

# EROSKI part of you.

Corporate report 2023



The basket you'll fall  
in love with

Over **1000**  
**TOP**  
market  
products

You'll save so much,  
you'll fall in love.



**EROSKI**



Hemengoa izatea ona da Es bueno que sea de aquí

exkal



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# Letter from the CEO, Rosa Carabel

As CEO of the EROSKI Group, I am proud to reflect on the significant achievements of the past financial year amidst the backdrop of complex socioeconomic challenges. Despite facing unprecedented obstacles beyond our control, we have demonstrated resilience and agility in responding effectively to what society expects from EROSKI. Throughout 2023, we encountered supply chain disruptions and grappled with soaring inflation rates, requiring swift and strategic action. However, I am pleased to report that not only did we navigate these challenges adeptly, but we also delivered outstanding performance, making substantial strides towards our strategic objectives. A pivotal accomplishment of the year was the successful reorganization of our financial structure, laying a robust groundwork for our future endeavors. Therefore, 2023 is a year in which the EROSKI group emerges strengthened and renewed to tackle a new fiscal year, during which we will embark on an updated Strategic Plan for the next three years. This plan, while firmly rooted in our core values and mission, reflects our purpose and response to the evolving landscape. Our revised mission statement, 'Create and Grow', underscores our dedication to fostering a prosperous and sustainable future while prioritizing consumer satisfaction and the promotion of healthy eating habits.

In light of the unprecedented food inflation and geopolitical uncertainties affecting raw material prices and availability, we have proactively reassessed our value proposition. By investing in value creation for consumers and supporting every facet of the value chain, we have endeavored to alleviate the burden on households. Our steadfast commitment to savings is exemplified by significant improvements in pricing, personalized promotions, and the robust growth of our own brand, surpassing industry standards.

Moreover, our unwavering focus on offering healthy food options, locally sourced produce, personalized service, and our commitment to innovation and social responsibility has played a pivotal role in rebuilding consumer trust and driving positive market share growth across all sectors.

In reflecting on the accomplishments and challenges of the past financial year, several notable achievements stand out for EROSKI.



## Optimization of Financial Structure

After a period of financial strain and tough decisions, we successfully completed our strategic plan in 2023, achieving full normalization of our debt in relation to our capacity to generate recurring funds. We took proactive steps to manage our debt early, including a bond issue that was fully subscribed in record time, a testament to the market's confidence in our project. This strategic move has enabled us to optimize our financial structure, positioning us favourably for the future. Such a position is the result of years of dedication and hard work, adhering to our defined roadmap with unwavering success and commitment, while taking difficult decisions with resolve and responsibility.

*2023 is a year in which the EROSKI group emerges strengthened and renewed to tackle a new fiscal year, during which we will embark on an updated Strategic Plan for the next three years. This plan, while firmly rooted in our core values and mission, reflects our purpose and response to the evolving landscape.*

### Successful partnerships

In addition to our financial achievements, in 2023 we celebrated the 25th anniversary of the union between EROSKI and Vegalsa. This enduring alliance has yielded remarkable results, serving as a model for the sector. Over the past twenty-five years, our collaboration has not only made us a leading name in distribution for consumers in Galicia but has also contributed significantly to the economic, business, and social development of the region. Similarly, our partnership with EP Corporate Group in the Supratuc 2020 company, encompassing our operations in Catalonia and the Balearic Islands, marked its second anniversary. This operational alliance has bolstered our group's endeavors, delivering on the fundamental objectives we set out to achieve. The resurgence of investments is already evident, with a notable positive trend in results in Catalonia and the continued growth and strengthening of our presence in the Balearic Islands.

Throughout 2023, we made significant strides in our commitment to health and sustainability. We intensified our support for local products from small and medium-sized enterprises in each region where we operate, enhancing our commercial offerings in terms of assortment, price, and promotions. Our dedication to sourcing local and fresh seasonal products has led to an increase in purchases from local producers, fostering sustainable practices and contributing to the socio-economic development of each region. Furthermore, we reinforced our commitment to healthy eating and sustainability by improving the nutritional profile of our own-brand products, introducing innovative healthy offerings developed in collaboration with local suppliers, and expanding our range of sustainably certified foods. Additionally, we enhanced consumer transparency by providing clearer information on the environmental impact of food products, exemplified by the extension of our Planet-Score environmental labelling to more of our brand's products and the introduction of new labelling for our own-brand chicken meat based on rearing practices.

In 2023, we continued to prioritize innovation and social responsibility through initiatives such as the launch of the EROSKI Venture Programme, aimed at supporting startups and entrepreneurs developing solutions to sector challenges. We also implemented an agile and flexible management model centered on people and results, adapting dynamically to organizational priorities. Furthermore, our commitment to fostering a fairer and more caring society remained steadfast, as evidenced by our significant social contributions, which enabled us to channel 23 million euros to various social causes and support over 300,000 beneficiaries. We remain dedicated to advancing the Sustainable Development Goals through our adherence to the United Nations Global Compact, ensuring that our actions contribute to positive societal impact.

None of these achievements would have been possible without the dedication and talent of our team members. Their resilience, collaborative spirit, and ability to adapt to challenges have been instrumental in driving our progress and transforming EROSKI into an agile and efficient organization with a strong sense of purpose. As we look ahead to the new financial year, we remain committed to delivering on our business objectives, creating value for our stakeholders, and promoting healthy, sustainable consumption. Our unique socio-business model, rooted in cooperation and people-centered principles, positions us as a catalyst for positive change and a force for societal progress. Together, we will continue to uphold our values of equality, sustainability, solidarity, and cooperation, striving for a better future for all. With the unwavering support of our team and stakeholders, EROSKI remains steadfastly 'with you'.

# Letter from the Governing Council of EROSKI, Leire Mugerza

In 2023, amidst a challenging socio-economic landscape, we witnessed the unwavering strength and commitment of our collective. It is imperative to recognize the extraordinary attitude of every individual who contributed to our success, demonstrating unparalleled effort and dedication in navigating complex circumstances and achieving outstanding results.

Throughout the year, we made significant strides in enhancing working conditions, which in turn bolstered internal efficiency and improved overall outcomes. This progress underscores the transformative power of our people-centered cooperative model, where business success and social justice intertwine to create a more promising future.

The financial reorganization embarked upon this year reinforced our independence and reaffirmed our control over our future. These actions underscore our steadfast commitment to our mission and vision as a consumer cooperative, prioritizing business results to generate wealth, satisfy consumers, and promote healthy eating.

Furthermore, 2023 was characterized by our ongoing dedication to sustainability, personalized customer service, and innovation. In response to excessive inflation, we consciously chose not to pass on all cost increases to consumers, mitigating economic impacts in our communities. This effort extended to our commitment to health and sustainability, emphasizing support for local producers and advancing our circular economy model.

Additionally, we continued our relentless pursuit of food transparency, pioneering labelling initiatives that provide clear and comprehensive information on the nutritional and environmental attributes of our own-brand products. This reaffirms our commitment to delivering goods and services that enhance the quality of life, health, and well-being of consumers, while promoting sustainable consumption practices.

Looking ahead, we embark on the next financial year with a new Strategic Plan that will guide our cooperative's journey for the next three years. This plan, shaped by a collaborative process involving all stakeholders, aligns with the expectations and needs of the communities we serve. It will not only drive sustainable growth and wealth generation but also reinforce our commitment to fostering a fairer, more equitable, and cooperative society.



*Our aim is to continue projecting a hopeful future for society as a whole. That is why we approach our mission with unwavering determination, knowing that together, with your support, we can contribute to building a better world.*

Our journey thus far has been fuelled by unity and belief in our cooperative model. As we chart our future, guided by our shared values and vision, we remain steadfast in our determination to contribute to building a better tomorrow. With the unwavering support of our community, we are confident that 'with you', we can realize a brighter and more hopeful future for all.



# EROSKI in 2023

## Review of the year

**February**



In collaboration with our customers, we raised 86,000 euros to aid those affected by the floods in Libya and the earthquake in Morocco. These funds were channeled through the Red Cross.

**March**



We initiated the 'La Cesta que enamora' campaign to address the impact of increasing inflation on shopping. This campaign aims to make access to a comprehensive, healthy, and diverse selection of items easier for consumers.

**April**



Our Occupational Risk Prevention program was recognized by the ORP International Foundation, underscoring our steadfast commitment to health and safety in the workplace.

**May**



We were honoured to receive the Best Franchisor of the Year Award in the food category at the National Franchise Awards 2022, presented by the Spanish Franchisors Association.

**June**



We introduced the EROSKI Venture Program, tailored for startups focused on developing innovative solutions for both present and future challenges within the sector, leveraging new technologies. Let's Cook was selected to devise a comprehensive work plan within the program.

**July**



Our store in Lakua-Arriaga, Vitoria-Gasteiz, obtained the LEED Gold certification, marking it as the most eco-efficient establishment in our commercial network, owing to our rigorous measures in energy efficiency, utilization of sustainable materials, and effective waste management.

**August**



We continue with the expansion of our franchise network 'Rapid' and 'Aliprox', with the opening of supermarkets in the provinces of Granada, Cuenca and Salamanca.

**September**



For the twelfth consecutive year, we were honored with the Best Customer Service award, a testament to our unwavering commitment to excellence and our dedication to prioritizing the genuine needs of our customers and customer members.

**October**



We celebrated the 25th anniversary of VEGALSA-EROSKI, the renowned Galician food distribution company. This milestone marks the culmination of the alliance between the family business Vegalsa and the cooperative EROSKI in 1998.

**November**



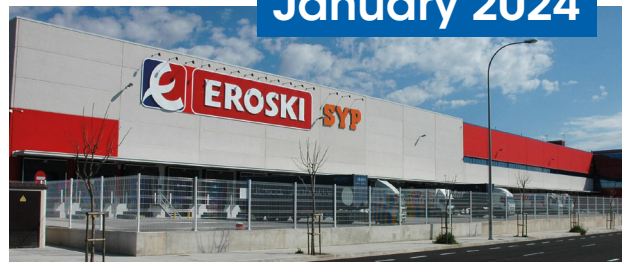
We early amortised all of our syndicated debt and completed a EUR 500 million bond issue, which has allowed us to optimise our financial structure.

**December**



In collaboration with our customers, we contributed over 1,000 tonnes of food to the Spanish Federation of Food Banks during the charity campaign La Gran Recogida.

**January 2024**



We finalized an agreement with Smartlog to implement the AutoStore robotic system in the Son Morro logistics center in Mallorca. This marks the first deployment of such technology in Spain.

# Highlights: Our data

## Financial



**74**  
openings in 2023



**5,729 M€**  
turnover



**23,000,000 €**  
for social causes



**1,533**  
stores



**+6,350,000**  
Customer members

## Environmental



We donated  
**3,214**  
tonnes of food to social  
organisations



**99%**  
Of waste recycled or  
valorized

## Local



**3,444**  
domestic suppliers (95.34%)



**+20,000**  
local products of  
which



**2,056**  
small agri-food producers  
(59.70%)

**1,539**  
are new additions

## Team



**27,426**  
employees



**74%**  
positions of responsibility  
held by women



**77%**  
women in the workforce



**3,789**  
estimated jobs  
in franchises



**517,323**  
people served through  
Customer Service

## Health



NUTRI-SCORE **A B C D E**  
**2,138**  
own-brand products featuring  
advanced Nutri-Score nutritional  
labelling on the packaging



Over  
**2,100**  
gluten-free products

**38,348**  
users of the EROSKI Club (Ekilibria)  
nutritional information service

**+1,000**  
audits conducted on retail points,  
platforms and suppliers

## Awards



- Trade of the Year 2023-2024
  - Trade of the year
  - Online Retailer of the Year
  - Franchise of the Year
- Company with the Best Customer Service of the year, by Sotto Tempo Consulting for EROSKI Online and EROSKI Club, Capraboacasa and Club Caprabo.
- MSC Certified Fishmongers' Award, by the Marine Stewardship Council.
- LEED Gold certification for the EROSKI sustainable store in Vitoria-Gasteiz.

# EROSKI Culture

## Mission, vision and values

In 2023, we approved the update of our mission, vision, and values as part of defining the new Strategic Plan for 2024-2026.

We are dedicated to responsibility, acknowledging the impact of our business, and pursuing sustainability in our endeavours. We are committed to generating value and enhancing the quality of life for our stakeholders. Our ethos is defined by honesty, as we firmly believe that transparency fosters trust, credibility, and resilience.



### Mission

We are a collective of food stores with a core mission to drive present and future business outcomes, aiming to:

- Foster wealth within our environment.
- Fulfill the needs of consumers and workers.
- Advocate for good nutrition.

At EROSKI, our operations are guided by cooperative principles, emphasizing participatory management and collaborative work.



### Vision

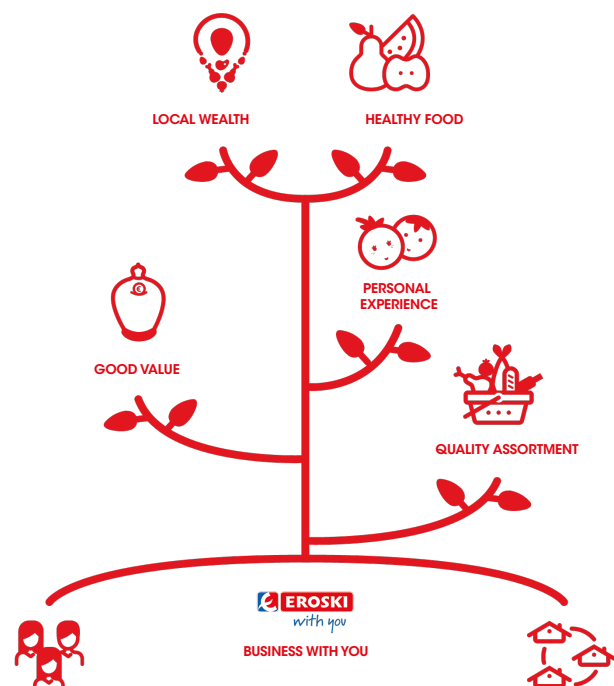
*We aim to become the preferred choice for consumers, workers, and their people.*

We achieve this by offering quality products at competitive prices, promoting healthy, locally sourced, and sustainable food options. Additionally, we provide an engaging project for our predominantly female team, reflecting our cooperative values at all times.



### Values

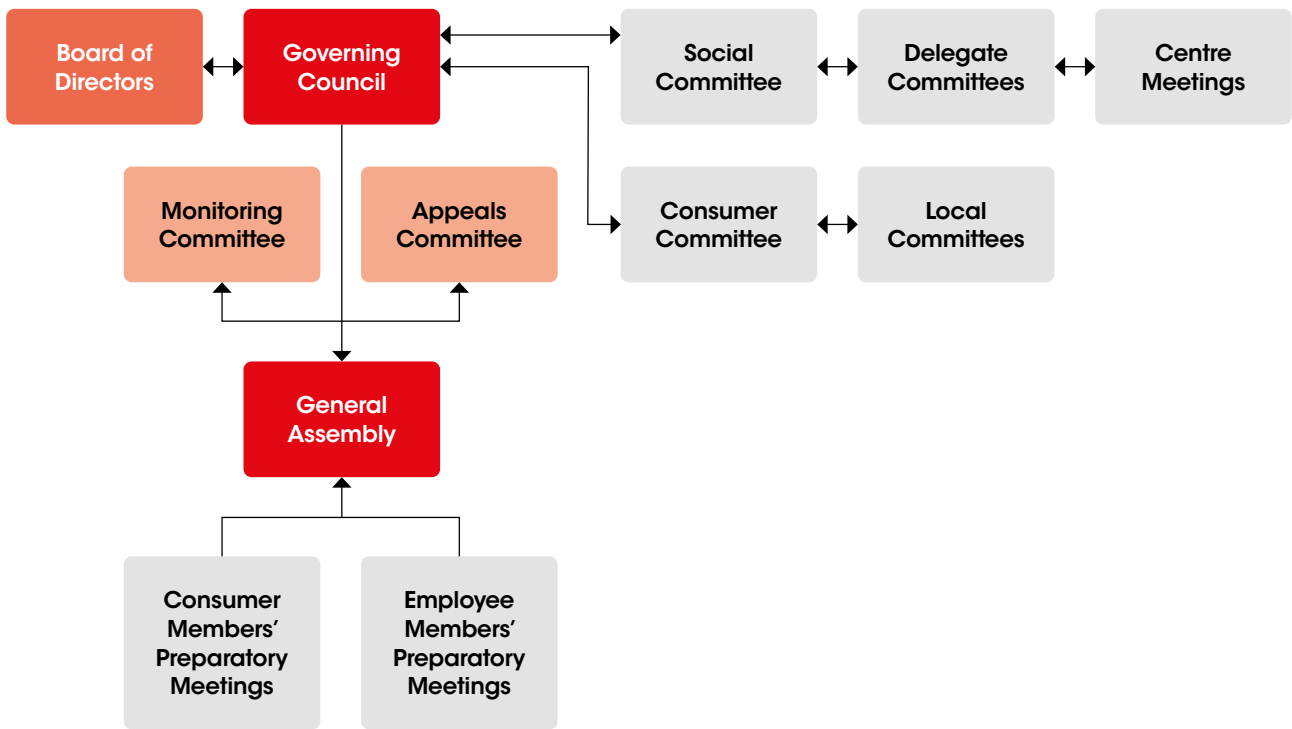
- **Economic, Social, and Environmental Responsibility:** We prioritize generating results to sustain our socio-business project and to foster wealth within each community. Our commitment extends to solidarity and environmental sustainability.
- **Cooperation:** We embrace ownership and active participation, viewing our work at EROSKI as a collective endeavor.
- **Consumer commitment:** We are dedicated not only to our Customer Members but also to a broader vision of consumers as citizens whom we aim to serve and satisfy. This entails offering quality products at fair prices and actively listening to their feedback for continuous improvement.
- **Participation:** Participation is both a right and an obligation of our partners. It entails a commitment to corporate governance and social responsibility, fostering self-demand, co-responsibility, and a continuous pursuit of improvement through self-management.
- **Trust:** We value relationships built on honesty and simplicity. Transparency is integral to our interpersonal interactions.
- **Innovation:** We embrace an open attitude towards change and continuously seek improvements, particularly in meeting the evolving needs of our customers. This commitment to innovation drives progress within our company and society as a whole.



# Corporate governance

Our governance model is distinguished by a clear and distinct decision-making structure, which ensures effective management through coordinated efforts among all stakeholders. The executive Board of Directors plays a proactive role in proposing and shaping the organization's policies and strategies. Meanwhile, the Governing Council oversees management activities, scrutinizing performance, and endorsing the policies put forth by the executive team.

Governance structure at EROSKI, S. Coop.



## Strategic Partnerships

In a fiercely competitive landscape, characterized by global raw material markets and dominated by major brands with a worldwide presence, EROSKI is enhancing its international market alliances. These strategic partnerships are crucial components of our competitive strategy, enabling us to provide consumers with new opportunities for savings.



**Vegalsa-EROSKI**, represents a strategic alliance between the EROSKI Group and the González Iglesias family, renowned leaders in food distribution across Galicia, Asturias, and Castilla y León. Established in 1998, this alliance celebrated its 25th anniversary in Santiago de Compostela, commemorating the occasion in the presence of the president of the Xunta and over 150 representatives from the Galician food industry and society. This partnership

is committed to promoting healthy eating, supporting local and fresh produce, and fostering responsible consumption. With a team of over 7,400 employees and serving one million customers and establishments in Galicia, Asturias and Castilla-León, forming a commercial network that exceeds 300 stores that operate under its different commercial banners.

**Supratuc2020** formed in 2021, is another strategic alliance between the EROSKI Group and EP Corporate Group, focusing on Catalonia and the Balearic Islands. Supratuc2020 implements EROSKI Group's governance model while incorporating specific responsibilities and competencies agreed upon by both allies, overseen by joint management bodies.

**AGECORE** stands as our European purchasing center, comprising EROSKI alongside COLRUYT (Belgium), CONAD (Italy), and COOP (Switzerland). As independent companies sharing a long-term strategic vision, AGECORE aims to offer European consumers a broader range of products for increased choice and better prices while creating expanded business opportunities for our supplier companies.

# Business model and strategy

## A network of multi-format stores

We have adopted a multi-format business model tailored to meet the diverse needs of our customers. Our offerings span a wide spectrum of necessities, encompassing our core business of food as well as petrol stations, sporting goods stores, opticians, and insurance services.

To ensure the provision of quality service, we maintain a diversified and efficient commercial network comprising:

Our aim to grow in the north of Spain is firm. Thus, in 2023 we have opened:

**1,524**  
physical stores

**1,406**  
food stores

**118**  
other businesses

**1,179,104 m<sup>2</sup>**  
physical stores

**9**  
online stores for food, sports equipment, and insurance services



**74**  
new stores

**9**  
own

**65**  
franchisees



## Distribution of physical stores by Autonomous Community



With over 25 years of experience, the EROSKI Group Leisure and Sports brand operates in 11 autonomous communities. Alongside stores dedicated to selling sports equipment, we also offer specialized stores featuring sneakers and clothing for young people under the Doers brand.



CAPRABO introduces the first eco-social supermarket in Catalonia. This groundbreaking franchised store, named CAPRABO Inclusive and Social Supermarket (SIS), is the result of our collaboration with organizations such as Grup Entrem, Moltacte, Grup Alba, Bildi Grafiks, and Tandem Social.



We inaugurated the 2,160m<sup>2</sup> EROSKI Center in Portanet, Vigo, establishing it as the largest store of its kind in the city for Vegalsa-EROSKI.



We now boast over 600 franchised stores, with 307 of them opened within the past five years.

## Diversity of brands and businesses

### Number of EROSKI Group stores and franchises by business as of 31 January 2024

	Own	Franchisees	Total
Hypermarkets	36	0	36
Supermarkets	725	628	1,353
Cash&Carry	17	0	17
Petrol stations	41	0	41
Opticians	11	0	11
Leisure and sport	65	1	66
Online shops	9	0	9
<b>Total</b>	<b>904</b>	<b>629</b>	<b>1,533</b>

### Number of EROSKI Group supermarkets and their franchises by brand name

	Own	Franchises	Total
EROSKI city	295	305	600
CAPRABO	171	124	295
EROSKI Center	181	2	183
ALIPROX	0	107	107
FAMILIA	77	0	77
ONDA	0	37	37
Rapid	1	53	54
<b>Total</b>	<b>725</b>	<b>628</b>	<b>1,353</b>



## Omnichannel integration

In 2023, we remain steadfast in our commitment to the omnichannel strategy, aimed at providing our customers with a seamless and distinctive experience across all available shopping channels. We are dedicated to enhancing the accessibility, intuitiveness, and convenience of our digital services, bridging any gaps between digital and physical channels. Our goal is to elevate the shopping experience by offering our customers a comprehensive range of options, allowing them to select those that best align with their preferences and needs.

### Digital ecosystem data



**9 online stores**

food, sports equipment and insurance businesses.



**2.5 million**

downloads of the EROSKI App



**17%**

increase in the number of active users during 2023

We provide various channels to expand the offerings and tailor the options to the uses and needs of our customers.



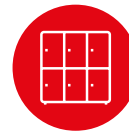
**30 points**

*Click&Drive*



**64 points**

*Click&Collect*



**4**

Smart Lockers

### Milestone 2023

In 2023, we were honoured with the 'Website of the Year' award for the seventh time in the online supermarket category at the Trade of the Year Awards 2023-2024.

## Quality assortment

In 2023, we introduced a total of 441 new own-brand references, marking a 38% increase in new launches compared to the previous year. As a result, we revamped our assortment, which now encompasses a total of 5,040 products, and offered more promotions and discounts on these items. Consequently, **the proportion of own-brand products surpassed 27%** of our overall range, and the number of these products in customers' shopping baskets at EROSKI increased by 7%.

	2023	Description
	2,545	Wide range of products offering everything you need with the best quality/price ratio guaranteed.
	221	For everyday essentials, we offer consumer products with EROSKI's quality assurance at affordable prices.
	197	The best of the best. Products tested by the Basque Culinary Center.
	436	Fresh products sourced from responsible productions, ensuring full traceability, controlled quality, and exceptional flavour from the finest origins, harvested at their peak.
	107	Introduced in 2020, our eco-certified brand guarantees products produced under the highest environmental protection standards.
	14	Launched in 2022, our V-Label brand assures products suitable for vegans.
	397	Cosmetics, hygiene, and personal care products free of parabens and triclosan, dermatologically tested and competitively priced
	1,031	Clothing and footwear with our own designs offering the best quality/price ratio.
	74	Sports clothing and equipment with our own designs and the best quality/price ratio.
	18	Range of electronics and household appliances available in various functionality levels, all offering the best quality-to-price ratio.
<b>Total</b>	<b>5,040</b>	

## Competitive and efficient in the quest for savings

Our ongoing efforts focus on enhancing the efficiency of our operations across all sites, retail outlets, and logistics channels, aiming to translate these improvements into greater savings for our customers. We leverage innovation and advancements in technology as key tools in this pursuit of efficiency.

### We continue to move forward



#### Transport

- Restructuring logistics via the updated platform map.
- Enhancing process efficiency to maximize truck capacity and minimize mileage, including empty runs.
- Collaborating with logistics partners and suppliers to streamline routes collectively.
- Upgrading our vehicle fleet by phasing out older trucks and introducing Euro6 engine-equipped vehicles.
- Cleaner vehicles and driving habits.
- Integrating alternative fuel vehicles like liquefied and compressed natural gas.



#### Stores

The new energy model for our stores involves:

- 100% use of renewable energies.
- Efficiency improvements to reduce energy consumption.
- A more sustainable building design and construction.
- Promoting sustainable mobility.



#### More sustainable platforms

- Implementing LED lighting, presence detectors, and temperature management systems along with maximizing natural light to enhance energy efficiency within our platforms.
- Installing solar panels to reduce reliance on conventional electricity sources, thus lowering environmental impact.
- Decreasing the use of packaging materials to minimize waste generation and environmental footprint.

### Continuous improvement of our logistics centres

Throughout 2023, we remained committed to our overarching initiative aimed at reshaping the configuration of our fresh produce platforms worldwide. This strategic endeavor aims to modernize and streamline the efficiency of our value chain. As part of this ongoing project, we are engaged in physically revitalizing our facilities, incorporating state-of-the-art technology to ensure optimal handling, storage, and temperature control for various types of fresh products.

### Innovating to adapt to trends

In the fiscal year, we allocated over 15.1 million euros to innovation and development endeavors. These efforts encompassed participation in 31 distinct initiatives, including 10 collaborative projects within Europe involving technology centers, universities, and startups spanning the continent.

### Our logistics network

23

own  
platforms

10

third-party  
platforms

384,034 m<sup>2</sup>

storage area

Distribution capacity

1 million

boxes per day

## Milestone 2023

Our commitment to providing value to our customers was evident in the more than 384 million euros of savings passed on to them through various offers, promotions, and campaigns throughout the year.

# Commitment: Committed to close proximity, trust and health of our clients.

We persist in advancing our 10 Health and Sustainability Commitments.



We are committed to food safety



We offer more local products



We promote balanced nutrition



We facilitate eating well at a good price



We prevent childhood obesity



We act with clarity and transparency



We address specific nutritional needs



We take care of ourselves as workers



We encourage responsible consumption



We promote a healthier lifestyle

# Committed to health

At EROSKI, we prioritize food safety, recognizing it as a fundamental pillar in our strategy aimed at promoting healthy eating.



Our Quality Management Model ensures that the end product reaching consumers has undergone rigorous safety checks. This is evident through:

- Traceability measures.
- Stringent control over the products we offer, particularly our own-brand items.
- Thorough vetting of supplier companies, especially those providing own-brand products.
- Ongoing assessment of our stores and distribution platforms.
- Prompt handling of customer product complaints.
- Efficient management of food safety alerts to ensure swift action.

## EROSKI Group Quality Management Model



**888**

quality audits at our sales outlets and logistics platforms



**262**

audits at production sites of own-brand suppliers



**15**

audits of production plants of suppliers of other brands

In total, we have carried out:

**30,977**

analytical controls,

both chemical, physical, microbiological and genetic



## Nutritional improvement of our products

In addition to quality, we strive to improve the nutritional composition of our own-brand products and carry out various actions to this end:

# 2,138

own-brand products with advanced *Nutri-Score* nutrition labelling on the packaging.

# 70.6%

of our own-brand range has had a rating *Nutri-Score* A, B or C

Products A, B and C represent:

# 81.1%

units sold

# 73.9%

total sales

of products with *Nutri-Score*



## In accordance with AESAN criteria, we have:



# 127

low-fat products



# 62

low-sugar products



# 32

low salt products



# 110

high fibre products



We also cater to special nutritional needs, such as gluten or lactose intolerance. To this end, we have 562 gluten-free products in our own brand and we collaborate with associations that cater to people with coeliac disease, through EROSKI Club and Club Caprabo.

- During the month of May, CAPRABO carried out different awareness-raising actions with the Celiacs Association of Catalunya: prize draws for own-brand gluten-free products and competitions on social networks about coeliac condition and gluten-free food.

## Consumer: our health information project

EROSKI Consumer is the information project through which we aim to educate and inform our consumers, helping them lead healthy and sustainable lives with truthful, independent, practical, and engaging information. Annually, we distribute **1,103,834 printed magazines**, attract over **18.1 million visits to our web portal**, and have garnered **146,745 followers across social networks** including Facebook, X, YouTube, Instagram, and LinkedIn).



## Child nutrition: nurturing the next generation

Child nutrition is a top priority at EROSKI, and we pay special attention to segments like children. Our PEAHS (Food and Healthy Lifestyle Education Programme) offers educational tools on these topics in a fun and engaging way. During the academic year 2022/2023, 195,278 students from 2,145 schools across the state participated in the PEAHS program.

During the academic year 2022/2023:

# 195,278

students from

# 2,145

schools across the country, participated in the PEAHS programme.

## VEGALSA-EROSKI e educational programmes

VEGALSA-EROSKI has resumed its educational programs for the 2022/2023 school year, including workshops such as 'Visita Tu Súper', aimed at promoting healthy lifestyle habits and responsible shopping, and 'Mates En Tu Súper', where children visit the store to learn how to shop. In total, 80 workshops have been conducted, engaging more than 2,000 children.

In total, 80 workshops have been conducted, engaging more than

# 2,000

children

## Choose Good, Choose Healthy: CAPRABO with the little ones

CAPRABO's healthy eating education program for children aged 2-12 years, supported by expert dieticians and nutritionists, aims to teach children how to make healthier food choices from a young age. In 2023, workshops were conducted in collaboration with schools. These workshops were conducted by nutritionists in CAPRABO shops and by teachers in schools who were provided with necessary materials in advance.

# 229

workshops engaging over

# 5,200

children

## Milestones 2023

- The introduction of 'Con + seguridad' (With + security) section, addresses consumer interests in line with evolving trends in information consumption on digital platforms.
- Our Practical Guide to the *Camino de Santiago* serves as a valuable resource, offering comprehensive on official routes and their individual stages.

# Committed to environmental sustainability

We acknowledge our unwavering responsibility to the environment and are committed to promoting this responsibility throughout our entire value chain.



## More sustainable products

Aligned with our organizational mission, we have been dedicated since our inception to providing consumers with healthier and more sustainable alternatives. To achieve this, we leverage various certifications, labels, and brands that ensure production practices respectful of the environment, animal welfare, and terrestrial and marine biodiversity.

**+1,100**  
organic products within our commercial offer.

**437** counters  
**7** MSC and *GLOBAL G.A.P.* certified fishing logistic platforms

**100%**  
of our canned tuna complies with ISSF principles.

**28**  
belle NATURAL products with COSMO Natural certification by ECOCERT.

**436**  
products of our EROSKI NATUR brand with certifications such as *GLOBAL G.A.P.*, Integrated Production or animal welfare.

**+400**  
FSC, PEFC or SFI labelled products.

## Milestone 2023

In 2023, we added 8 new Bio/Eco product references, bringing the total to 107.

## Animal welfare

To ensure a sustainable and responsible supply chain, we have implemented advancements and enhancements in the animal welfare standards of the products we offer. Over the years, we have been actively working to integrate animal welfare certifications into our range of animal products. Here are some of our key initiatives:

- Welfair® Animal Welfare Seal is now present on 100% of our own-brand white meats, including EROSKI NATUR pork, EROSKI NATUR Ternasco de Aragón, EROSKI NATUR Provedella beef, EROSKI NATUR Ternera del Pirineo and Ternera Balear, as well as EROSKI brand local milk in the Basque Country, Navarre, Galicia, and the Balearic Islands.
- We have committed to stop selling eggs from caged hens under any brand by 2024, a goal that has already been fully achieved at Capabro.
- By 2025, we aim to eliminate eggs from caged hens as an ingredient in all our own-brand products.
- Our European Own Brand Chicken Commitment for 2026 includes fresh and frozen products, as well as pro.

## Sustainable fisheries

Committed to the preservation of marine biodiversity, at EROSKI we have been applying a Sustainable Fishing Policy since 2017. Annually, we audit ourselves to certify our chain of custody for sustainable fish and breeding. In 2023, we were awarded in the MSC Seas Forever Awards and achieved 4,642 tonnes of sustainability-certified fish. 74% of our canned tuna comes from responsible fishing. We only work with suppliers who respect our sustainable policy and we do not accept tuna from countries that have been warned by the EU for illegal fishing. In 2023, we marketed 163 sustainable fish references

## Ecodesign of our containers and packaging

- EROSKI aims for all packaging to be 100% recyclable, compostable, or reusable by 2025, with a 20% reduction in conventional plastic sales.
- In 2023, we introduced 94 new eco-designed packages, totaling 401.
- We have analysed data from 3,605 references from 423 suppliers to measure their plastic footprint and recyclability.
- These actions have resulted in avoiding 314 tonnes of plastic annually.

### Milestone 2023

In 2023, we reached almost thirty foods labelled with our *Planet-Score* seal in our stores.



## Logistics and eco-efficient stores

### Sustainable logistics

In 2022, we earned our second Lean & Green star from the Association of Manufacturers and Distributors (AECOC) for surpassing the required 30% reduction in greenhouse gas emissions in our logistics and transport processes. This achievement, accomplished in the financial year 2021 compared to 2015, exceeded the target set one year ahead of schedule. Lean & Green is a global initiative with over 600 member companies across 17 countries, showcasing our commitment to sustainable logistics.

### Innovative and eco-efficient stores

In 2023, we have advanced our logistics operations to further reduce emissions, aiming to earn the third Lean & Green star.

At EROSKI, we are revitalizing and expanding our retail network to align with the 'with you' model. This includes eco-conscious construction and management measures to cut energy consumption by up to 35% compared to previous models. We are also integrating circular waste management practices to achieve zero waste. Our efforts target the following areas:

- New energy model: more efficient and sustainable.
- Minimisation of light pollution.
- Efficient water management.



## Circular economy

In a world facing escalating resource scarcity and environmental issues, at EROSKI we acknowledge the urgency of embracing practices that prioritize resource efficiency, waste reduction, and the promotion of reuse, recycling, and prevention of food waste.

### We sold



**473**

tonnes of ugly fruit and vegetables through our network.



**13,857**

tonnes of discounted products, close to their best-before or use-by dates.



**330,000**

packs of products close to their best-before or use-by date via the Too good to go app.

### We gave away



**+3,214**

tonnes of food a year to hundreds of social organisations.



**5,473**

tonnes of organic waste to raw material for the production of animal meal, animal oil and animal feed.

### We recycle (through third parties)



**18,015**

tonnes of paper, cardboard, wood, plastic and others.



**628**

tonnes of textiles.



**81**

tonnes of coffee capsules.



**48**

tonnes of used oil.

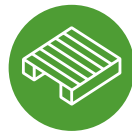
### We reduce



**16%**

paper consumption.

### We reuse



**4,806,218**

pallets



**42,671,523**

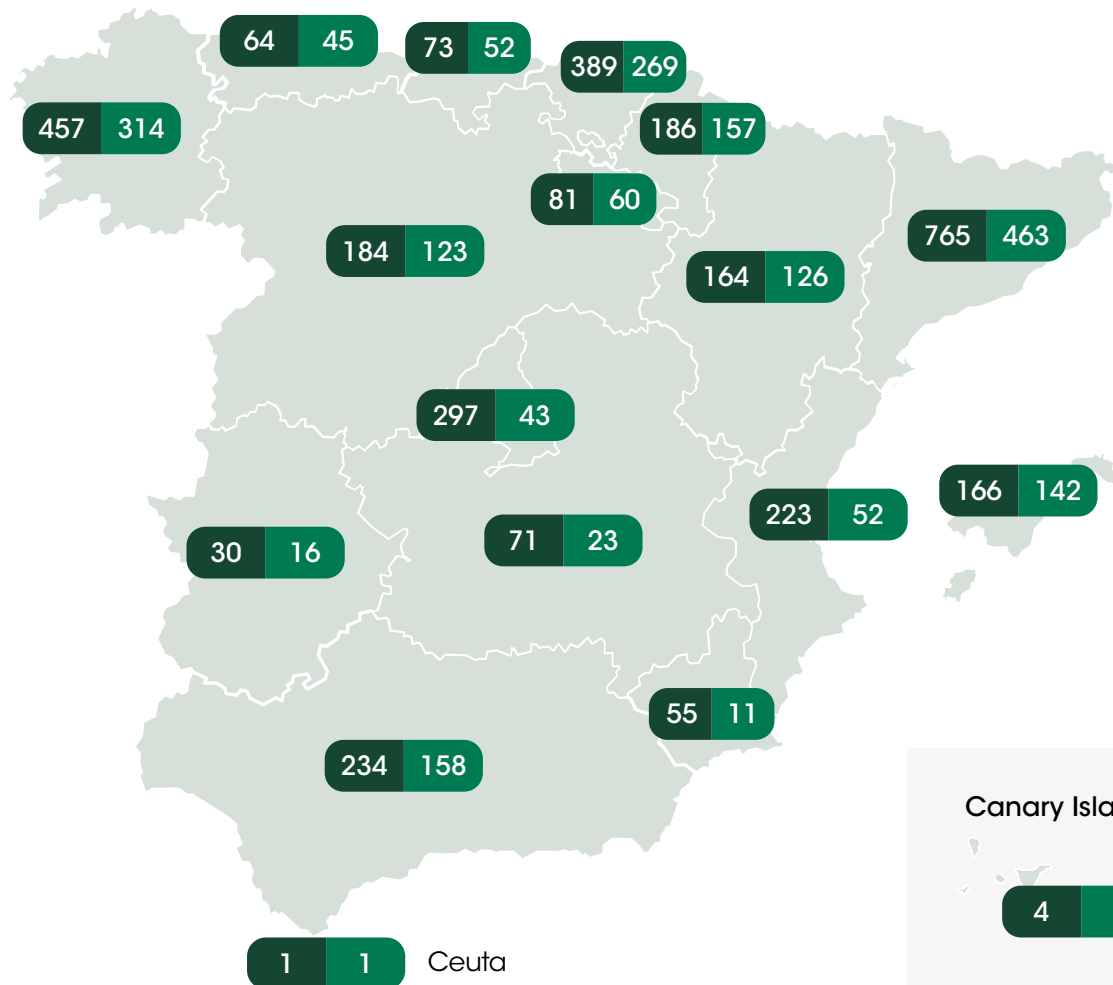
plastic crates.



# Committed to local development

Our commitment to the communities in which we operate also extends to fostering the regional economy through collaboration with local suppliers.

## Number of commercial suppliers and small agri-food producers by Autonomous Community in 2023



- Commercial suppliers
- Local agri-food producers

**3,444**

commercial suppliers

**2,056**

small agri-food producers

## Boosting local suppliers

In 2023, we reinforced our commitment to local agri-food suppliers through three key initiatives:

- Bringing the products of small producers closer to consumers.
- Developing tailored commercial management for micro-enterprises, SMEs, and cooperatives.
- Collaborating on plans for their professionalisation and business growth.

In 2023, we added 1,539 new additions of local and regional products, with 700 in the Fresh produce section and 839 in Food.

Additionally, we renewed collaboration agreements with sectoral organizations to promote local foods, Designations of Origin (DO), and Protected Geographical Indications (PGI).



**2,423** products with  
DO or PGI



**1,539**

new additions of  
local and regional  
products



More than  
**35.3**

million euros in  
sales of local  
and regional  
products



More than  
**220**

PGI meat  
products



**91**

products  
canned food  
(vegetables, oils, pulses  
and rice)



More than  
**1,179**

products with differentiated quality  
brands such as Eusko Label, Reyno  
Gourmet or Tierra de Sabor.

## Dialogue and collaboration with other local actors

We are following through on our commitments outlined in agreements with the Basque Government and the Government of Aragon, signed in 2022. These agreements focus on ensuring the sustainability of the agri-food sector, fostering innovation programs, and facilitating the development and distribution of local products.

In 2023, we conducted 109 campaigns and organized 4 local product fairs, often in collaboration with Regulatory Councils and Quality Brands, to align with the seasonal nature of the products.

### Support programme for local producers

In 2023, we expanded our assessment tool to VEGALSA-EROSKI suppliers, initially launched in 2022 in the Basque Country. This tool enables our agri-food producers to evaluate their environmental, social, and corporate governance practices. Since its inception, we have assessed 254 companies, identifying their strengths and areas for improvement.

Throughout 2024, we plan to extend the program to other regions and further enhance training and collaborative projects with local stakeholders.



## We promote local culture, leisure and development

At EROSKI, we are dedicated to fostering culture and preserving traditions, valuing local languages, leisure, and culture as part of our commitment to local development.

### Promotion and dissemination of local languages

Local languages are integral to the cultural heritage of our surrounding communities. At EROSKI, we are dedicated to promoting and preserving them. For decades, we have been the only distribution company to label our own-brand products in Spanish, Basque, and other co-official languages. We also support external initiatives that encourage their use.



Basque Country

#### Durangoko Azkoa and Ikastolas Festivities:

In the case of the Basque language, we actively participate in events like the Durango Basque Book and Record Fair (Durangoko Azoka), a key event for Basque promotion. Additionally, we collaborate with major activities promoting the Basque language in the Basque Country, engaging with the education sector through events like Ibilaldia, Araba Euskaraz, Kilometroak, Nafarroa Oinez, and Fiesta de la Escuela Pública Vasca. Through the EROSKI Foundation's Food School events, we reach over 6,800 participants, promoting healthy eating habits among schoolchildren and families.



Galicia

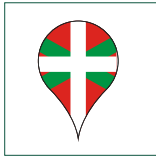
#### Día das Letras Galegas:

In Galicia, we deeply value the region's culture and language, actively participating in initiatives closely tied to Galician society. For instance, VEGALSA-EROSKI honoured the Día das Letras Galegas by paying tribute to Francisco Fernández de Riego, a key figure in the Galician Royal Academy. Commemorative posters, designed by students from CEIP Juan Rey de Lourenzá (Lugo), were displayed in 215 establishments to highlight the life of this esteemed intellectual. Moreover, we produced a special print run of over 1 million checkout bags for EROSKI and FAMILIA stores.



## Leisure and culture

At EROSKI we promote leisure and culture for consumers through various sponsorships.



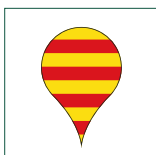
### Basque Country

- Sponsoring Musikaire in Elorrio, where our headquarters are located.
- Supporting the Artxanda climb in Bilbao.
- Organizing the Kosta Trail through FORUM SPORT, an event for running and hiking.
- Participating in the 'WOP Challenge,' a team relay sporting adventure aimed at raising funds for the fight against rare diseases.



### Galicia

- Sponsoring La Gira Berro, by the Nova Galega Danza company, which blends dance and music rooted in Galician tradition with avant-garde elements.
- Supporting Camino Escena Norte (CEN) 2023, aimed at fostering collaboration among companies from Galicia, Asturias, Cantabria, Basque Country, and Navarre.
- Backing Galician festivals like 'Morriña Fest,' 'Resurrection Fest,' and 'Caudal Fest'.
- Through the Consumer EROSKI information project, we provide a Practical Guide to the Camino de Santiago.



### Catalonia

- The CapraboSport program collaborates with amateur clubs to promote healthy lifestyle habits.



## Milestone 2023

We support local languages by labelling our own-brand products in the four official languages and publishing the Consumer EROSKI magazine in Spanish, Basque, Galician, and Catalan. Additionally, the EROSKI Club and Sabor-Caprabo magazines are available in the official languages of the regions where we operate.

# Committed to society

At EROSKI, we have consistently strived to foster a fairer and more compassionate society. Through various solidarity actions and campaigns at both local and national levels, we engage our employees, customers, and social organizations in meaningful ways.

## Allocation of donations for social initiatives



**19,226,000 €**

**Solidarity and  
social action**



**1,187,000 €**

**Consumer information  
and training**



**2,150,000 €**

**Support for families and  
groups with special needs**



**444,000 €**

**Local culture, leisure and  
development**

**Total € million**

**23,007,000**

## Solidarity Plan 2023

In 2023, we allocated €23 million towards social initiatives in collaboration with our stakeholders. Some of the most notable initiatives include:

### Solidarity Cent Programme

In 2023, EROSKI and its customers **donated nearly 1.3 million euros** through almost 9 million donations from Céntimos Solidarios. These contributions have **supported 66,868 individuals** through **85 social organizations**. The funds have been used for various projects including assistance for children locally and in developing nations, environmental conservation, animal protection, cancer research, elderly care, aid for those at risk of social exclusion, individuals with disabilities, degenerative diseases, mental health conditions, rare diseases, and victims of gender-based violence.



### Food collection

In 2023, our in-store campaigns supporting Food Banks across our territories resulted in a **donation of 1,594 tonnes of food**, a **7% increase from the previous year**. This equates to **over 6 million meals** and has helped **feed 1,700 families** throughout the year.

### Zero Waste Programme

At EROSKI, we annually collaborate with approximately one hundred social entities through signed agreements to facilitate these donations. In 2023, we **contributed 3,214 tonnes of food and basic products**, providing **over 12 million meals** for individuals facing social exclusion.





### In-store emergency campaign

In 2023, we provided aid to those affected by the earthquakes in Turkey and Syria in February, the earthquake in Morocco, and the floods in Libya in September. Through emergency campaigns in our stores, customers made voluntary donations at the checkout, supplemented by additional contributions from EROSKI.

This effort allowed us to channel:

## 305,895 €

to those affected by the earthquakes in Turkey and Syria through the UNICEF Emergency Fund.

## 62,770 €

to the victims of the earthquake in Morocco through the Red Cross, and FORUM SPORT donated warm clothes to those affected through the organization SOS Maroko.

## 27,767 €

to people affected by the floods in Libya, through the Red Cross.

## We developed the Solidarity Plan 2024 by listening to our stakeholders

Throughout 2023, we meticulously developed our Solidarity Plan for 2024, guided by insights gathered from 5,422 individuals, including customers, employees, and community members, and evaluated 476 project submissions from 301 social organizations.

The selection process for the beneficiaries of our Céntimos Solidarios donations in 2024 considered the preferences for causes and geographic locations expressed during this citizen engagement initiative.

Additionally, an Advisory Committee comprising NGOs, consumers, and partners endorsed the project proposals for each month of the upcoming year.

In 2024, the proceeds from our charitable program will support individuals with disabilities, survivors of gender-based violence, those battling cancer, Alzheimer's, and other rare or cardiovascular diseases, as well as initiatives focused on child nutrition, families in vulnerable situations, elderly support, and youth employment integration.



## Committed to our team

Thanks to our collective efforts, both as a company and as part of society, we have successfully navigated through a number of challenges. As we look ahead, we remain committed to tackling new obstacles, prioritizing health and sustainability every step of the way.

This commitment is defined by **10 fundamental values** that guide our cooperative's work:

**1**

Encouraging participation.

**6**

Embracing change and promoting innovation.

**2**

Promoting personal and professional development through the improvement of knowledge, skills and abilities.

**7**

Remaining customer-focused to adapt and anticipate their needs.

**3**

Fostering a sense of belonging: we are proud to belong to EROSKI and we look for areas for improvement.

**8**

Continuously improving working conditions to ensure an adequate quality of life.

**4**

Facilitating two-way information and communication within the organisation.

**9**

Practicing external solidarity to give back to society.

**5**

Prioritizing collective goals and long-term benefits.

**10**

Pursuing the highest levels of professionalisation.

## A great workforce



**27,426**  
Professionals



**77%**

**21,051**  
Women



**23%**

**6,375**  
Men



**8,989**  
Employee  
Members

At EROSKI, our cooperative nature defines our approach to people management. With 8,989 of our staff being Employee Members, representing 33% of the total workforce, we are uniquely positioned as both employees and owners. This dual status fosters proactive engagement and a high level of commitment throughout the organization, setting us apart from other distribution companies.



## Professional development

At EROSKI we ensure the development of our professionals, both in shops and in structures, platforms and other diversified businesses.

In 2023, we have maintained the budget allocated to the training of our employees, with the necessary readjustment of some of the perimeters, which implies a total of €1,620,911 allocated to training programmes. At the same conditions with respect to the year 2022, an increase of 1%. This means a total of 239,349 hours of training, equivalent to an average of 8.7 hours of training per person.

The commitment to the growth of internal talent at EROSKI is clear and sustained. We have 4 internal talent development initiatives (Pool Talent Programme, Summa Programme, Training on the cooperative model and Innovation in learning models) and 3 programmes linked to our shop teams. (Specialised MBA Hypermarket Manager, Management School and Store Manager Programme).

**1,620,911 €**

**for training programmes  
(+1%)**



**239,349**

**hours of training (8.7  
hours of training per  
person on average)**

## Our commitment to equality and diversity

To strengthen our dedication to equality and diversity, we have integrated a comprehensive equality concept into our EROSKI 'With you' strategy. Within this framework, promoting compatibility between personal and professional life serves as a means to address gaps and foster equality. As such, work-life balance stands as a fundamental pillar of our Equality Plan.

The primary goal of the 2023-2027 Equality Plan, registered nationally in December 2023, is to ensure genuine and effective gender equality within the EROSKI Group, thereby preventing any form of discrimination between men and women in the workplace.

Since 2005, we have maintained the Equality Observatory, serving as a tool to uphold this principle across our organization. In 2023, marking its 18th anniversary, we established an Equality Committee for all EROSKI Group companies, coinciding with the approval of the Group's Equality Plan.



## Work-life balance

One of the key pillars of our Equality Plan is fostering the reconciliation of personal and professional life. At EROSKI S. Coop., we go beyond legal requirements by offering additional leaves of absence and promoting flexible working arrangements. Employees can reduce their working hours or take leave for legal guardianship or caregiving responsibilities. We also accommodate other personal projects by allowing reductions in working hours without specific cause, with the option to return to full-time work afterward. Additionally, since 2022, employees aged 58 or over can voluntarily reduce their working hours indefinitely, with the option to return to their original schedule.

In 2023, a total of 3,637 employees opted for reduced working hours or took leave, constituting 13% of the workforce. Remarkably, 89% of these individuals were women. This equates to 15.3% of all female employees and 6.4% of male employees who utilized this option.

### For further information

For more detailed information on all these aspects, you can access the full Statement of Non-Financial Information document at:

<https://corporativo.eroski.es/en/corporate-report-2023/>

## Economic and financial information

We closed the 2023 accounts with an operating profit of EUR 259 million, amidst ongoing pressure on the cost of goods sold and other direct expenses. We successfully absorbed a portion of these expenses, leading to reduced gross margins in percentage terms, which were largely counterbalanced by efficiency and productivity gains achieved in recent years.

Economic value generated and distributed (thousands of euros)	2023	2022
Net turnover	5,185,562	4,828,195
Other income	295,497	264,720
<b>ORDINARY INCOME</b>	<b>5,481,059</b>	5,092,915
Operating profit (before Impairments, Gains/(Losses) on disposal of fixed assets and Non-Current Assets)	258,954	204,014
Impairments, Gains/(Losses) on sale of fixed assets and non-current assets	(4,113)	(21,945)
Profit before financial income and taxes	254,841	182,068
Financial result	(152,759)	(97,248)
Share of profit/loss from investments using equity method	1,439	81
<b>LOSS FROM CONTINUING OPERATIONS BEFORE TAX</b>	<b>103,521</b>	84,901
Income tax	5,036	(20,987)
<b>PROFIT FOR THE YEAR</b>	<b>108,557</b>	<b>63,914</b>

## Consolidated balance sheet of the EROSKI Group

Extract in thousands of euros as of January 31, 2024

ASSETS	31 / 1 / 24	31 / 1 / 23	Variation
Tangible Fixed Assets	1,497,924	1,792,309	(294,385)
Investment property	30,190	31,349	(1,159)
Goodwill and other intangible assets	850,004	846,086	3,918
Investments accounted for using the equity method	7,837	6,398	1,439
Trade and other receivables	9,517	6,733	2,784
Financial Assets	154,511	176,109	(21,598)
Deferred tax assets	271,590	275,482	(3,892)
Uncalled share capital	477	600	(123)
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,822,050</b>	3,135,065	(313,015)
Inventory	428,659	400,556	28,103
Financial Assets	20,112	10,864	9,248
Trade and other receivables	160,507	146,713	13,794
Assets for income taxes	9,472	4,343	5,129
Called up share capital	2,500	2,253	247
Cash and cash equivalents	167,729	216,033	(48,304)
Non-current assets held for sale	13,640	21,738	(8,098)
<b>TOTAL CURRENT ASSETS</b>	<b>802,619</b>	802,500	119
<b>TOTAL ASSETS</b>	<b>3,624,669</b>	<b>3,937,565</b>	<b>(312,896)</b>

## Consolidated balance sheet of the EROSKI Group

EQUITY AND LIABILITIES	31 / 1 / 24	31 / 1 / 23	Variation
Capital	324,804	332,939	(8,135)
Share premium	3,808	3,808	0
Capitalized Funds	95,525	95,525	0
Other Income and Expenses recognized in equity	27,925	26,238	1,687
Retained Earnings	(261,888)	(309,871)	47,983
Interim dividend paid during the year	(6,341)	(2,206)	(4,135)
<b>EQUITY ATTRIBUTABLE TO PARENT COMPANY</b>	<b>183,833</b>	146,433	37,400
Minority interests	355,030	213,025	142,005
<b>TOTAL NET EQUITY</b>	<b>538,863</b>	359,458	179,405
Financial liabilities	1,719,060	2,176,901	(457,841)
Government grants	0	0	0
Provisions	28,810	27,131	1,679
Other non-current liabilities	13,839	13,117	722
Deferred tax liabilities	158,156	190,371	(32,215)
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,919,865</b>	2,407,520	(487,655)
Financial liabilities	225,800	178,772	47,028
Trade and other payables	932,177	969,882	(37,705)
Income tax liabilities	7,964	5,552	2,412
Provisions	0	0	0
Non-current liabilities held for sale		16,381	(16,381)
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,165,941</b>	1,170,587	(4,646)
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>3,624,669</b>	<b>3,937,565</b>	<b>(312,896)</b>



EROSKI