⁰⁾ million loyalty club members
- 32** logistics platforms (o/w **20** owned and **12** supplier)
- Omni-channel** distribution approach
- Clear commitment to **innovation**
- Cooperative model with strong financial discipline and commitment to **ESG**

National and diversified footprint across Spain



■ > 100 stores ■ Between 50 and 100 stores
■ Between 10 and 50 stores ■ < 10 stores

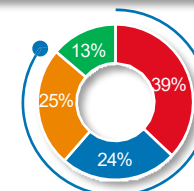
Leading position in high growing Spanish regions⁽⁴⁾

| | |
|--|---|
| Basque Country 35% market share | Navarra 26% market share |
| Balearic Islands 20% market share | Galicia 21% market share |

Business diversification

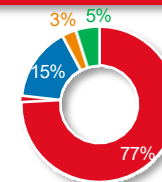
LTM Jul-25 Net Sales breakdown by geography

86% of Net Sales from regions with leading market position



■ Northern Spain⁽⁵⁾ ■ Catalonia and Balearic Islands
■ Galicia ■ Others

LTM Jul-25 Net Sales breakdown by activity



■ Supermarkets⁽⁶⁾ ■ Hypermarkets
■ Cash and Carry ■ Diversification⁽⁷⁾

Key financial metrics (LTM Jul-25)

- €5,390m** Net Sales
- €335m** Adj. EBITDA pre-IFRS 16
- 6.2%** Adj. EBITDA pre-IFRS 16 Margin
- 84%** Cash Conversion L3Y Average⁽⁸⁾
- 2.0x**⁽¹¹⁾ Net Debt / Adj. EBITDA pre-IFRS 16

Sources: Company information – as of 31/07/2025 unless stated otherwise, Nielsen, Alimarket, Kantar

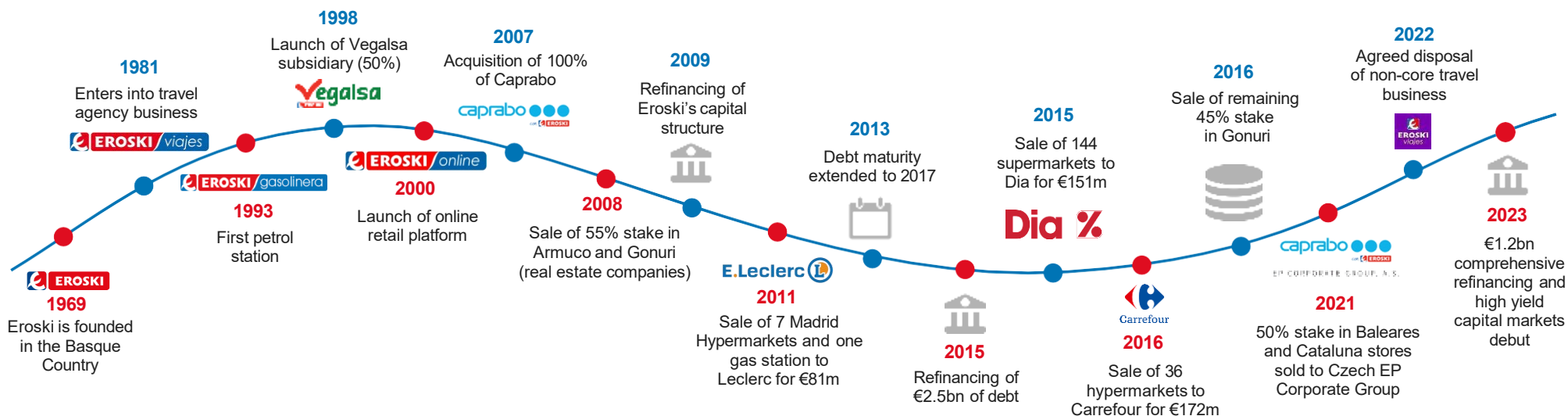
Notes: Net Sales figure corresponds to the "Ordinary income from sales" Profit & Loss line item from the consolidated audited annual accounts for the year ended January 31, 2025

(1) As per Euromonitor retail sales; (2) Including Forum sport apparel business; (3) Excluding textile; (4) % market share based on market value as of Jul-25 and ranking position based on store surface areas as of Jun-25; (5) Includes Basque Country and Navarra; (6) Includes franchise business; (7) Includes petrol stations and sports business; (8) Calculated as Adjusted EBITDA pre-IFRS 16 – maintenance capex over Adjusted EBITDA pre-IFRS 16 for FYe Jan-23-FYe Jan-25; (9) As of FYe Jan-25. Including Gespa Forum coop. members; (10) As of FYe Jan-25; (11) Pre transaction

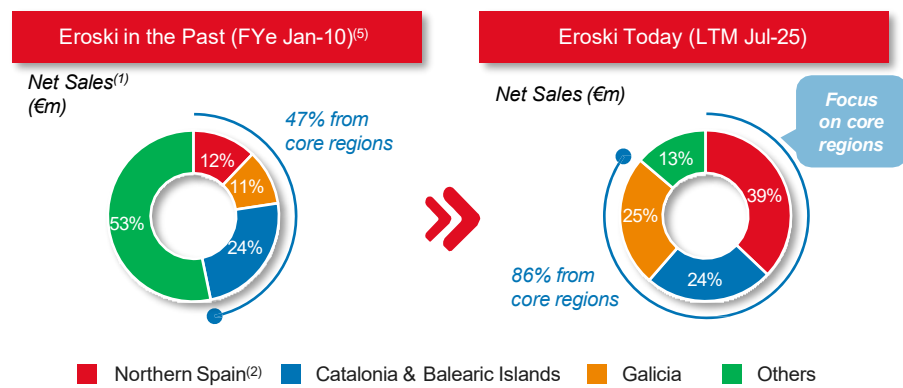
Eroski Has a Longstanding Operational Track Record...

Over its +55 years of operations, Eroski has transformed into a regional leader in its core regions through strategic transactions with a proactive value creation strategy

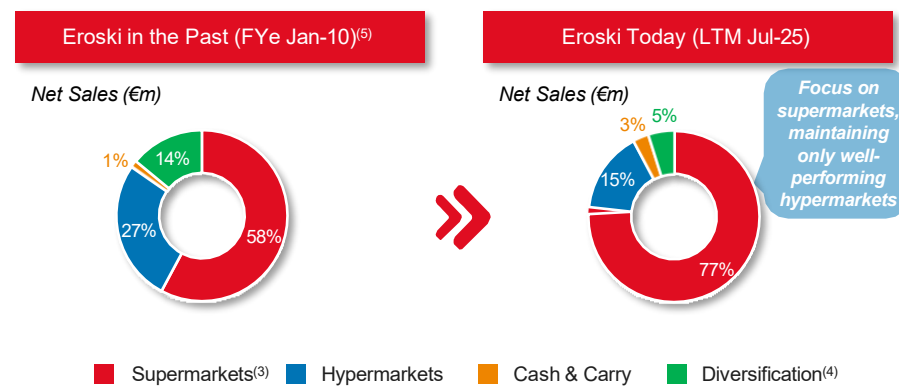
A strong track record of success and market consolidation, driven by strategic transactions and agile adaptation across industry cycles



Re-focus geographical footprint towards core regions...



...while concentrating activity in supermarkets



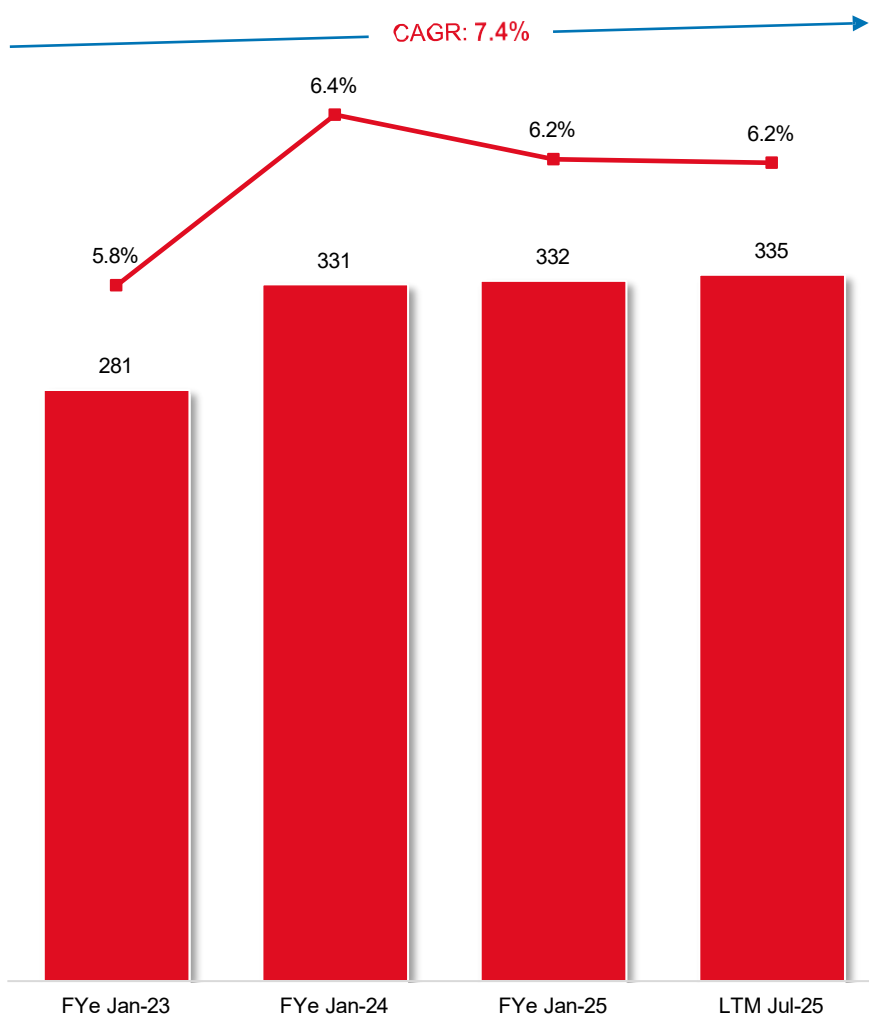
Source: Company information – as of 31/07/2025

Notes: Net Sales figure corresponds to the "Ordinary income from sales" Profit & Loss line item from the consolidated audited annual accounts for the year ended January 31, 2025

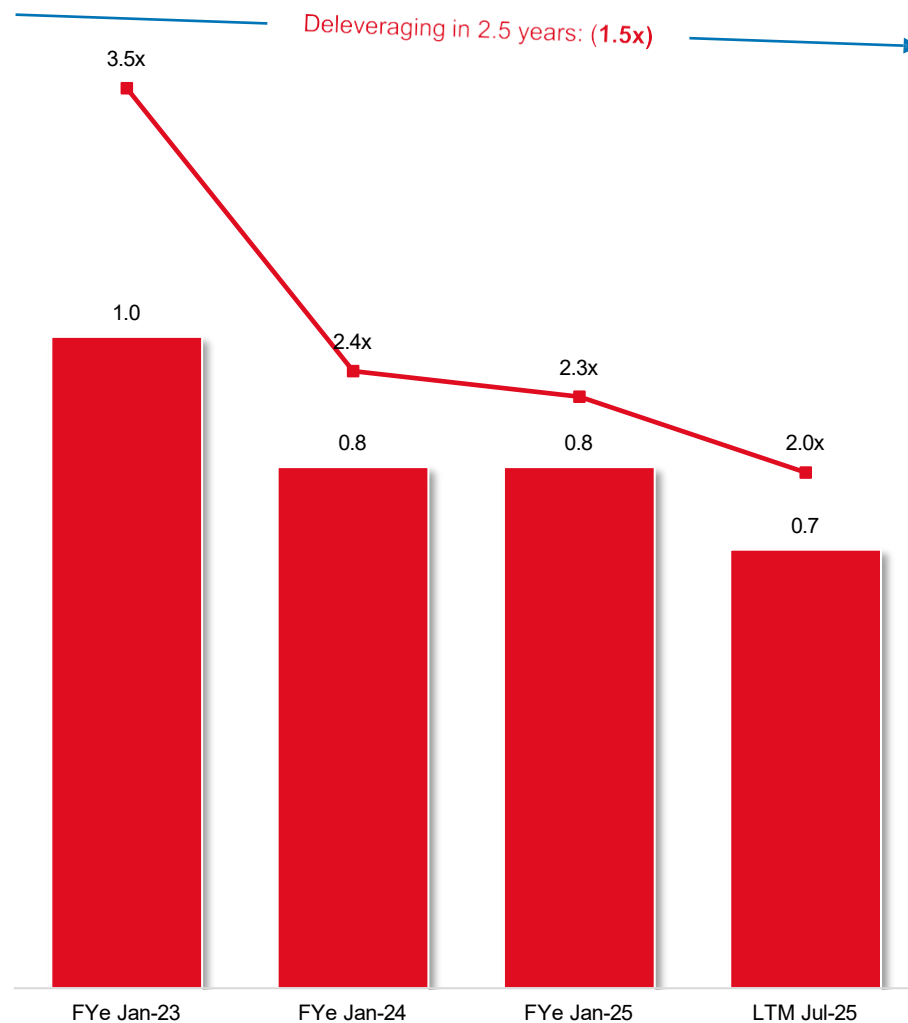
(1) Split based on €7.7bn Net Sales (vs. €7.6bn of Net Sales); (2) Includes Basque Country and Navarra; (3) Includes franchise business; (4) Includes petrol stations, sports business and distribution; (5) For any periods prior to fiscal year 2023, "Net sales" refers to the "Revenue" line item of the relevant income statement

... With Consistent Improvement in Profitability and Relentless Focus on Deleveraging

Adjusted EBITDA pre-IFRS 16 and Adjusted EBITDA pre-IFRS 16 margin



Net financial debt and leverage



Adj. EBITDA pre-IFRS 16 (€m)

Adj. EBITDA pre-IFRS 16 margin (%)

Net Financial Debt⁽¹⁾ (€bn)

NFD / Adjusted EBITDA pre-IFRS 16 (x)

Source: Company information

Notes: Adj. EBITDA pre-IFRS 16 margin based on Net Sales figures corresponding to the "Ordinary income from sales" Profit & Loss line item from the consolidated audited annual accounts for the year ended January 31, 2025

(1) 100% consolidated, pre-IFRS 16

Multi-Format Business Model in the Food Retail Segment

880 stores

617 franchises

Eroski group

A multi-format strategy anchored in supermarkets ...

Food Business | 95% Net Sales contribution LTM Jul-25

Diversification Business | 5% Net Sales contrib. LTM Jul-25

Supermarkets | 77% Net Sales

Hypermarkets | 15% Net Sales

Cash & Carry | 3% Net Sales

Gas Stations | 2% Net Sales

Other (Forum⁽⁹⁾) | 3% Net Sales

724 own stores

617 franchises

36 own stores

0 franchise

16 own stores

0 franchise

40 own stores

0 franchise

64 own stores

0 franchise

...with leading brands, strong regional focus and ties to local communities

Eroski brand⁽⁷⁾



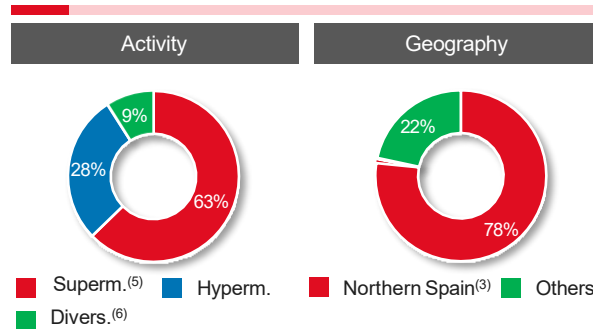
332 stores⁽¹⁾⁽²⁾

333 franchises⁽²⁾

47% Net Sales contribution LTM Jul-25

- Founded in 1969
- Market leading position in Northern Spain⁽³⁾
- Focused on the food business segment with residual exposure to the diversification business and real estate

LTM Jul-25 Net Sales breakdown



Vegalsa



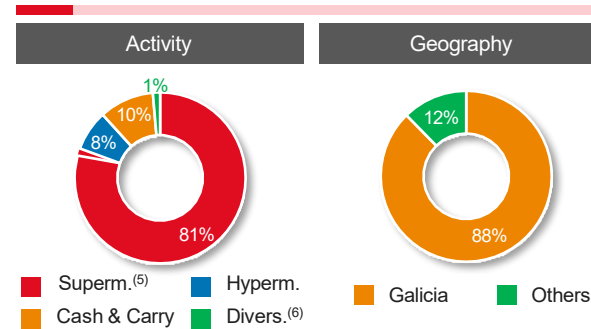
202 stores⁽¹⁾⁽²⁾

86 franchises⁽²⁾

28% Net Sales contribution LTM Jul-25

- Successful partnership created in 1998 between Grupo Eroski and the González Iglesias family
- Leader in food distribution in Galicia, with further operations in Asturias and Castilla y Leon

LTM Jul-25 Net Sales breakdown



Supratuc



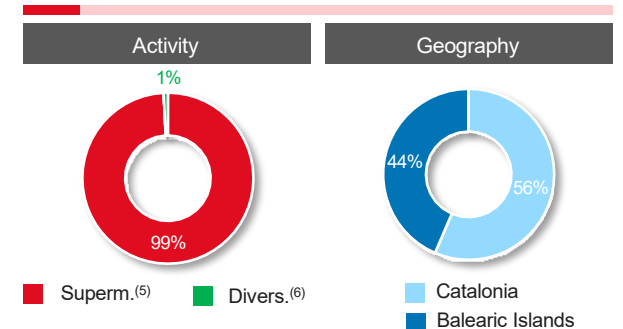
282 stores⁽¹⁾⁽²⁾

198 franchises⁽²⁾

24% Net Sales contribution LTM Jul-25

- Alliance created in 2021 between Eroski and EP Corporate⁽⁴⁾
- 100% stake acquired in 2007, of which 50% disposed in 2021 in the context of alliance establishment
- Oldest supermarket chain in Spain (+60 years history)
- Operations in Catalonia and the Balearic Islands

LTM Jul-25 Net Sales breakdown



Consolidated entities with full governance control and day to day management


Source: Company information – as of 31/07/2025

Notes: Net Sales figure corresponds to the "Ordinary income from sales" Profit & Loss line item from the consolidated audited annual accounts for the year ended January 31, 2025

(1) Includes gas stations and owned stores only; (2) Does not include Forum sport retail business, which includes 64 own stores; (3) Includes Basque country and Navarra; (4) Investment holding company owned by Daniel Kretinsky; (5) Includes franchise business; (6) Includes petrol stations, sports business, optics business, and distribution; (7) Elorrio perimeter; (8) The brand Familia is owned by Vegalsa. Reclassification of franchised stores under the former "Onda" banner as wholesale stores; (9) Sports retail business

Eroski's Model Ticks All the Boxes of Current Consumer Needs

Reasons for selecting a Food Retailer in Spain (2024 Kantar Analysis)

| | |  | Hard Discounters | Soft Discounters | National multi-strategy |
|----|-----------------------|---|------------------|------------------|-------------------------|
| 1 | Store proximity | ✓ | ~ | ✓ | ~ |
| 2 | Price-quality | ✓ | ~ | ✓ | ✓ |
| 3 | One-stop-shop | ✓ | ✗ | ~ | ✓ |
| 4 | Fresh product quality | ✓ | ✗ | ~ | ✓ |
| 5 | Always good prices | ✓ | ✓ | ✓ | ✗ |
| 6 | Offers / promotions | ✓ | ✗ | ✗ | ✓ |
| 7 | Private label quality | ✓ | ✓ | ✓ | ~ |
| 8 | Cleanliness and order | ✓ | ✓ | ✓ | ✓ |
| 9 | Provides parking | ✓ | ~ | ✓ | ✓ |
| 10 | Quick purchase | ✓ | ✓ | ✓ | ~ |

Source: Kantar 2024, Company information

precio

Miles de productos
SIEMPRE A BUEN PRECIO



Section 2

Key Credit Highlights

Key Credit Highlights



1

Dominant food retailer in the highly attractive Northern Spain market with strong secular tailwinds

- #1 player in the most attractive regions of Spain – with these core regions accounting for c.91% of LTM Jul-25 Adj. EBITDA pre-IFRS 16
- Regional champion with a proven track record of maintaining market share
- Long term evidence of sector resilience
- Secular tailwinds benefiting Eroski's multi-format and fresh food-centric strategies

2

Differentiated multi-format and omni-channel model

- Multi-banner strategy to best reflect local characteristics
- Diversified multi-format model, with a focus on supermarkets
- Flexible and highly scalable franchise model
- Fast-growing & profitable online channel supported by an efficient and nationwide logistics platform

3

Large & extremely loyal customer base

- Only player of scale in Spain with a strongly established loyalty program
- High household penetration driving reliable & recurring footfall
- Eroski Gold subscription members have on average >3x larger basket sizes vs. non-loyalty shoppers

4

Highly attractive private label offering complemented by a wide supplier brand enriched by strong relationships

- Well-developed private label offering allowing for competitive price positioning on basic products
- Right-balance between private label and supplier brands maximizing customer offering
- Diversified strong network of local suppliers complemented by the AgeCore alliance for the largest international brand suppliers

5

Resilient financial profile

- Proven long-term performance with ability to improve sales density and profitability while reducing leverage
- Strong Adj. EBITDA pre-IFRS 16 margins
- Dynamic price flexibility allows to maintain profitability

6

Experienced management team

- Experienced management team with strong proven track records within the food retail industry
- Avg. tenure at Eroski of 25 years – signalling strong long-term commitment to the company

7

Coop model provides competitive edge & proven commitment to sustainability

- Unique cooperative group with long term focus
- Strong employee retention
- Measurable, clearly defined and proven ESG targets

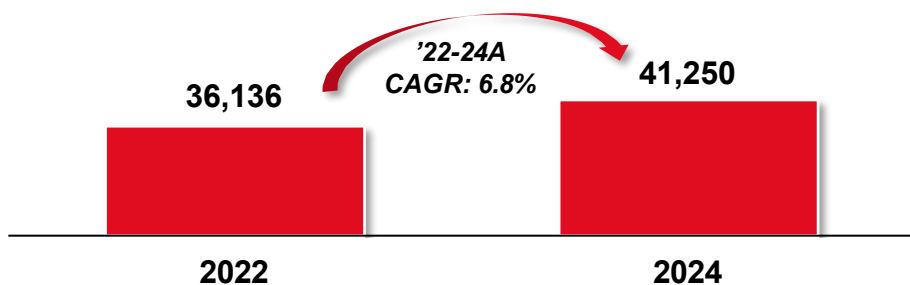
#1 Food Retailer⁽¹⁾ in the Highly Attractive Region of Northern Spain

Eroski is a local Basque champion and the “go to” grocery store in its core regions

Eroski's core market is one of the most attractive segments of the Spanish grocery retail market...

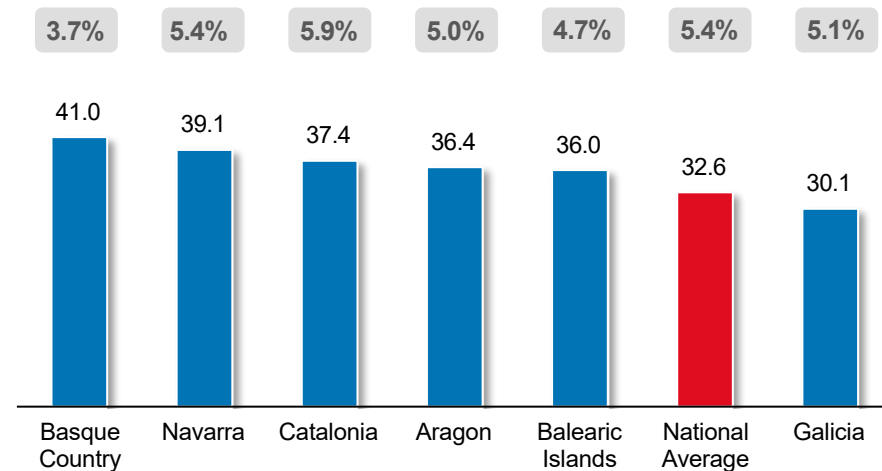
The grocery retail market in Eroski's core regions is large and growing

Eroski core market size (€m)⁽²⁾



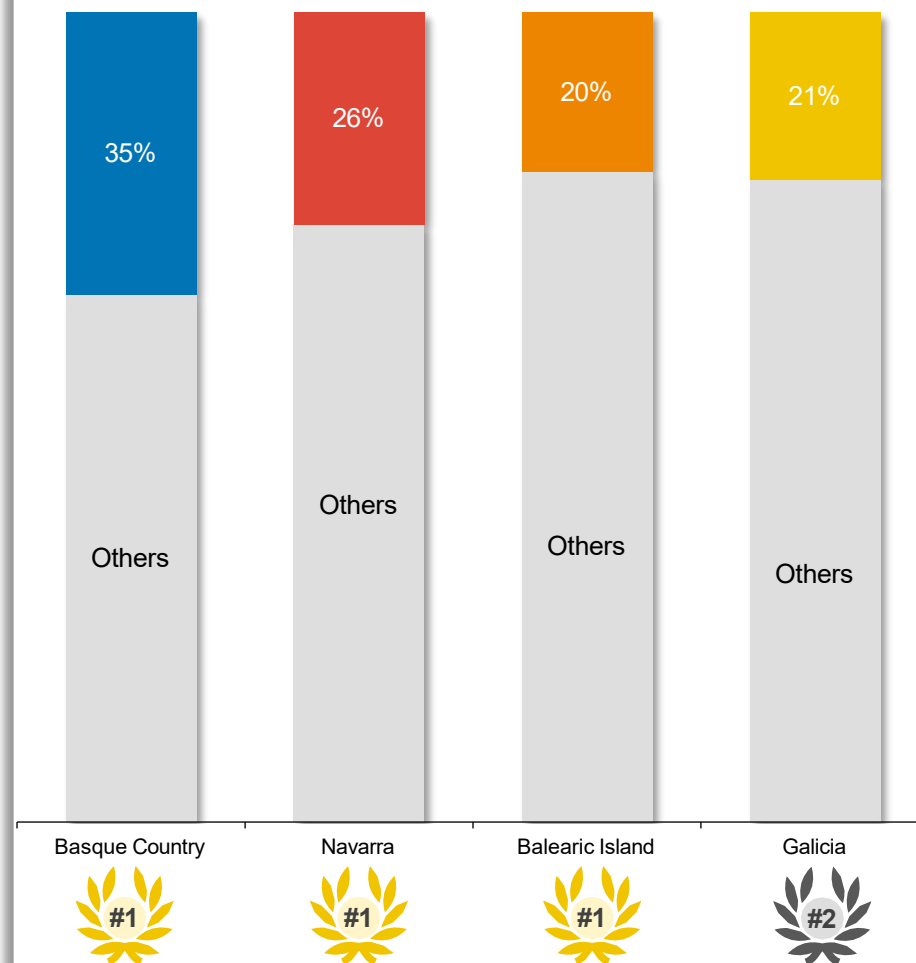
Eroski operates in some of the wealthiest regions of Spain

GDP per capita 2024 (€k) & growth vs 2023 (%)



...where Eroski is a market leader⁽³⁾

>85% of EBITDA generated from core regions where Eroski is a leader



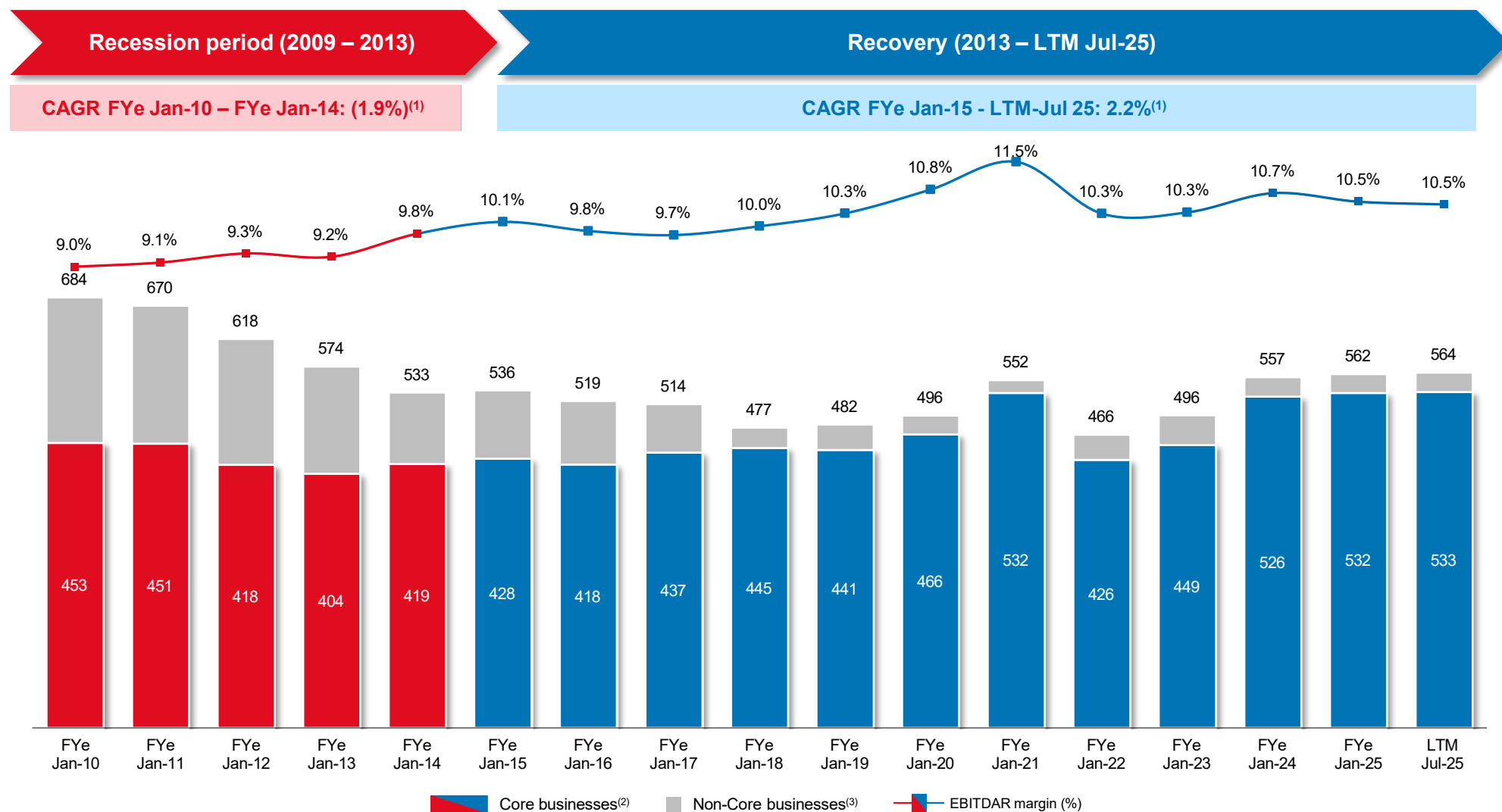
Source: Company Information; INE; Nielsen as of 31/07/2025

(1) Nielsen, as of 31/07/2025, based on surface area; (2) Nielsen, including Galicia; Asturias; Cantabria; Basque Country; Navarra; La Rioja; Aragón; Catalonia and Balearic Islands; (3) Nielsen, as of 31/07/2025, market share based on sales value and market position based on surface area

Core Business Proven Resilient Across Cycles

Eroski has been able to grow in terms of EBITDAR figures over 2013-2024, with strong resiliency in core business showing a mix between core and non-core

EBITDAR evolution FYe Jan-10 - LTM Jul-25 (€m)



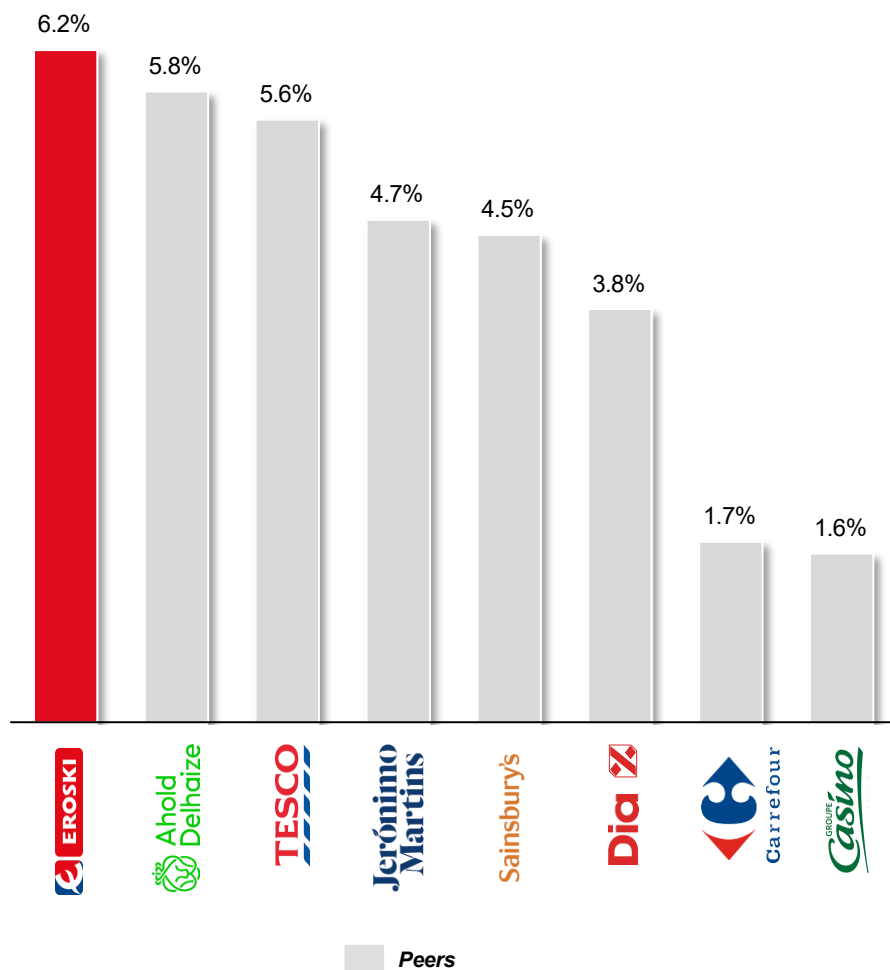
Source: Company information

(1) Core businesses; (2) Includes our food businesses in our Core Regions; (3) Includes all business other than food businesses in our Core and non-Core Regions and the remaining food business in non-Core Regions

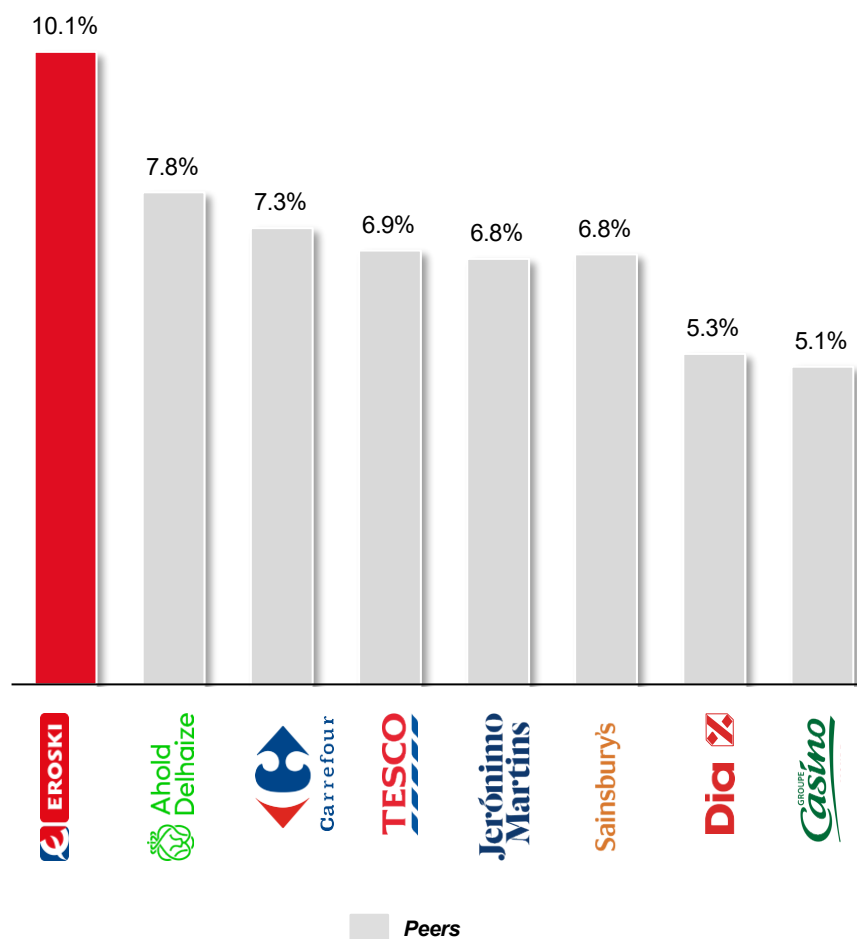
... Supporting Industry-Leading Margins

Eroski compares favorably to leading European food retailers with comparable business models

Adjusted EBITDA pre-IFRS 16 margin (LTM Jul-25⁽¹⁾)



Adjusted EBITDA margin (LTM Jul-25⁽¹⁾)



Source: Company information, 2024 Companies' Annual Account

Notes: Adj. EBITDA margin for Eroski based on Net Sales figures corresponding to the "Ordinary income from sales" Profit & Loss line item from the Interim Financial Statements for the last twelve months ending July 31, 2025

(1) As of Jul-25 for Eroski & Jeronimo Martins; Feb-25 for Tesco and Sainsbury; and Jun-25 for Ahold Delhaize, Casino, Carrefour & Dia

Highly Attractive and Well-Developed Private Label Product Range...

A private label offering that maximizes customer experience and loyalty

Diversified and well recognized portfolio of private labels (SKUs)

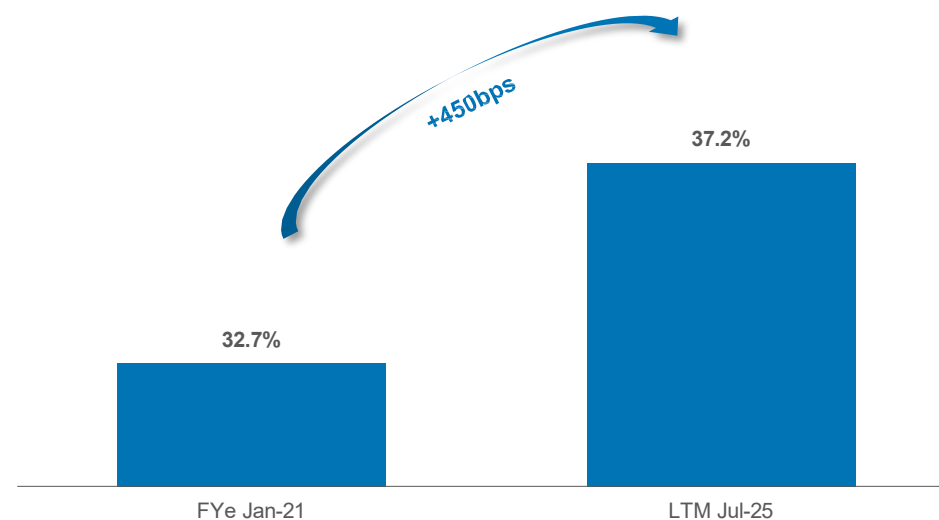


Food and fresh produce

- ✓ Pioneers in private label products aligned with a cooperative mindset
- ✓ **High investment** throughout the product range leading to **top quality products for each price category** (unique price to quality ratio)
- ✓ **Right strategy** given current trends of **value seeking** and **new tendencies**
- ✓ ~9k private label SKUs⁽¹⁾
- ✓ High customer retention

Strong evolution of private label sales⁽³⁾

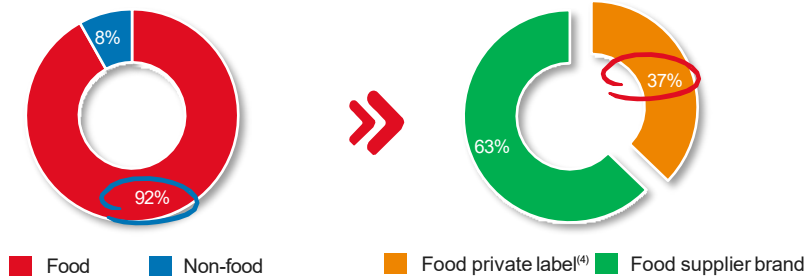
Private label Net Sales as a % of total Net Sales



Optimal balance between private label and supplier brands to maximize customer offering with a clear focus on food and fresh products

Food and non-food product breakdown (LTM Jul-25)⁽²⁾

Breakdown as a % of Net Sales



Fresh and general food product breakdown (LTM Jul-25)⁽²⁾

Breakdown as a % of Net Sales



Source: Company information – as of 31/07/2025

Notes: Net Sales figures correspond to the "Ordinary income from sales" Profit & Loss line item from the Interim Financial Statements for the last twelve months ending July 31, 2025

(1) Does not include textile references; (2) Based on split as per management estimates; (3) For any periods prior to fiscal year 2023, "Net sales" refers to the "revenue" Profit & Loss line item of the relevant annual accounts; (4) Figures excludes gas station business

Large and Loyal Customer Base Providing Recurring Revenues

Highly loyal customer base supported by the Eroski Club and Eroski Gold Card memberships



6.4m+

Eroski club members⁽¹⁾

87%

Basque Country / Navarra penetration⁽²⁾

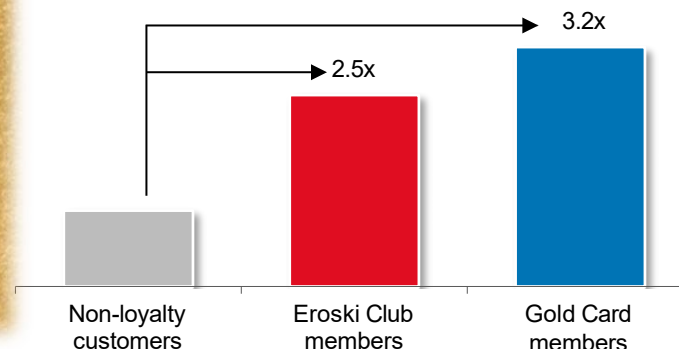
57%

Core areas household penetration⁽²⁾

The Eroski Gold Card drives recurring revenues and higher average basket sizes...

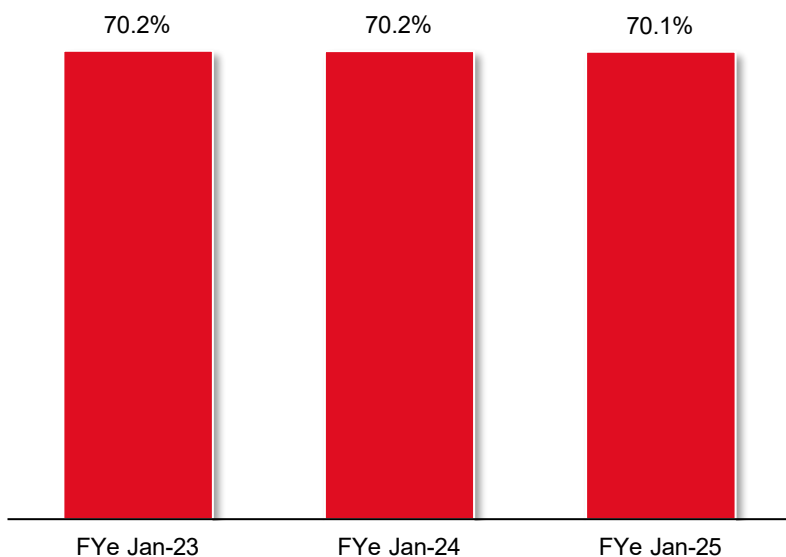


Avg. basket size comparison across Eroski customers⁽³⁾



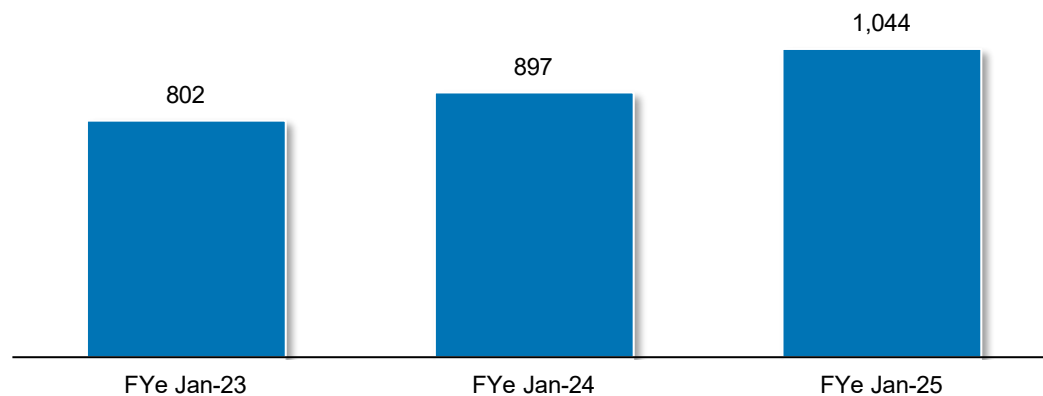
Stable contribution to sales from our Club Members

% Net Sales by Loyalty Club Members



... resulting in quickly growing revenues from our Gold Card members

Yearly sales from Gold members (€m)



Sources: Kantar, Company information as of 31/07/2025

Notes: Net Sales figures corresponds to the "Ordinary income from sales" Profit & Loss line item from the Interim Financial Statements for the last twelve months ending Jan 31, 2025

(1) As of FYe Jan-25; (2) According to Kantar data (2024); this figure represents the percentage of households purchasing from a specific retail chain (in this case, Eroski Group) out of the total number of households purchasing within the section/category. Categories include food, household cleaning products, baby products, personal care, and pet food (for cats and dogs). Core areas include Balearic Islands, Cantabria, Catalonia, Galicia, Asturias, Navarra, Basque Country, La Rioja, Aragon; (3) As of July 31, 2025



Section 3

Financial Policy and Current Trading FY'24

Conservative Financial Policy

Leverage

- Continued de-leveraging target to below 2.0x net leverage (pre-IFRS 16) on a consolidated basis in the near-to-medium term

Liquidity

- **Healthy cash conversion and strong liquidity cushion** expected with a combination of (i) €198m cash and cash equivalents pro forma for the transaction and (ii) €66m of working capital facilities further supported by:
 - Estimated **minimum cash** to operate the business: c.€70m at consolidated level
 - Structurally negative working capital due to the nature of the business
- **Additional liquidity cushion** with new €80m RCF

Cash flow flexibility

- Well invested asset base with **limited maintenance capex requirements** of c.1.0% of net sales
- Ability to **sell non-core assets at attractive valuations**, for deleveraging or reinvesting:
 - c.€188m⁽¹⁾ real estate non-core assets, o/w only 9% used by Eroski (i.e., shops)

Acquisitions

- Management is not considering any material add-on or transformational acquisitions in the short to medium-term

Conservative financial policy by nature of the cooperative

- **As a cooperative, Eroski does not distribute cash dividends**
- Limitations to the partner's contributions reimbursements of each cooperativist who exits the Company:
 - **Must be approved at the General Assembly**
 - The approval is subject to **maintenance of minimum equity and liquidity thresholds**
 - **Eroski's policy is to prioritise the financial stability of the Company over reimbursements**

(1) Net Book Value as of Jan-25. Appraisal by Tinsa Tasaciones Inmobiliarias, S.A.U.; Grupo Tasvalor, S.A.; Krata, S.A. and Valtecsa



EROSKI

FY24 Results Presentation & Strategy Update

Eroski in Figures (FY24)

Financials



€5,335M⁽¹⁾

FY24 Revenue
(+2.9% growth)



€332M

FY24 EBITDA



€26.4M

FY24 Donations
(Social Purposes)



12.7%

Market Share in
Northern Spain (2024)

Store Network & Customers



+6.4M

Customers



1,485⁽²⁾

Stores

- > 881 own stores
- > 604 franchises



60

New openings

- > 7 own stores
- > 53 franchises

Suppliers



3,606

National commercial
suppliers (93%)



2,026

Small agri-food
producers (56.2%)



+20,000

References of
local products

People



27,758

Employees



+8,500⁽³⁾

Cooperative Members



3,624

Estimated employees
in franchises



74%

of positions of
responsibility
filled by women

Source: Company information

Notes: (1) Total Revenue from Sales excluding VAT; (2) 1,485 physical stores excluding 11 optical stores and 6 online stores; (3) Excluding Gespa Forum cooperative members

FY24 Key Financial KPIs

3.3%

Net Sales LFL growth Q4-24⁽¹⁾

3.7%

Net Sales LFL growth FY24⁽¹⁾

€1,367M

Total Revenue Q4-24

€137M / €535M

Adj. EBITDA Post-IFRS 16 Q4 / FY24

€5,335M

Total Revenue FY24

€332M

Total Adj. EBITDA Pre-IFRS 16 FY24

10.0% / 6.2%

Adj. EBITDA Margin (FY24) Post-IFRS 16
/ Pre-IFRS 16

75%

Sales to loyalty club members FY24⁽²⁾

36%

Private label sales over total food sales
FY24

2.3x

Net Leverage Pre-IFRS 16

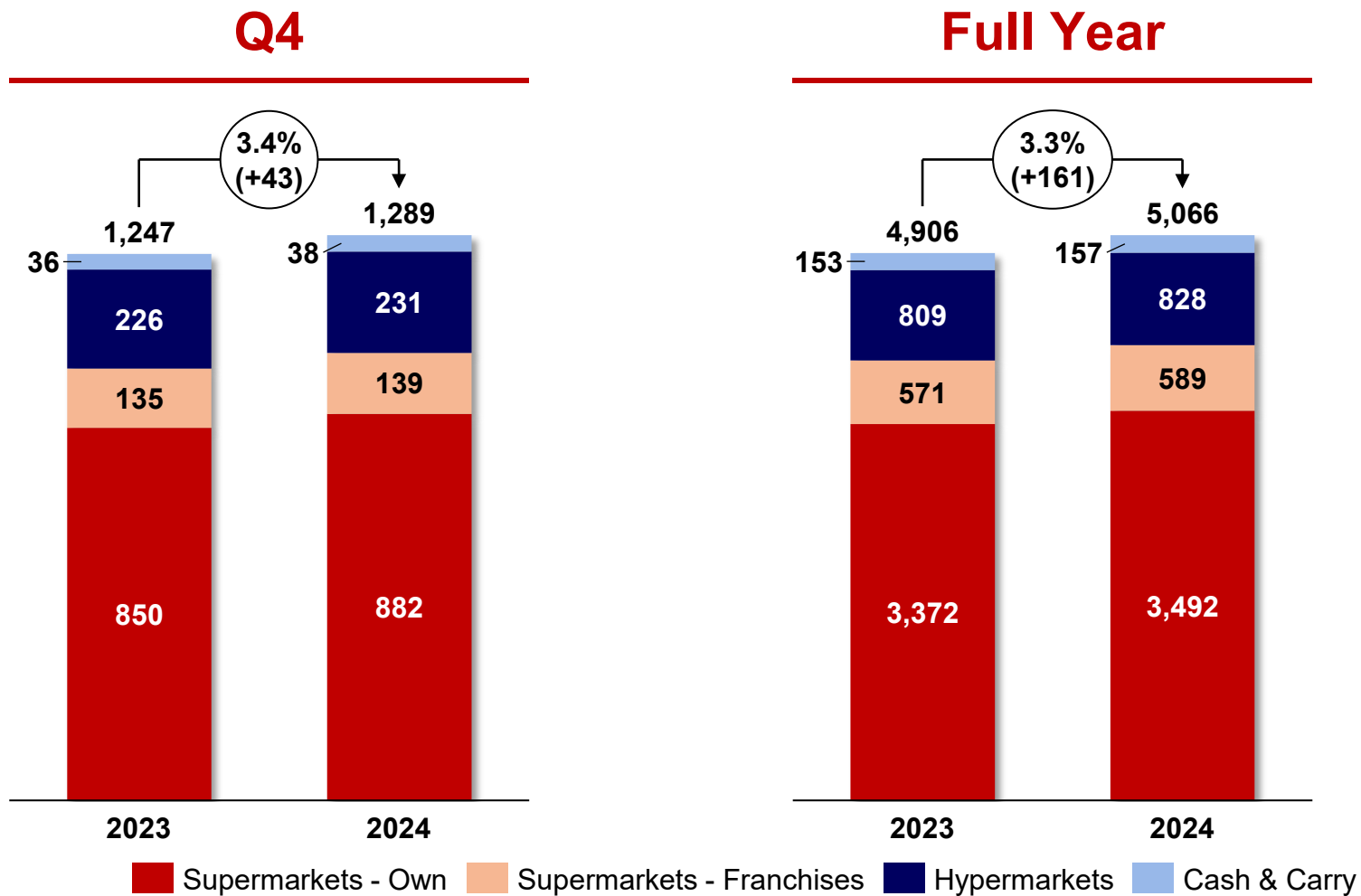
Key Highlights

- **Strong growth in sales, both in absolute totals and like-for-like terms**
- Market growth followed CPI trends, with a moderate increase
- **Continued success of our private label**, which represents c.36% of our total food sales and allows us to offer a wider range of products with the most competitive prices to our clients
- **Loyalty club members continue driving a large portion of our sales (~75%)**
- **EBITDA Post-IFRS 16 reaching €535M (10.0% margin)**
- **Total net leverage pre-IFRS 16 of 2.3x**

Sources: Company information

Notes: (1) Excluding "Diversification" business unit; (2) Excluding sales from franchise business

Evolution of Food Revenue (€M)



Consistent growth in food revenue across 2024

Source: Company information

Capital Structure & Leverage Overview

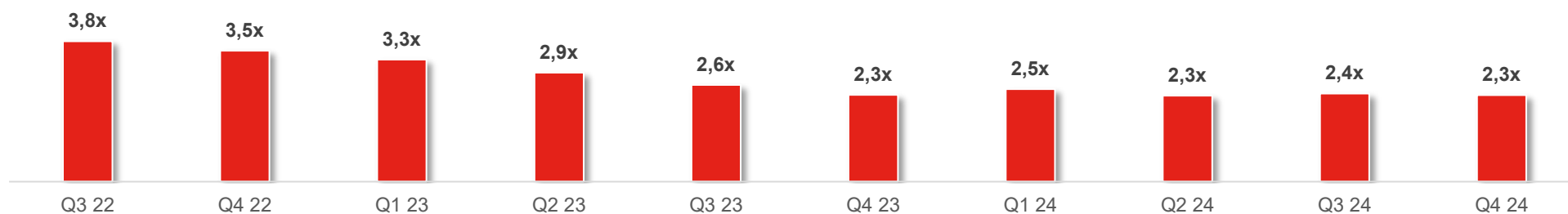
Capitalisation Table

| €M | Amount | x FY 24 EBITDA |
|---|------------|----------------|
| Cash & Cash Equivalents | (167) | |
| Short-Term Financial Assets | (8) | |
| Syndicated Loan | - | |
| Senior Secured Notes | 500 | |
| Term Loan A | 73 | |
| Other Loan | 43 | |
| Total Senior Secured Net Debt | 440 | 1.3x |
| Local Facilities | 124 | |
| Obligaciones Subordinadas Eroski ("OSEs") | 209 | |
| Total Net Debt | 773 | 2.3x |
| FY 24 EBITDA (pre-IFRS 16) | | 332 |

Key Highlights

- ▶ Voluntary repayment of Term Loan A (€15M)
- ▶ Previous bridge loan fully repaid (outstanding amount was €12.5M as of FY23)
- ▶ Short-term credit facility line (MARF) raised in Q2-24 (€34M drawn under "Local facilities" as of Jan-25)
- ▶ In FY24, we repaid €59M in total debt and financial obligations, in line with our commitment to deleveraging in the short to medium term down to <2.0x, including voluntary repayments

Leverage Evolution



Source: Company information

Summary Profit & Loss

Summary P&L and KPIs

| €M | FY23 | FY24 | % Growth |
|--|--------------|--------------|-------------|
| Supermarkets | 3,943 | 4,081 | |
| <i>of which Owned</i> | 3,372 | 3,492 | |
| <i>of which Franchises</i> | 571 | 589 | |
| Hypermarkets | 809 | 828 | |
| Cash & Carry | 153 | 157 | |
| Total Revenue (excluding Diversification) | 4,906 | 5,066 | 3.3% |
| Diversification | 280 | 269 | |
| Total Revenue | 5,186 | 5,335 | 2.9% |
| COGS | (3,782) | (3,896) | |
| Gross Margin | 1,404 | 1,439 | 2.5% |
| <i>% margin</i> | 27.1% | 27.0% | |
| Personnel expenses | (709) | (737) | |
| Operating Lease | (35) | (35) | |
| Other operating expenses and adjustments | (130) | (132) | |
| Adjusted EBITDA | 530 | 535 | 1.1% |
| <i>% margin</i> | 10.2% | 10.0% | |
| Lease expenses | (199) | (203) | |
| Adjusted EBITDA pre-IFRS 16 | 331 | 332 | 0.5% |
| <i>% margin</i> | 6.4% | 6.2% | |
| Total surface (k sq. m) | 1,179 | 1,131 | |
| Number of stores (Total) | 1,513 | 1,485 | |
| <i>of which Owned</i> | 885 | 880 | |
| <i>of which Franchises</i> | 628 | 605 | |
| Revenue Sales / surface (€m) | 4.40 | 4.72 | |
| Adjusted EBITDA pre-IFRS 16 / store (€m) | 0.22 | 0.22 | |

Key Highlights

- **Strong revenue growth across all food store formats, exceeding CPI**
- **Core business revenue (excluding diversification) increased by +3.3% vs FY23**
- Diversification revenues slightly declined, mainly due to reduced gas station activity, however the relative weight of Diversification is low within the overall group
- **We continue to invest in gross margin (%) enhancing our commercial proposal to customers and market presence**, reflected in a €35M increase in absolute gross margin
- Lease expenses (including operating and IFRS 16 leases) increased moderately, up by 1.5% in FY24
- **Solid commercial performance evidenced by Revenue per sqm growth of 7.2% in FY24**

Source: Company information

Consolidated Cash Flow

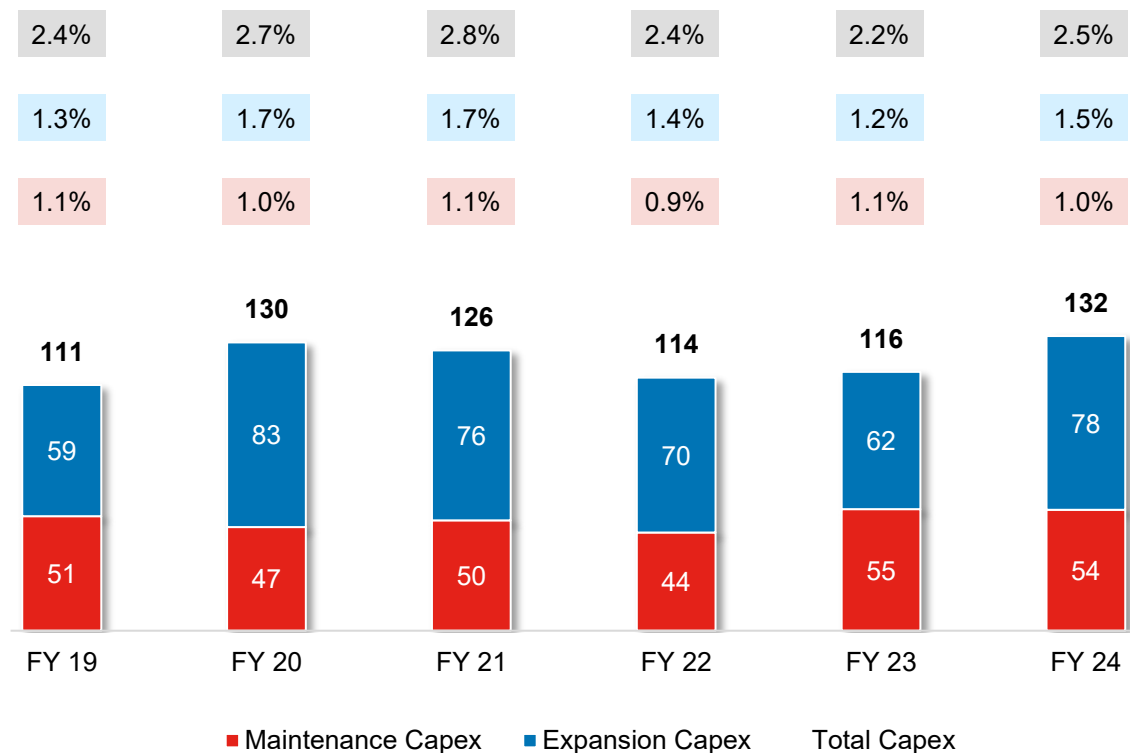
| €M | FY23 | FY24 |
|--|--------------|--------------|
| Cash flows from operating activities excl. WC | 529 | 545 |
| Change in WC | (107) | (82) |
| Income tax received/(paid) | (21) | (16) |
| Net cash from operating activities | 401 | 447 |
| Capex | (113) | (131) |
| Assets disposals | 83 | 54 |
| Interest received | 8 | 9 |
| Acquisition of other financial assets | (14) | (3) |
| Dividends received | - | 1 |
| Net cash used in investing activities | (36) | (69) |
| Repayment of loans and borrowings | (789) | (60) |
| Proceeds from Bonds and Other negotiable securities | 698 | 34 |
| Repayment of lease liabilities | (180) | (188) |
| Dividends paid | (37) | (41) |
| Net interest and other financial activities | (103) | (120) |
| Net of issue and redemption of capital | (2) | (3) |
| Net cash used in financing activities | (413) | (379) |
| Net increase/(decrease) in cash and cash equivalents | (48) | (1) |
| Cash transferred to non-current assets held for sale | - | - |
| Cash and cash equivalents at 1 February | 216 | 168 |
| Cash and cash equivalents at 31 January | 168 | 167 |

Key Highlights

- **Net cash from operating activities**
 - Reduced use of confirming lines for a total amount of €59M in FY24
- **Net cash used in investing activities**
 - Stable capex levels following historical trend
 - Financial assets investments are short-term cash equivalents
- **Net cash used in financing activities**
 - Dividends of €34M distributed to our partners in Vegalsa, on the back of improved performance in the JV
 - Net repayment of debt of €59M
 - Net amount of capital redemption to members of the cooperative of €3M

Focus on Capex

Capex (€M) & Capex / revenues (%)



Key Highlights

- **Very stable capex profile over the historical period**
- **Maintenance capex representing ~1% of sales since FY19**
 - Maintenance capex mainly includes refurbishments required for existing stores to operate and the substitution or upgrade of obsolete equipment in the stores
- **Capex spend is expected to remain in equivalent levels going forward**

Stores Openings & Closings

Stores Footprint

| Food | Owned Stores | Franchises | Total | Food + Diversification | Owned Stores | Franchises | Total |
|---------------------|--------------|------------|--------------|------------------------|--------------|------------|--------------|
| Stores Q4-23 | 778 | 628 | 1,406 | Stores Q4-23 | 885 | 628 | 1,513 |
| Openings | 7 | 53 | 60 | Openings | 7 | 53 | 60 |
| Net Transfers | - | (45) | (45) | Net Transfers | - | (45) | (45) |
| Closings | (9) | (32) | (41) | Closings | (11) | (32) | (43) |
| Stores Q4-24 | 776 | 604 | 1,380 | Stores Q4-24 | 881 | 604 | 1,485 |
| Refurbishments FY23 | 62 | - | 62 | Refurbishments FY23 | 62 | - | 62 |
| Refurbishments FY24 | 51 | - | 51 | Refurbishments FY24 | 51 | - | 51 |

Key Highlights

- Net transfers include the reclassification of Galicia franchised stores of the “Onda” brand to wholesale stores (36 shops)
- **The majority of new own-store openings have been in the Supermarkets segment**
- **We continue to maintain our investment in store refurbishments**

Source: Company information | Note: 1,513 physical establishments excluding 11 optical shops and 9 on line shops.



Section 4

Appendix

We Are a Cooperative

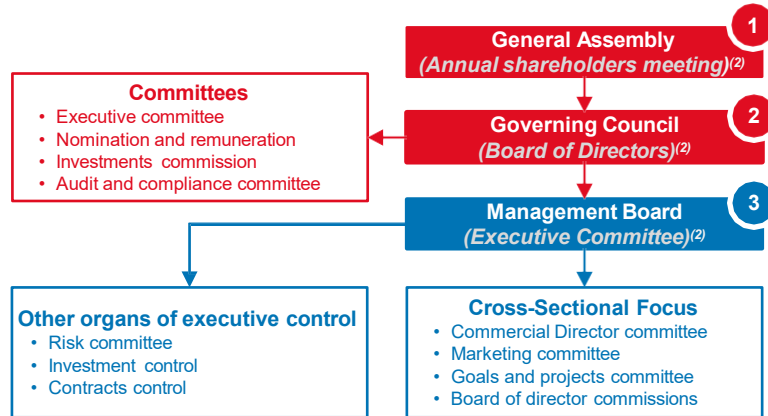
As a consumer cooperative we have a very clear mission and values, with an independent and efficient organizational model

Cooperative overview

- A Cooperative is a legal entity owned and controlled by its members (i.e. consumers and employees)
- As a cooperative-based company we have a significant proportion of our employees as owners, called "members" (~8.4k⁽³⁾, representing 31% of the workforce)
- All employee members contribute with approx. €12k down-payment when they join. Coop entity decides each year how to capitalize a certain % of annual profits (or losses) depending on strict financial criteria
- Employee members can request a reimbursement of their investment when they retire / leave Eroski, but it is at the discretion of the general assembly to decide to pay it⁽¹⁾

- ✓ Sense of belonging
- ✓ High retention rates
- ✓ Flexibility to manage labor costs

Governance



Corporate Governance resides in **joint governance of consumer and employee members**, which are equally represented (50% / 50%) in the Governing Council and General Assembly

Well defined and separate decision-making structure

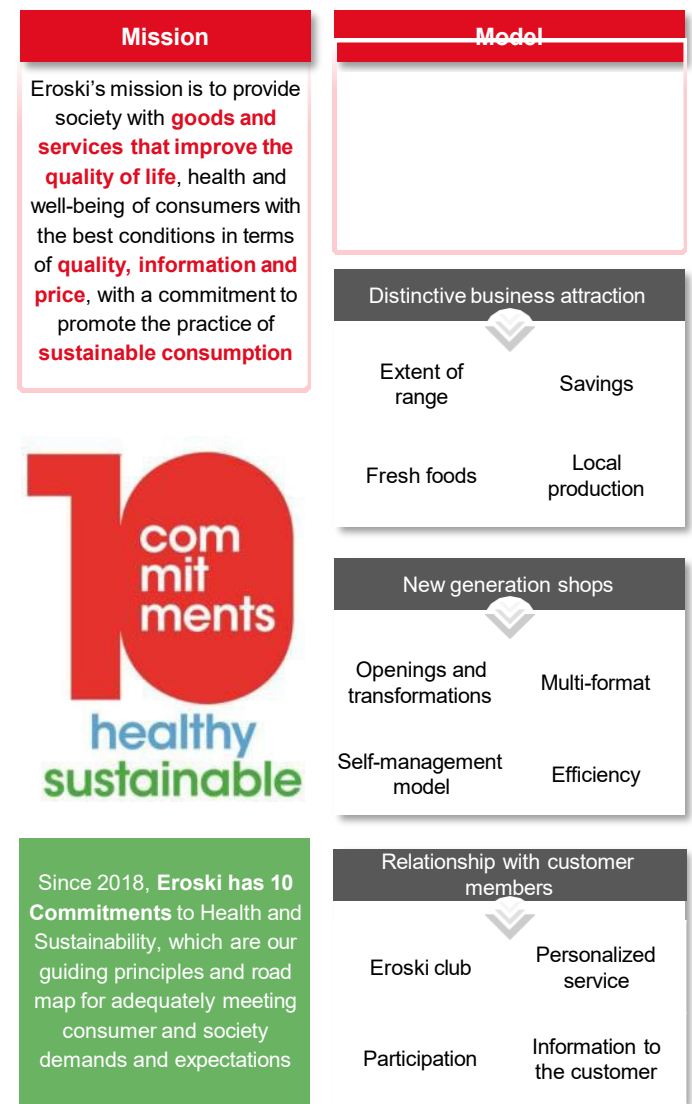
- 1 Integrated by 250 employee members and 250 consumer members
- 2 Responsible for monitoring management and approving the policies proposed by the executive

Integrated by 6 employee members and 6 consumer members
- 3 Proposes and designs the organization's policies and strategy

Integrated by 9 executive members

- ✓ Independent and business-oriented decision making
- ✓ Long-term view and committed to business
- ✓ Conservative financial policy

Mission and model



Source: Company information as of 31/07/2025

(1) Depending on well-defined solvency and liquidity metrics; (2) Equivalent for a non-cooperative company; (3) Excluding Gespa Forum coop. members

Senior Secured Notes

| Instrument | New Bond |
|-------------------------------------|--------------------|
| Issuer | Eroski, S. Coop |
| Security | Senior Secured |
| Currency | EUR |
| Size | €500m |
| Maturity | May-31 |
| Interest | 5.750% |
| Call structure | NC2, 50%, 25%, par |
| Expected instrument ratings (F/M/S) | [BB+ / B1 / BB-] |
| Year of placement | 2025 |
| Governing law | New York Law |

Source: Company information

Capital Structure Overview – Main Instruments⁽¹⁾

| Instrument | New | | Existing lines to be retained | |
|---|---|---|---|--|
| | Term Loan A | Revolving Credit Facility | Commercial Paper MARF | AFSEs Aportaciones Financieras Subordinadas |
| Issuer / Borrower | Cecogoico, S.A.U. | Cecogoico, S.A. | Eroski, S. Coop | Eroski, S. Coop |
| Security | Secured | Secured | Senior unsecured | Unsecured |
| Amount (€m) | €370m | €80m | €100m limit | AFSEs 2002, 2003, 2004: €124.8m AFSEs 2007: €108.1m ⁽³⁾ |
| Ranking | Senior pari passu | Senior pari passu | Senior unsecured | Subordinated (no voting right) |
| Currency | EUR | EUR | EUR | EUR |
| Maturity | Mar-31 | Feb-31 | Up to 24 months | Perpetual |
| Interest | EURIBOR + 2.75% (initial margin) ⁽²⁾ | EURIBOR + 2.50% (initial margin) ⁽²⁾ | Determined at each issuance – the nominal interest rate is agreed by the Issuer and investors for each note | AFSEs 2002, 2003, 2004: EURIBOR + 3.00% AFSEs 2007: EURIBOR + 2.50% |
| Cash / PIK interest | Cash | Cash | Cash | AFSEs 2002, 2003, 2004: Cash AFSEs 2007: PIK / Cash |
| Year of placement | 2025 | 2025 | 2024 | 2002, 2003, 2004 and 2007 |
| Governing law | Spanish | Spanish | Spanish | Spanish |
| Treatment as per Basque cooperative law | Debt | Debt | Debt | Equity |

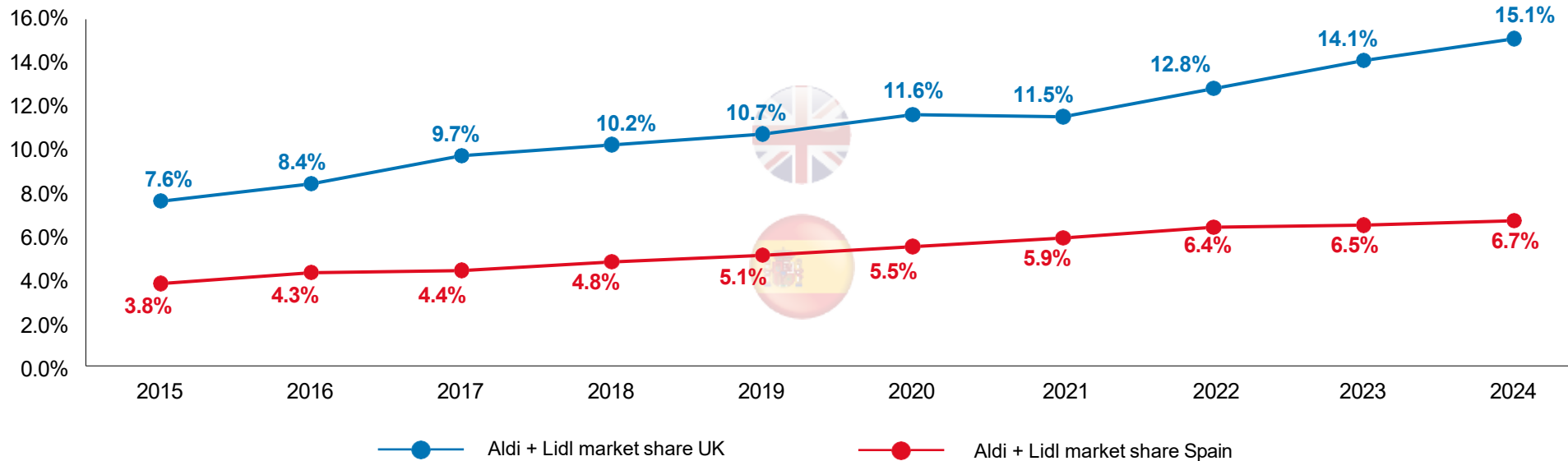
Source: Company information

(1) Excludes local facilities; (2) Subject to 0.25% steps based on Net Leverage: a 0.25% step-up if leverage is $\geq 2.75x$, and up to two 0.25% step-downs if leverage falls below 2.25x and then below 1.75x; (3) excludes €47.2m of AFSEs which the Issuer owns

Hard Discounters Have Been Less Successful in the Spanish Market

Aldi and Lidl have been growing quickly in the UK, but have struggled in Spain

Market share evolution (per Euromonitor)



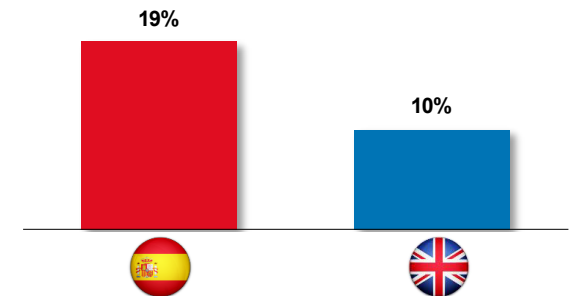
Spaniards gravitate towards healthy & fresh products ...

Net intent of consumers towards grocery shopping in 2023



... as seen in the higher traditional retailer share

Traditional grocery retail share⁽¹⁾ as % of grocery retail



Source: Euromonitor Retail 2025 edition, Retail Value RSP excl Sales Tax, Current Prices; Kantar

(1) Includes Food/Drink/Tobacco specialists, small local grocers and warehouse clubs, distinct from modern grocery retailers, including convenience stores, supermarkets, hypermarkets and discounters

Margins to Remain Sustainable Via Cost Control, Efficiency Measures and Operating Leverage

| | | |
|---------------------------------|--|---|
| <p>Top line</p> | <p>Improvement in sales & operating margin</p> | <ul style="list-style-type: none"> – Superior price positioning: as competitive as Mercadona on the basic basket driving customer engagement – Unique assortment offering: no competitor of scale offers the local and fresh products at such wide range (+15k SKUs vs 8k SKUs for Mercadona) – Membership club provides for capacity to win sales via targeted offers and promotions that peers do not do (c.6.4m loyalty members) – Recurrent increasing sales from loyal customer base: +70% of sales and increasing comes from loyalty club members |
| <p>Cost control measures</p> | <p>Labour cost</p> | <ul style="list-style-type: none"> – Controlled increase in personnel expenses, reflecting Eroski's commitment to enhancing working conditions, including better compensation and the cost impact of organizational changes such as the implementation of a five-day workweek – Cooperative members: flexible employee remuneration subject to Company's operational performance (19-year average tenure) <ul style="list-style-type: none"> ○ In the past, employees voluntarily reduced wages and increased hours for the benefit of the wider organization – Non-cooperative members: salaries in line with collective agreements negotiated at national level with the trade unions (already above Spanish minimum wage) |
| | <p>Rental expense</p> | <ul style="list-style-type: none"> – Negotiations have been carried out with the main landlords, limiting the impact of annual CPI adjustments for the entire duration of the contract |
| | <p>Energy costs</p> | <ul style="list-style-type: none"> – The energy pricing environment has stabilized, returning to normalized levels, with forecasts anticipating further declines in the coming years, driven by growing renewable energy production in Spain amid flat demand |
| | <p>Supplier base</p> | <ul style="list-style-type: none"> – Superior bargaining power with local suppliers in the Basque Country, with a material suppliers market share, ultimately ensuring strong value chain cost control – Privileged purchasing capacity with international suppliers given our International alliance membership with Agecore |
| <p>Efficiency cost measures</p> | <p>Efficiency and automation processes</p> | <ul style="list-style-type: none"> – We strongly focused on implementing efficiency and automation processes in our warehouses and we plan to continue focusing on the optimization of these processes |
| | <p>Incorporation of advanced analytical tools</p> | <ul style="list-style-type: none"> – Improvement in personnel costs productivity – Assortment, price and promotions efficiency projects |
| | <p>Continued improvement in competitiveness</p> | <ul style="list-style-type: none"> – Improve sales and capture market share through continued improvement in prices, assortment, customer loyalty and private labels |

Source: Company information

Spain Market is Notably Distinct From the UK Food Retail Market

| | Spanish food retail market | UK food retail market |
|--------------------------------------|--|--|
| Competitive landscape ⁽¹⁾ | <p>Top 5</p> <p>49.7% 26.4% 9.4% 6.6% 4.2%</p> <p>DIA MERCA DONA ALDI EROSKI</p> <p>Growing consolidation trend in the last 10 years with Top 5 players representing 50%+ market share as of Dec-24</p> | <p>Top 5</p> <p>24.4% 28.5% 16.0% 12.5% 10.0% 8.6%</p> <p>MORRISONS ALDI ASDA SAINSBURY'S TESCO</p> <p>Top 5 players represent +75% of total market share as of Dec-24</p> |
| Consumer loyalty | <p>High</p> <ul style="list-style-type: none"> Higher degree of customer stickiness / brand loyalty (especially for Eroski given the regional focus and coop nature) | <p>Low</p> <ul style="list-style-type: none"> Lower degree of brand loyalty with higher ability to switch (proximity less key and customers more willing to travel further for better price) |
| Price wars | <p>Low</p> <ul style="list-style-type: none"> Whilst still a competitive market, lower degree of "price wars" (customary promotion/discounts offered) | <p>High</p> <ul style="list-style-type: none"> Intense competition with frequent "price wars" between players Consumer more sensitive to price fluctuations and retailers adapt prices in order to not lose market share |
| Market density ("capillarity") | <p>High</p> <ul style="list-style-type: none"> Extremely high density both by number of stores per inhabitant as well as per surface area (proximity and convenience is key) | <p>Low</p> <ul style="list-style-type: none"> Lower number of stores per inhabitant and area (customers more willing to drive longer distances) |
| Fresh produce | <p>Fresh 41%</p> <p>Non-Fresh 59%</p> <ul style="list-style-type: none"> Focus on healthy and fresh products is significant in Spain, with consumers increasingly shifting towards healthy eating and nutrition | <p>Fresh 25%</p> <p>Non-Fresh 75%</p> <ul style="list-style-type: none"> Though lower impact in customer store preference than in Spain, fresh food is increasingly becoming more important |
| % Private label vs. branded | <p>Private label 41%</p> <p>Branded 59%</p> <ul style="list-style-type: none"> Lower private label presence vs. UK (Eroski has room to grow its private label offering to maintain margins) | <p>Private label 51%</p> <p>Branded 49%</p> <ul style="list-style-type: none"> High private label presence, growing at double the pace of branded goods |
| % Online vs. in-store | <p>In-Store 97%</p> <p>Online 3%</p> <ul style="list-style-type: none"> Lower online penetration offers opportunities to grow for players such as Eroski (which have a profitable online channel) | <p>In-Store 91%</p> <p>Online 9%</p> <ul style="list-style-type: none"> Strong growth of online shopping boosted by COVID and recently stabilized |
| Macroeconomic environment | <p>+2.4% CAGR 2015-24 Household spending</p> <p>+3.4% CAGR 2015-24 GDP per capita</p> | <p>+2.0% CAGR 2015-24 total Household spending⁽²⁾</p> <p>+1.8% CAGR 2015-24 GDP per capita⁽²⁾</p> |

Sources: Kantar; Organización de Consumidores y Usuarios (OCU), McKinsey "The State of Grocery Retail 2023" report, Office for National Statistics and World Bank, S&P Global
 (1) Per Kantar, as of Dec-24 (2) Growth in USD

... with Commitment to Community, Environment and Sustainability...

Community

Commitment to local development



10 million meals donated to charities as part of the zero-waste program



10% of our profits are allocated to actions in **support of society**



€26m+ allocated to **social actions** in FYe Jan-25



€1.3m donated in FYe Jan-25 as part of the *Céntimos Solidarios* donation program



~€7.4m donated since the initiation of the *Céntimos Solidarios* donation program in 2020

Environment

Commitment to Environmental Sustainability



Commitment to be **carbon neutral by 2050** (Scope 1, 2 & 3)



Achieved **>35% reduction** in **Scope 1 & 2 greenhouse gas emissions** since 2017



Aiming to achieve 3rd LEAN & GREEN star for reducing CO2 emissions in logistics processes by 35% since 2015



Supporting environmental awareness and protection by participating in campaigns such as *Earth Hour* campaign



~99% waste generated at our facilities were recycled or recovered



