



**Sustainable  
by choice.**

Integrated  
Report  
**2024**

# **Sustainable by choice.**

Integrated Report **2024**





# Letter to our Stakeholders

GRI  
2-22

Evolution, growth, change: three words that best represent Despar Nord's 2024. In an ever-changing environment, the company has chosen to embrace change as an opportunity, strengthening its vision and impact. With this Integrated Report 2024, we want to illustrate the results of a year in which Despar Nord embarked on a path of evolution with a view to continuing to grow and dynamically respond to the challenges of a constantly changing market.

In this scenario, Despar Nord has consolidated a development model based on two fundamental pillars: business growth and responsibility towards the environment, its employees, the communities and local area in which it operates. On the first front, we have strived to rethink our organisational models, adapting them to the needs of the market. On the other, we have leveraged the values that have always guided our corporate strategy and that find a solid foundation in the Sustainable Development Goals of the UN 2030 Agenda and in the principles we have shared for over ten years through the Integrated Report. At Despar Nord, investing in the local area means offering our host

communities proximity services, easier and more engaging shopping experiences and, above all, the opportunity to grow in harmony with the environment, with a continuous watchful eye on consumption, waste and environmental impact. For this reason, we are proud to have opened 5 new directly operated and 12 affiliated stores this year, as well as having renovated 18 stores—both direct and affiliated—that best combine network expansion and sustainability. This year we again renewed our ISO 14001 certification, confirming our commitment to an increasingly responsible management of resources and reduction of environmental impact, and we have initiated projects focusing on environmental sustainability and sustainable mobility.

The desire to generate shared value and give it back to the territories in which we operate has resulted in the decision to continue supporting the growth of communities by fostering social cohesion. Cooperations with institutions, sports, cultural and educational organisations have thus further consolidated Despar Nord's role as a socially responsible and people-friendly company.

This is all possible thanks to the almost 10,000 colleagues who, every day, help make the Abete brand stronger and more recognisable in the areas where we operate. People who, with professionalism, dedication and team spirit, represent the beating heart of our company and the driving force to continue growing together, guided by the principles of collaboration – trust, respect, dialogue, responsibility, mediation, growth and innovation – that inspire our daily work. Our most heartfelt thanks go to them for their achievements as does our support for future challenges.

Despar Nord is this and much more. With us, what you see is what you get: this Integrated Report is both the result and the illustration of the transparency that makes us stand out. We are proud to present it to you, in the hope that all of you – suppliers, customers and stakeholders – will continue to be part of this story, building with us a solid, sustainable future full of new opportunities.



**Christof Rissbacher**  
President of Despar Nord



# Reading Guide

## WHAT IT IS

The Integrated Report is the information tool that illustrates **how the company creates value** in the short, medium and long term within the context in which it operates. The Integrated Report enables the coherent and interconnected representation, evaluation and monitoring of the resources that the Company uses and reinvests to achieve its results. The Integrated Report goes beyond the function of a reporting tool to become a useful tool for coordinating internal units and gathering information to facilitate the decision-making process.

## DIFFUSION MODES

The document is available in Italian, English and German in the following formats:

- Integrated report (unabridged)
- Abstract (summary)

To explore the content interactively and collaboratively, visit the <https://www.despar.it/it/About-us/>, where the above-mentioned formats are also available for download.

## Integrated reporting <IR> Framework

The structure of the Integrated Report follows the<IR>Framework of the IIRC, now part of the IFRS Foundation's **International Sustainability Standards Board (ISSB)** . The IIRC guidelines show how Despar Nord creates value over time by using its own resources, i.e. the six capitals, which are divided into:

### FINANCIAL

All the liquidity available to the company for its business.

### MATERIAL AND INFRASTRUCTURE

Owned or leased real estate, stores, administrative offices, platforms, machinery, equipment and stocks of the marketed products.

### ORGANISATIONAL

Processes, management procedures and activities to ensure the quality and safety of the products sold.

### HUMAN

Intangible assets of competences, skills and knowledge of those who work in the Company.

### SOCIAL AND RELATIONAL

Company relations with key external stakeholders necessary to enhance the company's image, reputation and customer satisfaction.

### NATURAL

Set of natural resources used for business activities.

## Sustainable Development Goals(SDGs)

**Despar Nord's ESG strategy** is aligned with the sustainable development goals of the UN 2030 Agenda. The objectives most closely related to the business are proposed and aligned with the Company's indicators and initiatives. In the course of the Report, they are indicated in the text by referring to the specific target pursued.



## GRI STANDARDS

Despar Nord (Aspiag Service Srl) prepared the report in **accordance with the GRI 2021 Standards** for the period from 1 January 2024 to 31 December 2024. The sustainability information according to the GRI Standards is marked with a recognition icon.



The Integrated Report is produced by the ESG-Safety Department, for information and suggestions please contact [sostenibilita@despar.it](mailto:sostenibilita@despar.it)

We would like to thank all the contributors whose valuable contributions continue to make this document more complete and accurate.

**We hope you'll enjoy reading the Report!**

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# ABOUT US

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# Identity and operating context

## MISSION

Despar Nord is active in the **wholesale and retail sale of food and non-food products** of all types and kinds, as well as in the **promotion, construction and management of shopping centres and stores** for the collection, storage, sorting and sale of the products.

## PURPOSE

The aim is to guide the company towards **sustainable growth** by combining business objectives with social and environmental goals, working on a daily basis to minimise the environmental impact and focusing on the wellbeing of people and the territories in which the Company operates.

## VALUES

The company's operations are guided by four core values, identified together with management and shared with collaborators: **focus on the customer, innovation, developing people, sustainability.**

## THE MARKET

Despar Nord's stores are located in Veneto, Friuli-Venezia Giulia, Trentino-Alto Adige, Emilia-Romagna and Lombardy, together with the Regional Offices, headquarters and logistics platforms. The stores – directly

### TRENTINO-ALTO ADIGE

#### DIRECT STORES

**25** Despar  
**26** Eurospar  
**4** Interspar

#### AFFILIATED STORES

**115** Despar  
**7** Eurospar

### FRIULI-VENEZIA GIULIA

#### DIRECT STORES

**25** Despar  
**45** Eurospar  
**5** Interspar

#### AFFILIATED STORES

**45** Despar  
**6** Eurospar

### LOMBARDY

#### DIRECT STORES

**1** Eurospar  
**1** Interspar

#### AFFILIATED STORES

**1** Despar  
**1** Eurospar

### VENETO

#### DIRECT STORES

**22** Despar  
**36** Eurospar  
**25** Interspar

#### AFFILIATED STORES

**62** Despar  
**11** Eurospar

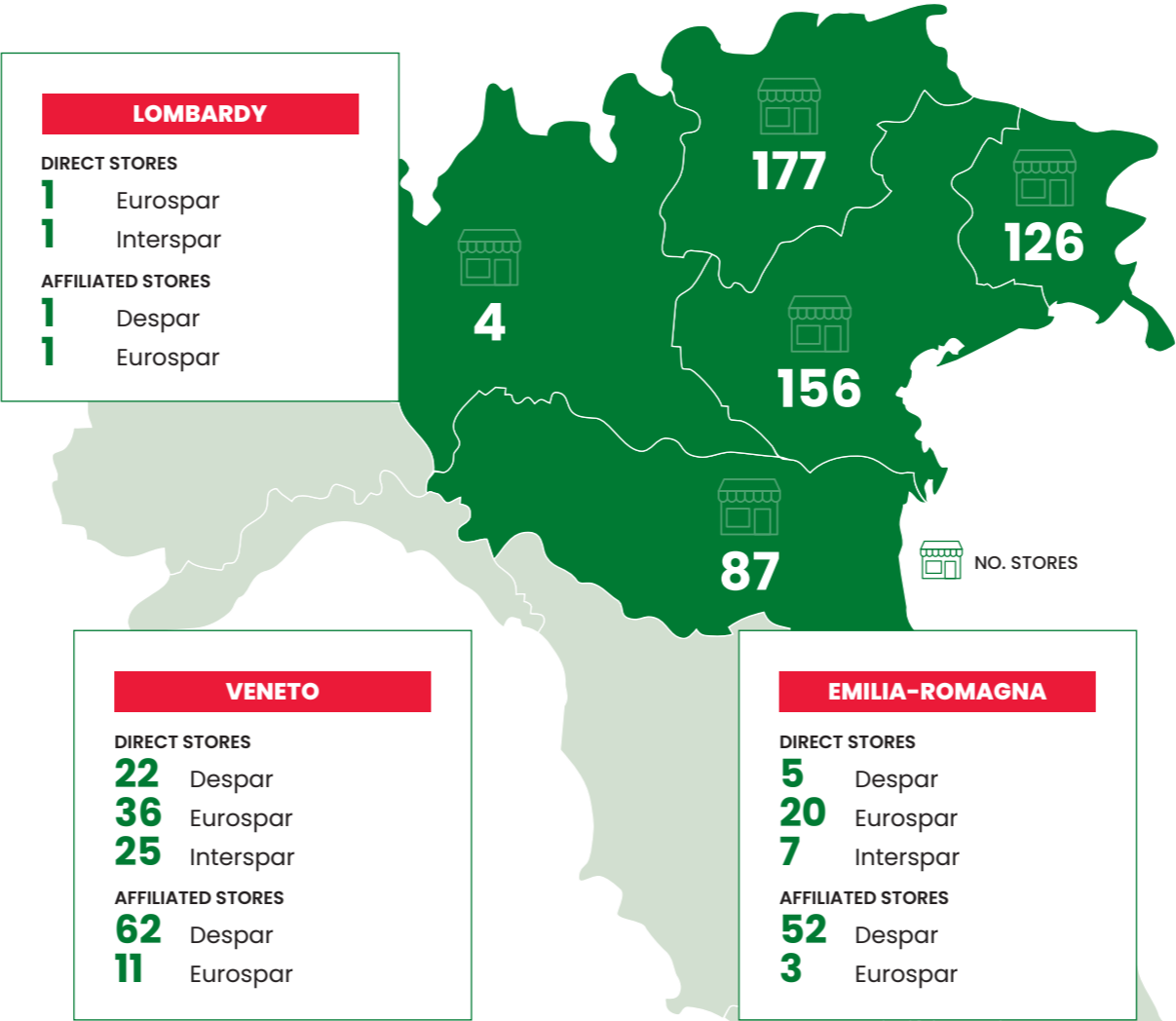
### EMILIA-ROMAGNA

#### DIRECT STORES

**5** Despar  
**20** Eurospar  
**7** Interspar

#### AFFILIATED STORES

**52** Despar  
**3** Eurospar



operated or affiliated – are structured in **three signs**, depending on the size and offer, aim to offer customers a wider choice tailored to their needs (p. 34).

In 2024, the Italian retail trade showed signs of recovery. According to ISTAT data, retail sales increased by 0.7% in value in December 2024, while volumes were down (0.4%) compared to the previous year. In both cases, the overall dynamic is mainly determined by the trend in food sales.

Source: ISTAT

As far as discount stores are concerned, the ISTAT data for December 2024 show a sales growth of 3.1% year-on-year. This increase reflects a continuous expansion of the discount segment, which remains one of the most dynamic categories in the Italian retail scene. ISTAT data for December 2024 also indicate a continuous growth in online sales, with an increase of 2.5% compared to the same month of the previous year. This trend shows a consolidation of e-commerce as a complementary sales channel to traditional retail.

Source: ISTAT

There is a growing consumer focus on organic and healthy products, influenced by economic factors, generational factors and an increased awareness of personal well-being and environmental sustainability.

Source: Coop Report 2024 – Winter Edition

Furthermore, 62% of Italians expect stability in their outgoings, while 24% fear an increase in costs for essential goods such as utility bills and fuel. In parallel, 'wise shopping' and sustainability are redefining the way Italians shop.

Source: Coop Report 2024 – Winter Edition

**+2.5%**  
Growth in online sales compared to the same month last year

It is the  
largest SPAR  
organisation in  
the world

SPAR AUSTRIA

Despar Nord (Aspiag Service srl) is managed and coordinated by the sole shareholder **Aspiag Management AG** which is based in Widnau (Switzerland) and is part of the Holdag Beteiligungs GMBH group (SPAR Austria Group), whose headquarters are in Salzburg.

The SPAR Austria Group is the largest SPAR organisation in the world and, in addition to being the market leader in Austria, it has also entered other European markets such as Slovenia, Croatia, Hungary and Italy. SPAR Austria diversified its business into shopping centre management through Spar European Shopping Centre (SES) and into the sale of clothing and sports equipment (Hervis), also extending its presence to Germany and Romania. SPAR Austria's **sustainability strategy** moves on several fronts:

- **Assortment and community:** promotes the supply of organic and healthy products, supporting local agriculture and ensuring product quality. SPAR Austria introduced clear labelling of ingredients and nutritional value, facilitating informed consumer choices. It also implemented programmes to donate unsold food to charitable organisations, helping to reduce waste and support local communities.
- **Environment:** SPAR Austria aims to decrease CO<sub>2</sub> emissions by 80% by 2050 compared to 2014 levels, with an intermediate target of 50% by 2030. To achieve these goals, it is implementing measures to reduce energy consumption and increase energy efficiency. For example, it has invested in

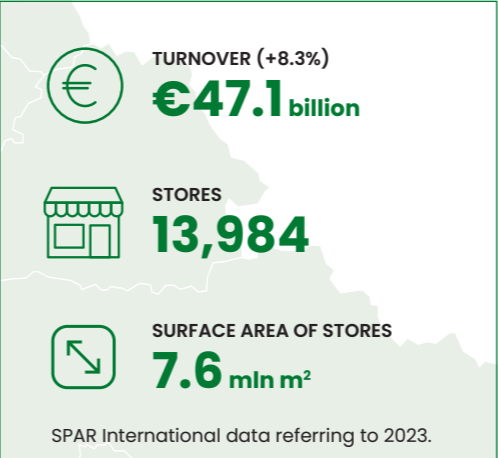
energy-efficient LED lighting technology, optimised heating and cooling systems in its stores and initiated projects to install photovoltaic systems on the roofs of its supermarkets.

- **Collaborators:** it offers continuous training opportunities and promotes an inclusive and safe working environment. For example, SPAR Austria has implemented training programmes for the development of its employees' digital skills, preparing the workforce for the challenges of the future.

SPAR INTERNATIONAL

Internationally, the SPAR brand is managed by SPAR International, present in 49 countries and with headquarters in Amsterdam. SPAR International is founded on **values that combine international momentum with quality and service close to the many local communities**. SPAR International is committed to adding value to the communities in which it operates by providing service and product assortment to all customers around the world. As a global brand, it recognises its responsibility to support social and environmental prosperity for all, and this sense of responsibility is at the heart of the **SPAR 'Better Together'** strategy, which is reflected in the objectives below.

- **SWITZERLAND**  
(Widnau)  
Aspiag Management  
headquarters
- **AUSTRIA**  
(Salzburg)  
SPAR Austria Group  
headquarters
- SPAR Austria Group has  
entered the retail markets  
in: Slovenia, Croatia,  
Hungary and Italy
- SPAR Austria is  
expanding into other  
areas with Ses and  
Hervis, including  
Germany and Romania



**49**  
Countries where  
SPAR International is present

- Health**  
Focus on nutrition, exercise and well-being
- Procurement**  
Commitment to local and sustainable goods and services
- Community**  
Engagement with community projects
- Environment**  
Developments in the field of food waste, sustainable packaging and recycling
- Climate**  
Tailor-made initiatives aimed at reducing CO<sub>2</sub> emissions and energy consumption
- People**  
Dedication to training and development

€

TURNOVER (+2.6%)  
**€4.5 billion**

🏪

STORES  
**1,324**

↗️

SURFACE AREA OF STORES  
**797,631 m²**

HIGHLIGHTS

DESPAR ITALY

In Italy, the Despar brand is managed by **6 different independent partners**, the largest of which is Despar Nord, united in the consortium company based in Casalecchio di Reno (BO). Each partner conducts its business in a predefined geographical area, under licence to the Despar brand and managing its own logistics platforms and stores in the territory. Despar Italy protects the brand, manages the direct contacts with SPAR International, and the development of the private label products and promotions. For the fifth year in a row, it received the prestigious **'Sign of the Year 2024-2025'** award in the Supermarket category, which confirms the brand's bond with its customers and testifies to the quality service offered by the stores with the fir tree brand.

1,600

trees planted with the Despar Diffused Forest Project

Despar Italia continues pursuing its commitment to sustainability, by consolidating and expanding its dedicated environmental protection and social responsibility initiatives. The company continues to invest in concrete projects that help reduce environmental impact. The projects launched in 2023 and renewed in 2024 include the Bosco Diffuso Despar (Diffused Forest), which was expanded by planting 1600 new trees in seven different locations in Italy. This project, developed in cooperation with PlanBee and local non-profit associations, aims to strengthen the relationship between Despar and local communities. The Bosco Diffuso initiative is part of Spar International's larger 'One Tree Planted' project, which to date has seen 90,000 trees planted by Spar organisations in different parts of the world.

Despar's commitment to combating climate change and protecting biodiversity is strengthened with the new 'Case delle Api Despar' (Despar Bee Houses) project. Thirty-five new beehives will be installed in the territories manned by the Consortium's members, each housing around 50,000 bees, with the aim of making a positive impact on the ecosystem. The project, created in collaboration with PlanBee, involves professional beekeepers from local farms, who will be engaged on a daily basis in maintaining the well-being of bees. This initiative aims to support those who work every day for the protection of the environment, creating value for the territory.

In 2024, the ambitious project to calculate the Carbon Footprint of Despar private label products continues. It has already led to the conclusion of nine agreements with involving a total of approximately 70 products (some projects are already completed, for others the calculation is ongoing).

On the subject of 'Food Waste', Despar Italy has signed up to sponsor the European

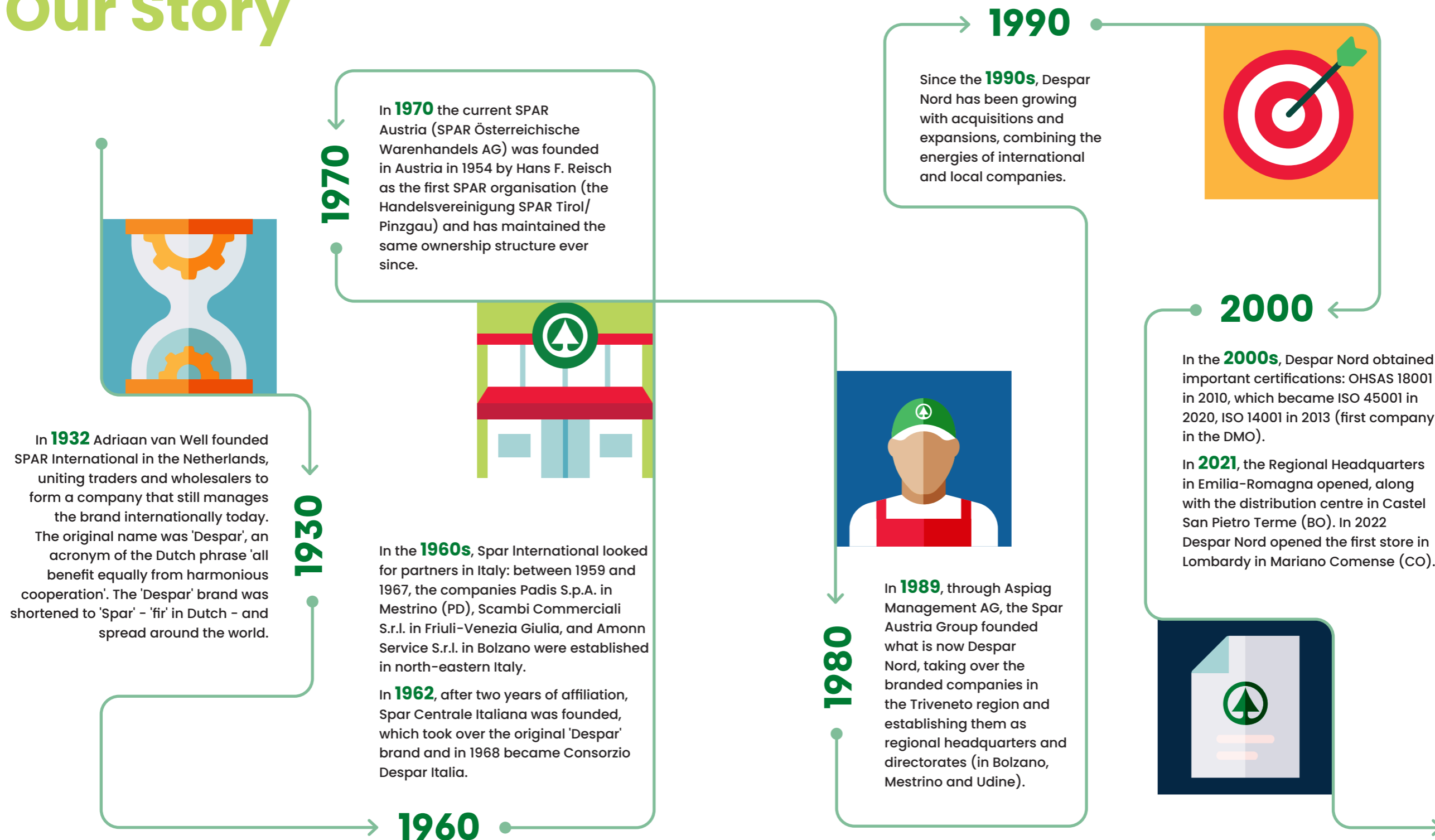


Despar Diffused Forest - stage in Reggio Emilia at the Api Libere farm

Week for Waste Reduction, a campaign aimed at raising citizens' awareness on the subject of proper waste management, launched by the European Commission as part of the LIFE+ programme. The initiative involved sharing its own initiatives implemented to reduce food waste and contribute to the development of a greater collective awareness of this issue. Despar Italia and its member companies actively joined in, registering the activities they perform every day to avoid food waste. At the central level, the 'Conscious Label' initiative, implemented together with Too Good To Go, was shared on products labelled 'best before'. The pictogram on the packaging invites consumers to look, smell and taste the product, which may still be good after the date stated. During 2024, training courses were provided with the Sant'Anna University of Pisa to

provide the participants of the Sustainability Working Group with a uniform level of expertise on the complex and diverse topic of sustainability. The courses were distributed throughout the year, comprising 6 training sessions of 4 hours each with face-to-face and online meetings. The first part of the year saw the introduction of the topic of European Directive 2022/2464, also known as CSRD; in the second part, the topic of biodiversity was explored, questioning the role that retail can play in the protection of ecosystems and natural capital and the Green Claims legislation still pending approval in the European Parliament. For the future, Despar Italy aims to continue with the projects already implemented in the past two years to consolidate its commitment to the points outlined in the Sustainability Manifesto 'Let's Change Tomorrow'.

# Our Story



# WHAT WE DO

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The business model

The supply chain

Purchases

Private label products

The Meat Centre

Logistics

Sales

Affiliated stores

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# The business model

GRI  
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Despar Nord operates **supermarkets with a purely food-oriented vocation**, purchasing consumer goods from branded and private label industry suppliers, to resell in its own and affiliated stores. In order to provide the customer with the best value, we collaborate with various suppliers of goods and services with predefined standards, which allow for **a comprehensive and high-quality offer**. The different stages of our distribution system convey goods to the stores, also thanks to the support of the four Regional Head Offices in Bolzano, Mestrino (PD), Udine and Castel San Pietro Terme (BO), to which all the stores refer and which bring the Company even closer to the territory.

THE SUPPLY CHAIN

Despar Nord's supply chain encompasses the stages of **supplier selection, production in the Meat Centre, distribution and sales to the customer** and enables the company to ensure effectiveness in achieving its objectives, for itself and for its stakeholders.

Throughout the supply chain, synergies are developed between company personnel and suppliers in order to maintain a strong professional relationship, contain costs, reduce impacts and **guarantee customers adequate prices and quality** in the processing and transport of products. Despar Nord maintains a strategic approach to its suppliers which is oriented towards collaboration and innovation to promote constant optimisation.



PURCHASES

Suppliers are selected according to a **customer-oriented logic** that pursues product quality, competitive prices and transparency in business relations. Procurement management is supported by processes for **sharing information between Company and supplier** that speed up the flow between purchase orders and product delivery to the store.



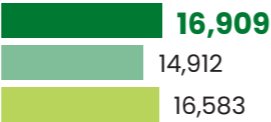
## Sapori del Territorio

With the symbol of a red apple, Despar Nord's Sapori del Territorio initiative has been celebrating the excellence of local products and the artisans who create them since 2015. This brand represents a concrete differentiation strategy aimed at celebrating and promoting products of excellence from the regions where the company operates. Since 2023, the focus has also been on small food and wine producers, often lesser known but of great value. The objective? To bring this excellence to the shelves, guaranteeing authenticity, quality and freshness, supporting local economies and promoting sustainable practices throughout the supply chain through short-distance transport and direct delivery to stores. The proposal is divided into micro-local products where each item is offered by a small producer close to the territory of our stores, with a view to protecting local supply chains, the producer's craftsmanship and the historicity of the product; regional products, which identify items from a producer who sells mainly in the region, are made in the region and have limited production volumes. To date, more than 3,000 products from over 400 producers enrich the dedicated spaces within the stores, including specialities from Veneto, Trentino-Alto Adige, Emilia-Romagna and Friuli-Venezia Giulia. Sapori del Territorio is not just a project, but a concrete commitment by Despar Nord to enhance Italian traditions and promote sustainability. Each visit to the stores becomes an experience that tells the best of our territory, transforming the shopping experience into a journey through local excellence.

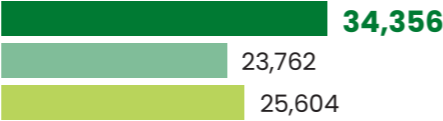
### Average number of products offered

2024 2023 2022

#### DESPAR



#### EUROSPAR



#### INTERSPAR



In order to shorten waiting times, increase the possibility of scheduling supplies and delivery discounts, we purchase products through ESD Italia, a central purchasing and marketing company that negotiates supply contracts with national FMCG manufacturers on behalf of its members.

At Despar Nord, references defined in product categories perceived by the consumer as related or substitutable become an **ecosystem of products that respond to the different needs of the customer** who has increasingly become a buyer who is free to evaluate and choose. By gaining knowledge of product behaviour and choice criteria, the concept of category management is developed, which focuses on the categories of customers and needs to be satisfied.

The assortment also includes a **focus on sustainability-conscious product categories** and on customers with specific nutritional or purchasing needs, as well as a wide range of Despar private label products.



## DeVino festival and on tour

A large turnout of enthusiasts and onlookers was recorded on the morning of 2 November at the Le Brentelle shopping centre in Sarmede di Rubano (Padua), where more than 2,000 people attended the 'DeVino Festival' event, conceived and organised by Despar Nord. Now in its fifth edition, "DeVino Festival" once again proved to be an important and enjoyable gathering for discovery and dialogue around the world of wine and flavour. The event offered a rich journey through the unique characteristics and differences of various wines and their wineries of origin.

What truly marked the success of Despar Nord's initiative was the experiential format adopted by the organisers, who curated a full day of diverse activities from Saturday morning through the evening. These included free tastings, guided tours, and themed tasting workshops led by renowned oenology experts and professional sommeliers, who explored the relationship between food and wine and offered original pairing suggestions. A tour to discover the characteristics of the production of famous wineries and terroirs recognised for their

peculiarities, from Piedmont to Lombardy and from Tuscany to Veneto, enriched for the occasion by the combination of wine and classical music, with which Despar Nord decided to entertain participants also through live music performances by students from various conservatories in the Veneto region.

After the record number of visitors recorded at the 'DeVino Festival', the company organised the 'DeVino on tour' initiative on 16 November, held at the same time in the Interspar stores of Veneto, Friuli-Venezia Giulia, Trentino-Alto Adige, Emilia-Romagna and Lombardy.

This was an itinerant event that included, within the sales stores specially set up for the occasion, a tasting tour of wines from the various provincial and regional territories involved. Expert sommeliers, oenologists, and even the winery owners themselves provided technical and experiential guidance inside the Interspar stores. They introduced and presented selected labels from specific wineries, chosen for their strong ties to the local territory and the high quality of their wines.

PRIVATE LABEL PRODUCTS

In order to further convey values such as quality, convenience, innovation and concern for the environment and health, Despar Nord together with the Despar Italy Consortium manages a wide assortment of private label products. Private label products, which include all major categories of goods, are created from a **selection of the best manufacturers** and are offered in different lines or brands. The strategy pursued is to **create a clear, visible and comprehensive on-shelf offer** with respect to new market trends.



PRIVATE LABEL TURNOVER (+5.4%)

€759 mln



PRIVATE LABEL SHARE OF DIRECT STORE TURNOVER

33.04%



ACTIVE REFERENCES OF PRIVATE LABEL PRODUCTS

6,755

HIGHLIGHTS

DESPAR: our storefront brand gets a makeover

Despar, our leading brand in terms of sales revenue continues evolving with an increasingly modern design. 2024 was another key year for relaunching products,

with 176 restylings introducing more contemporary and appealing packaging across all sections, from frozen foods to dairy products and fresh pasta. The update was met with enthusiasm by customers, contributing to revenue consolidation and supporting volume growth.



Despar Premium: the journey through Italy's culinary treasures continues

In 2024, the brand focused on discovering products with unique flavours, offering an authentic taste of Italian tradition. The assortment was enriched with the launch of 41 new products, selected to offer the best of Italian cuisine and beyond. The brand



recorded an 11% growth in both turnover and volume, confirming its success. With an assortment of more than 500 items, Despar Premium remains one of our customers' most popular brands, coming 4th in the brand ranking.



More than 500

Despar Premium items

S-BUDGET: Super Growth

2024 was an extraordinary growth year for our S-Budget brand. Turnover increased by 35.2% compared to 2023, while volumes increased by 26.3%. We expanded our assortment to almost 750 items, confirming our third place ranking of private label products. Thanks to this expansion, we were able to offer a concrete answer to the discount segment, guaranteeing our customers a perfect balance between savings and quality.



750 s-Budget items

**21.1%**  
increase in  
2024

## Our Meat Centre: a guarantee of quality

For many years, the meat offered in Despar, Eurospar and Interspar supermarkets has come from the Centro Carni Tann, now located in Monselice.

The Meat Centre fully embodies the vision of the company, which has always considered the meat sector a strategic asset. For this reason, we are constantly investing in our production facilities, guaranteeing

maximum commitment at every stage of processing. Centralising production and directly managing our private label products allows us to guarantee high quality standards, putting our signature on every step of the process, from selection to daily distribution in the stores. Year after year, customers continue to reward our quality. Tann's production in Monselice also achieved extraordinary results in 2024, recording an increase of 21.1% in sales and 35.5% in units sold.

**35.5%**  
Increase in units  
sold in the same  
year



## DESPAR TRIUMPHS AT THE PLMA'S 2024

Despar was once again honoured at the PLMA's 2024 International Salute to Excellence Awards in Amsterdam, one of the world's most important trade fairs dedicated to private label products, with two awards going to two products that confirm the quality of the brand's product offerings: the 'Frolle con ripieno ai fichi' (shortbread with fig filling), winner in the 'Biscotti' category, and the 'Bohème' aluminium coffee capsules, winner in the 'Caffè' category, both from the Despar Premium line.

## THE MEAT CENTRE

The Meat Centre, located in Monselice (PD), a facility spanning 13,000 m<sup>2</sup> with a workforce of 120, produces and manages fresh meat for all the direct stores, for many affiliates and for the countries where we operate under the SPAR brand.

The selection of carefully chosen breeders, and the strict control, selection, and processing of the raw materials in compliance with **hygiene** and **food safety** standards, makes it a centre of excellence for the production of red meat and cold meats. Precision workmanship performed by expert hands and modern processing techniques guarantee our stores and franchisees **high quality** products.

All the marketed products carry a **traceability code** on the label, through which it is possible to trace the production history, right back to the birth of the animal and its feed. The products on offer keep pace with consumer trends by replacing potential allergenic ingredients with safer ones, and by emphasising organic, sustainable and local production. The entire supply chain of the main meat categories is controlled and carries the *Passo dopo Passo* (Step by Step) label.

The **Passo dopo Passo's supply chain** is a monitoring programme that enables consumers to know the origin of a product thanks to a stamp on the label, which guarantees its quality and safety from production to sale. In this context, for two years, beef production has been supported by projects such as 'Bovino allevato in Veneto', (Cattle raised in Veneto) 'Io sono Friuli Venezia Giulia', (I am Friuli Venezia Giulia) and 'Razza Piemontese', (Piemontese breed) which highlight the Company's commitment to regional excellence.

In 2024, a new cooked ham moulding line was introduced. While preserving the traditional hand-moulding method, it offers several advantages, including improved process efficiency and standardised product quality. The meat production stages and the production centre are certified **ISO 22000** and **ISO 45001** respectively.

2

## Meat Centre certifications



DELIVERIES  
**245,312**



DISTRIBUTION JOURNEYS  
**96,989**



REUSABLE CRATES  
**15,242,778**

HIGHLIGHTS

LOGISTICS

Logistics flows are **optimised and monitored at every stage of the distribution process** to ensure the freshness and safety of the products and constant supply to the stores every day. Despar Nord has **9 platforms** - 4 of which are Regional Head Offices - strategically located throughout the country and helping to rationalise transport. The Regional Head Office in Mestrino (PD) acts as the directional, management and administrative centre for all group activities and serves as the operational base for the Veneto region.

Packages shipped 2024

Fruit and vegetables   Frozen food   Cold meats and cheeses   Dry products   Non-food   Finished red meat products

PADUA

Padua  
**18,599,911**  
Monselice  
**20,430,530**  
**878,175**  
Mestrino  
**14,762,183**

VERONA

Verona  
**5,122,563**  
Vallese di Oppeano  
**1,323,158**

Total packages shipped  
**111,619,174**

BOLZANO

**11,583,301**

UDINE

**14,320,069**

VENICE

Pianiga  
**15,418,168**

BOLOGNA

Castel San Pietro Terme  
**9,181,116**



Monselice logistics platform (PD)



**100%**  
**reusable**  
**plastic crates**  
**used instead**  
**of traditional**  
**disposable**  
**containers**

The Regional Head Office in Bolzano is the registered office and manages the business activities in Trentino-Alto Adige. The Regional Head Office in Udine is responsible for the commercial activities in Friuli-Venezia Giulia; the Regional Head Office in Castel San Pietro Terme (BO) serves Emilia-Romagna. Within each Regional Head Office there is also a logistics platform for dry products. In 2024, the logistics activities in the Mestrino (PD) and Udine distribution hubs were internalised.

To transport our products we use a fleet of mainly Euro 5 and 6 class vehicles, equipped with the technology to maintain the right temperatures for the different types of goods and always travelling with optimised loads. Since 2023, the company has significantly expanded its owned fleet with newer vehicles equipped with the latest performance and technology features.

For various product categories we use 100% reusable plastic crates as a partial replacement for traditional cardboard, wood and disposable plastic containers. Reusable crates guarantee better product quality, freshness and hygiene and their use is being extended to more and more product categories in a bid to limit waste.

The synergy between the different deliveries, in some cases made in just-in-time, and the appropriate technologies adopted allow for **cost-effective replenishment of shelf stock**, balancing product expiry, customer demand and promotion trends.

**Biofuel in transport**  
**to stores: HVO**

In the last three years, Despar Nord has significantly expanded its own fleet, initiating a partial internalisation project of its transport activities, with the aim of improving the flexibility and quality of service by directly controlling the activities. The project initially concerned the Bolzano and Monselice depots (a total of more than 30 million packages shipped): direct distribution from the Bolzano depot was completely internalised, while the Monselice fleet currently has 26 owned vehicles out of the total of 60 vehicles used.

In parallel, the company has embarked on a strategy of progressively using HVO as an alternative fuel for these vehicles. This decision was made possible by the acquisition of recent 100% drop-in certified vehicles, which allow the immediate and efficient use of HVO (Hydrotreated Vegetable Oil) biofuel without requiring structural changes to the engines. HVO is a hydrogenated biofuel similar to Diesel, but obtained from used frying oil, animal fat waste, waste generated by processing vegetable products or crops that do not compete with the food chain. To effectively support this choice, the company decided to invest in the construction of an in-house petrol station for the local refuelling of its own vehicles.

The transition to HVO biofuel started with a pilot project involving two vehicles with

Monselice and Bolzano residence plates. Using Ecologistico2, GS1 Italy's free ECR web tool, it was possible to calculate the emission reduction achieved by the company thanks to the project. This initiative resulted in a reduction of about 6% in total CO<sub>2</sub> and WtW emissions compared to the use of Diesel B7 (of fossil origin). Assuming instead a future scenario in which the fleet of the two depots used only HVOs, the impact in terms of total CO<sub>2</sub> and WtW emissions would be reduced by about 81%. This strategy will be facilitated by HVO distributors inside the depots, eliminating additional time and distances compared to similar 'public' distributors.

The use of HVO therefore offers significant benefits in terms of reducing GHG emissions, supporting the process of decarbonising transport at the stores. The internalisation of transport, together with the investment in an in-house HVO distributor, makes the management of deliveries and supplies more sustainable and efficient, providing greater control over operating times and costs. However, there is a need to pay attention to the availability of biofuel and optimise the use of vehicles, in line with fluctuating volumes and the needs of the stores.



SALES

Despar Nord adopts a diversified sales model, structured around several point-of-sale formats, designed to respond in a targeted manner to different customer needs. This variety makes it possible to offer a tailor-made shopping experience while maintaining the brand's distinctive elements: product quality, a strong local

presence, an attentive and dedicated service and a wide range of Despar private label references. In addition to directly managing **247 stores**, Despar Nord supports and supplies **303 affiliated retailers**, providing them with all the know-how and skills they need to operate successfully under the Despar sign.

The formats have the following characteristics:



True to its original identity, the Despar brand identifies **small neighbourhood supermarkets** (100-800 m²) which, in a typically family-friendly space offer an assortment aimed at **daily shopping** and specialising in fresh and extra-fresh products.



It identifies **medium-sized** stores (801-2,499 m²) capable of serving a larger urban area with consumption needs directed towards **weekly or fortnightly shopping**, offering a wider choice with non-food products and some basic services.



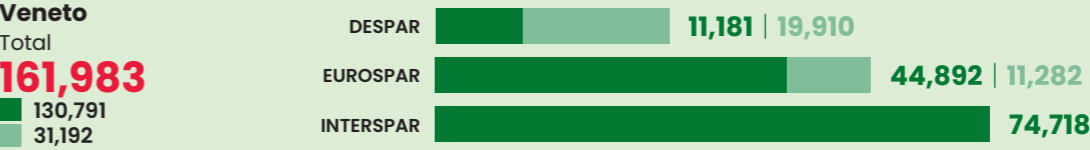
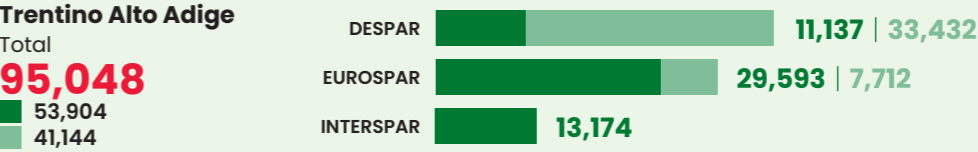
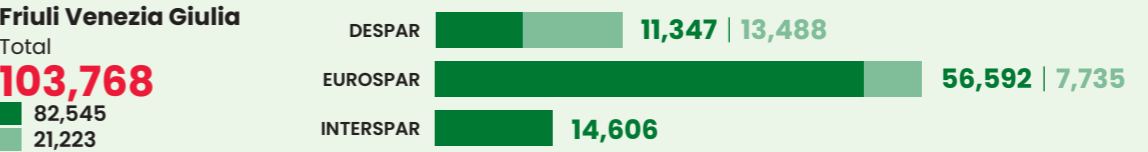
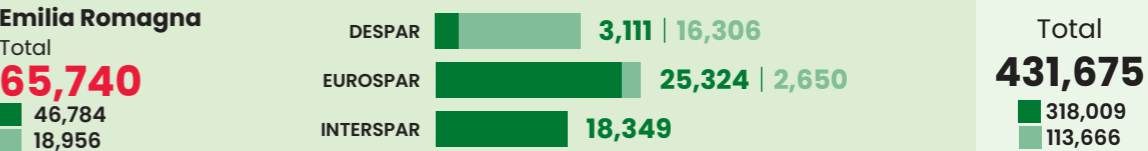
It identifies the **largest** stores (>2,500m²), characterised by a wide assortment of **fresh and extra fresh** products and a **wide range of services and non-food products**, ranging from electronics to gardening and household appliances.

SALES NETWORK	2024	2023	2022
Despar	77	78	84
Eurospar	128	131	130
Interspar	42	41	41
Total direct	247	250	255
Affiliates	303	304	306
Total	550	554	561

NET SALES (€)	2024	2023	2022
Despar	253,169,561	258,169,227	241,569,548
Eurospar	946,353,946	919,533,296	857,866,187
Interspar	744,999,397	731,373,065	699,629,983
Total direct stores	1,944,522,903	1,909,075,588	1,799,065,718
Net sales to affiliates	316,647,043	300,702,926	279,242,978

Surface area of stores by region (m²)

Direct Affiliates



Despar Nord is committed to investing in sustainable development for the benefit of the region, its people and the communities in which it operates, and this is reflected every day in the development choices made by the sales network. In 2024, five new direct sales stores were opened, four in Emilia-Romagna and one in Veneto.

In parallel, several stores were refurbished to provide customers with a more modern and efficient shopping experience. Both the new openings and the renovations are carried out with a focus on sustainability. Read more on page 54.



Eurospar San Giorgio di Piano (BO)

The new Eurospar is a next-generation supermarket that prioritises **quality, convenience** and **customer service**. A defining feature of the new store is its **focus on assortment and customer service quality**, with an emphasis on full-service counters in the deli, butcher, and fish sections.



Eurospar Spilamberto (MO)

The Spilamberto store embodies the **evolution of the Eurospar** format, combining innovation and attention to customer needs. But that's not all: the intervention related to the Spilamberto store is the first stage of a large development project that will cover the entire area with **future construction of residential spaces and creation of an urban forest** to serve the community.



Interspar Renovations of Rovigo and Adria

The Interspar stores in Rovigo, inside the La Fattoria shopping centre, and in Adria, at the Il Porto shopping centre, underwent a complete restyling, aimed at improving the shopping experience and better meeting customers' needs. Both stores, managed by Despar Nord, feature an innovative **layout and modern facilities**, the result of a significant investment in the area. Renovations focused on **sustainability and energy savings**. The stores aim to improve the customer shopping experience by introducing eye-catching graphics and interactive communications that make promotions more visible. Key new features include the **sushi section, pizzeria corner, and full-service butcher counter**, along with a wide selection of local and regional products. Special attention is devoted to the promotion of local products through specific spaces for the **"Sapori del Territorio"** brand, which aims to support local supply chains and give visibility to local producers.



Eurospar Castelnuovo Rangone (MO)

The Eurospar format in Castelnuovo Rangone introduces several innovations, offering a shopping experience inspired by the **shop by shop** concept. The tour starts in the fruit and vegetable section and continues through the cheese counter, the bread counter and the pizza corner. These are followed by the delicatessen, fishmonger's and butcher's counters, and finally the frozen food area. Each section is characterised by distinctive graphics, with dedicated signs and displays. In addition, **monitors were installed to present promotional offers and foster interactive communication** with customers. In this store, Despar Nord has also activated **partnerships in support of local sports clubs and charities**.



Interspar Castelfranco Veneto (TV)

The store provides a fast and intuitive shopping experience, with a carefully designed layout that highlights different product categories and promotions. The goal is to make shopping easier and more accessible for customers, while maintaining a strong focus on quality and affordability. One of the store's new features is the **pizzeria Corner**, offering freshly made pizzas and focaccias prepared in-store. There is a **photovoltaic system and electric columns for recharging cars and bicycles, the use of electronic labels and the installation of an eco-compactor**, managed by the Coripet Consortium, for the collection of PET food bottles. This store, like the others in the network, is characterised by its proximity to the customer, an aspect that is reflected in the promotion of zero-kilometre products and local micro-productions, enhancing the excellence of the provincial and regional territory. The store also stands out for its new in-store communication aimed at increasing the customer's perception of convenience.



Eurospar Guastalla (RE)

It is located close to the historical centre of Guastalla, with around forty employees, almost all of whom live in the area. It is an example of innovation and sustainability, realised by redeveloping a disused building. It offers **83 parking spaces**, including spaces for the disabled, expectant mothers and electric vehicle charging. The Eurospar is designed to reduce energy consumption and minimise waste, with solutions such as dairy wall doors and LED lighting. Each section is customised to enhance the shopping experience, with a focus on convenience and the promotion of local produce through the 'Sapori del Territorio' brand.





The sales process, in all its channels, is geared towards building a solid relationship with the customer, offering not only quality products, but also an innovative and welcoming environment. Each store is designed to integrate the most advanced technological and communication solutions, making it sustainable and easy to use for both customers and employees.

In 2024, the focus was on harmonising store processes and tools in synergy with the Spar Austria Group, a goal that will continue to drive activities in 2025. In parallel, several strategic projects were completed, including:

- **Extension of the installation of electronic labels to replace paper ones:** In 2024, the installation of electronic tags was extended to six stores, four of which newly opened and two undergoing full renovation. This innovation has made it possible to eliminate paper labels, significantly reducing paper consumption and the need for printing. In addition to the environmental benefit, electronic labels provide greater operational efficiency: they reduce the time it takes to update prices, making the work of our colleagues in the stores more streamlined, they ensure the display of correct information, and they help to reduce toner consumption, thereby optimising shop resources.
- **'Anti-waste' coupon Activation:** This project was created with the aim of reducing waste by offering customers the opportunity to buy products close to expiry at a favourable price. In 2024, the 'anti-waste' coupon system was implemented in all stores, contributing to a more conscious and sustainable consumption.
- **Lean Trasformation:** In 2024, the adoption of the Lean methodology mainly concerned the Gastronomy and Fruit and Vegetable sections, with

the launch of a pilot project in the Meat section as well. Here, the optimisation of processes made it possible to improve the preparation of goods according to the actual rotation, adjusting the display spaces accordingly. At the same time, the extension of the Lean methodology in Interspar stores continued, with a focus on streamlining store processes. The direct involvement of employees has been central to consolidating achievements and promoting a culture of continuous improvement.

**AFFILIATED STORES**

Despar Nord also supports and enhances its territory by affiliating local entrepreneurs to the Despar brand, guaranteeing support for local business and an increasingly widespread service. The affiliation includes a constant involvement of partners through shared activities, working groups, discussions and support in every aspect of the business, from technical to assortment, from marketing to personnel management and management control. This approach provides franchisees with an increasingly close alignment with the direct network, strengthening brand recognition and ensuring high quality standards for customers.

Here are some testimonies that relate our affiliates' connection to the people and the territory



**MILAN  
EUROSPAR MELEGNANO**

Earlier this year, the franchisee installed an eco-compactor in partnership with Coripet, providing a concrete benefit to the community. By conferring PET plastic bottles, citizens can accumulate points and get discounts, thus contributing to environmental sustainability. Moreover, thanks to local government regulations, recycling can mean a possible tax reduction, proportional to the amount of plastic delivered.



**BOLZANO  
DESPAR SELVA VAL GARDENA**

In the delicatessen section, the store houses a work of art created by a local artist, a valuable element that enriches the ambience and is particularly appreciated by customers.



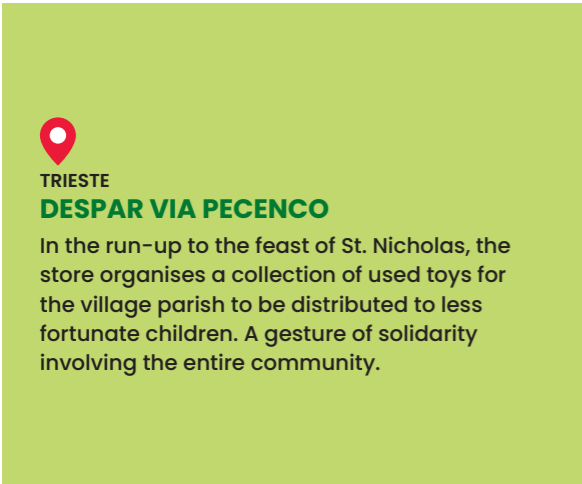
**BOLZANO  
EUROSPAR SAN VIGILIO DI MAREBBE**

For years, the store has invested in energy consumption, becoming almost self-sufficient. Also on the social side, it has launched initiatives to create a harmonious and inclusive working environment. These include the organisation of the working week over five days with continuous shifts, a choice that favours a better balance between professional and personal life.



VENICE  
**EUROSPAR CHIRIGNAGO**

For the 'Scuola facendo' initiative (see page 73), the affiliated store doubled the points awarded, thus increasing the value of the school vouchers issued from 7,145 to 14,290. This contribution had a significant impact on the prize collection for schools in the area.



FERRARA  
**DESPAR CORSO CAVOUR**

Since opening ten years ago, the store has introduced a home delivery service using only a bicycle. The high demand has made this initiative a strong point, so much so that for the past two years, a collaborator has been primarily dedicated to bicycle deliveries, guaranteeing a sustainable service that is increasingly popular with customers.



## Affiliate Academy

This is a **high quality training course** for the benefit of future 'Despar Entrepreneurs', created with a focus on the individual specificities of the group of participants. It is capable of supporting them in the development of their own way of doing business, being useful for the development of managerial skills, providing **ideas, contents and tools that can be used and applied in their own specific work realities**, and to accompany and support entrepreneurs accompanying them through the difficult generational change.

The second one-year edition ended in July 2024. The training offer and teaching methodology included **classroom lectures** but also **practical demonstrations and exercises, training** in direct Despar stores, **visits to the production facilities of supply chain suppliers and to the shops of the parent company SPAR**: all with a view to a mutual exchange of experience, skills and competences to increase and specialise the know-how of the

participating entrepreneurs, this year around ten in all (average age 34). In addition to the affiliated entrepreneurs who enrolled their family members in anticipation of generational change, others included their employees in the programme, thus fostering professional development and recognising the value of people and trades.

The programme is comprehensively structured on three topics (soft skills, managerial skills, section-specific skills) with **continuous monitoring** by means of satisfaction questionnaires and individual interviews, and **mentoring** of area managers. This year the Academy, responding to requests received, has also activated individual modules that present specific focuses on topics related to store management. The teaching cycle ended with the presentation and discussion of an individual project for each entrepreneur, where the best practices explored during the year were put into practice.

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# The ESG strategy

## STAKEHOLDER ENGAGEMENT

Despar Nord grows with its territory and maintains strong relationships with its community. **The relationship with its stakeholders is considered fundamental and strategic** in the development model undertaken by the company. The main stakeholder categories are summarised below, together with the ways in which they are involved.

### OUR STAKEHOLDERS



**Management**  
It includes partners and directors.



**End consumers**  
Customers who make purchases at the stores.



**Affiliates**  
Local entrepreneurs to whom we provide goods, services and support with an affiliation contract.



**Suppliers**  
Business partners with whom we cooperate, in mutual interest, to satisfy customers.



**Despar Italia Consortium**  
The brand licensee for Italy, it protects the brand, manages the direct contacts with SPAR International, and the development of the private label products and promotions.



**Collaborators**  
Fundamental resource that enables the achievement of goals through professionalism, competence and well-being.



**Banks**  
Financial partners that support the company financially.



**Representative associations**  
Trade associations and trade unions offering opportunities for discussion and support in analysing the sector.



**Competitors**  
Companies that can affect the target market and our own results.



**Public Administration**  
Reference for the main authorisations and realities that are affected by the opening of a store or other business activities.



**Universities**  
Universities with which Despar Nord collaborates for mutual dialogue and improvement.

### HOW WE INVOLVE THEM

- Periodic meetings with the contact persons of the corporate functions.
- Directly at the store, with the Despar Tribù App, monitors and LED advertising walls, in-house radios, beacons.
- Via websites, blogs, social media, e-mail (info@despar.it) and radio.
- With regular market surveys by external companies, qualitative research by telephone and online.
- Regular meetings between affiliate representatives and company contact persons.
- Frequent visits by affiliate channel managers to the relevant stores.
- Comparison between the category manager and the individual supplier.
- Analysis of surveys conducted on a representative sample of major companies.
- Continuous discussions with business functions, especially purchasing and private label products.
- Working groups
- Internal climate surveys.
- 'InDespar' house organ within the Despar Tribù App, internal communications.
- Dedicated projects.
- Regular meetings at the company and at their premises.
- Annual press conference to present company data.
- Mandatory and regular exchange and sharing of information.
- Relations with Federdistribuzione.
- Contacts through Federdistribuzione.
- Regular meetings in the services conference.
- Press and web monitoring.
- Activities with schools.
- Curricular and extra-curricular internships.
- Academic meetings.
- Research working groups.

GRI  
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DIRECTLY GENERATED AND DISTRIBUTED ECONOMIC VALUE (€)	2024	2023	2022
DIRECTLY GENERATED ECONOMIC VALUE	2,547,679,494	2,507,288,548	2,328,098,950
Revenues*	2,547,679,494	2,507,288,548	2,328,098,950
DISTRIBUTED ECONOMIC VALUE	2,467,617,111	2,415,629,546	2,237,987,003
Operating costs	2,094,207,179	2,072,981,702	1,922,208,802
Remuneration and benefits**	345,462,482	319,524,739	293,915,513
Payments to credit institutions	10,266,180	7,199,119	2,474,301
Payments to Public Administration	10,209,981	6,540,503	10,041,044
Investments in the community	7,471,289	9,383,482	9,347,343
Dividends to shareholders	-	-	-
RETAINED ECONOMIC VALUE	80,062,383	91,659,002	90,111,947

\* 'Revenue' differs from net sales because it also takes other revenues and income into account.  
\*\* 'Remuneration and benefits' differs from the staffing costs in the Profit and Loss Account because it also takes into account gratuities paid to collaborators.

To the stakeholders, identified in the main categories, the Company redistributes the economic value generated during the year. In 2024, the economic value distributed in our trading area mostly involved suppli-

ers and collaborators, thus promoting the development of production activities and small and medium-sized enterprises in our area, in line with the targets of SDG 8.



MATERIALITY ANALYSIS

Stakeholders engage regularly with the Company, facilitating the identification of material topics. These topics represent the positive and/or negative impacts on the economy, environment and people, influencing sustainable development. The process used to determine them includes understanding the context, identifying impacts, evaluating and prioritising; results may be revised to reflect the most significant impacts. The following material topics are reported according to GRI Standards.



Climate change  
Pollution  
Circular economy  
Water  
Biodiversity



Employment  
Equal pay, conditions and opportunities  
Consumer welfare  
Community and Territorial Development



Business Ethics

Between the end of 2024 and the beginning of 2025, a first dual materiality analysis exercise was carried out to accommodate the evolution of the standards related to it. In fact, with a view to ensuring future compliance with the CSRD (Corporate Sustainability Reporting Directive) and the related ESRS (European Sustainability Reporting Standards) published by the European Union's EFRAG body, an in-depth dual materiality analysis (DMA) was conducted: impact and financial.

Material topics become material if they are significant for one (inside-out), the other (outside-in) or both aspects and are measured through differentiated parameters: impact materiality concerns positive or negative impacts (I), financial materiality raises questions about risks and opportunities (R&O). For each one, the measurement is carried out according to precise criteria specified by EFRAG (EFRAG Implementation Guidance IGI Materiality Assessment). The steps for determining the material topics are described in the referenced document and were followed as outlined below.

**(A) UNDERSTANDING THE CONTEXT**

In this phase, we developed an overview of our business activities and value chain (p. 22 'Business Model' and 'Supply Chain') and an understanding of the main stakeholders involved (p. 44 'Stakeholder Engagement'). In addition, the external context in which Despar Nord operates was analysed with the following considerations.

In the global scenario, it can be seen that the main risks, both in terms of impact and likelihood, in the short term (two years) are heterogeneous across technology, environment, society and geopolitics, while in the long term (10 years) they focus on the environmental categories. Indeed, the Global Risk Report 2025, published annually by the

World Economic Forum (WEF), highlights the need for urgent and concerted action by global leaders, businesses and citizens to build a more resilient future and mitigate the global risks, which are increasingly interconnected, such as:

- in a two-year time horizon: disinformation, extreme weather events, armed conflicts, social polarisation, cyber espionage and wars;
- in a ten-year time horizon: extreme climate events, loss of biodiversity

and collapse of ecosystems, critical changes in earth systems, lack of natural resources and disinformation.

In the course of our activities, we are exposed to risks related to the external macroeconomic system and the Company's strategic choices, which may affect value creation over time. The Directors, assisted by the **Supervisory Board** and the **Auditing and Company Asset Protection** functions, monitor the risk factors in order to identify and prevent events that may adversely affect the company's business.

(B) IDENTIFICATION OF IROS

In this phase, we identified actual and potential impacts, risks and opportunities (IROS) related to ESG issues in our operations and in the upstream and downstream value chain. The considerations were aligned and integrated with the sustainability issues outlined in ESRS 1 - General Requirements to ensure completeness, to which sustainability issues specific to our organisation were added. A useful starting point was the previous impact materiality analysis conducted according to the GRI Standards (last updated in 2024).

For each IRO identified as material, it was specified whether it related to its own operations or whether it was upstream/downstream in the value chain, as well as the reference time horizon. To support this, interviews were conducted with Sustainability Practitioners (p.101) who, with their experience of the business, provided crucial input to identify the most relevant areas.

(C) EVALUATION AND VALIDATION OF IROS

The result was a long-list of IROs for in-depth impact and financial evaluation. With regard to the former, the extent of the effects was taken into account and an order of priority was defined. With regard to financial relevance, the risks and opportunities identified are closely linked to the impacts and the financial effects were estimated in terms of the Company's economic performance with the involvement of the Administration & Finance functions. In addition, appropriate materiality thresholds were defined to arrive at the final list of IROs. The latter was validated with management and through the involvement of industry experts, to which a consistency check against the DMA of the parent company SPAR Austria was added and a consistency analysis compared with the impacts identified according to the GRIs. The following table summarises the sustainability issues - as provided for in ESRS 1 General Requirements - that were found to be material (in bold) and non-material/applicable.

RISK CATEGORIES	2 YEARS	10 YEARS
Economic	1 <sup>st</sup> Misinformation and disinformation	1 <sup>st</sup> Extreme weather events
Environmental	2 <sup>nd</sup> Extreme weather events	2 <sup>nd</sup> Biodiversity loss and ecosystem collapse
Geopolitical	3 <sup>rd</sup> State-based armed conflict	3 <sup>rd</sup> Critical change to Earth system
Societal	4 <sup>th</sup> Societal polarization	4 <sup>th</sup> Natural resource shortages
Technological	5 <sup>th</sup> Cyber espionage warfare	5 <sup>th</sup> Misinformation and disinformation

Source: World Economic Forum Global Risks Perception Survey 2024-2025.



ENVIRONMENT

E1 Climate change

- Adaptation
- Mitigation
- Energy

E2 Pollution

- Air
- Water
- Soil
- Living organisms and food resources
- Substances of concern
- Substances of very high concern
- Microplastics

E3 Water and marine resources

- Water
- Marine resources

E4 Biodiversity and ecosystems

- Loss of biodiversity
- State of species
- Extent and condition of ecosystems
- Impacts and dependencies on ecosystem

E5 Circular economy

- Resource inflows
- Resource outflows
- Waste

SOCIAL

S1 Own workforce

- Working conditions
- Equal treatment and opportunities for all
- Work-related rights

S2 Workers in the value chain

- Working conditions
- Equal treatment and opportunities for all
- Work-related rights

S3 Affected communities

- Economic, social and cultural rights
- Civil and political rights
- Rights of indigenous peoples

S4 Consumers and end users

- Information-related impacts
- Personal safety
- Social inclusion

GOVERNANCE

G1 Business conduct

- Corporate culture
- Protection of whistleblowers
- Animal welfare
- Corruption and bribery
- Political engagement and lobbying
- Supplier relationship management

Legend: not material or not applicable material

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## COMMITMENT TO SUSTAINABLE DEVELOPMENT

The UN 2030 Agenda prescribes the 17 goals (SDGs) - divided into 169 targets - for an equitable and sustainable global development and it has been signed by 193 countries, including Italy, which undertake to ensuring sustainable production and consumption patterns. In this sense, the initiatives taken by companies over the years have shown that this is possible provided that they adopt **business models that are geared towards sustainability**, with long-term profitability prospects and a view to innovation that provides solutions to not only economic, but also social and environmental problems.

For years, Despar Nord has made a concrete commitment to sustainability and this conscious choice has led to the pursuit of the Sustainable Development Goals most relevant to its business, prioritising 7

**SDGs and their respective targets: Good health and well-being, Affordable and clean energy, Decent work and economic growth, Reduced inequalities, Sustainable cities and communities, Responsible consumption and production, and Climate action.**

The company's activities also indirectly impact on the remaining SDGs, and for this full information is offered in the Attachments section, which contains a summary table with all 17 SDGs and their respective references within the Report (page 114).

Our strategy and our ESG performance reported in the Integrated Report show all stakeholders how deep-rooted and the themes conveyed by the SDGs are, and how they are based on the set of values defined in our **Sustainability Manifesto**.



**The  
sustainable  
soul of our  
enterprise**

 Despar is where the heart lies.

**Like a fir tree.**

Our Despar, just like a fir tree, has its roots in the territories in which we are present. And just like a fir tree's primary purpose is to spread oxygen, ours is to bring value to the community. We do this by increasing our responsibility towards communities, the environment, collaborators and suppliers on a daily basis.

## Our 10 promises for a fairer, more inclusive and sustainable future

## Care for the Planet

We are committed to reduce and monitor the impacts of our supermarkets, locations and logistics centres on the environment.



**Believe in people**

We actively contribute to the enhancement and protection of each person's uniqueness and the well-being of our collaborators; we believe in the professional value of people, investing in their training and development.

**2 Guarantee the quality and sustainability of our products**

We are working on the optimisation of our brand lines to make them more sustainable and encourage good nutrition.

### Give value to the community

We support local micro realities by embracing their principles and sharing their values.

## Promote and ensure health and well-being

We spread knowledge about a healthy and responsible lifestyle through our primary prevention projects, magazines, blogs, courses and social channels, and we are committed to providing collaborators and customers with safer, healthier environments.

**Choose to be transparent**

We show ourselves as we are, telling our story through what we do and what we state in our integrated report.

**Support local producers**

We forge a relationship of trust with them and organise courses and tastings to experience the charm of traditions at first hand.

**Have confidence in local entrepreneurship**

Our affiliated entrepreneurs are the meeting point between Despar and the communities; another way of being close to the people.

## Invest in the territory

We reclaim disused urban areas, renovate historic buildings and open innovative and sustainable stores.

## 1 Fight food waste and promote a culture of recovery

We collaborate with local authorities to donate unsold goods to those who need them most and, in our stores, we adopt innovative systems to reduce food waste.

THE ESG STRATEGY

The ESG strategy is a key element for business success in the competitive environment in which Despar Nord is embedded. To achieve this, the company deploys the set of corporate behaviours that derive from our values, and which have **economic, social and environmental development as their common denominator**.

For us, sustainability is an important value and characteristic within our business activities and also within the broader strategic framework defined by the Spar Austria Group. In this context, the ESG Strategy can be implemented through the following two groups of actions:

- **external actions** such as paying attention to the market, consumers and the local community, choice of suitable economic partners, supply chain, environmental awareness;
- **internal actions** such as innovation, consumer safety, occupational health and safety, human resources management and environmental impacts.



Three main focuses characterise the ESG Strategy: **Environmental, Social and Governance**, each of which will be discussed in more detail in this section. The disclosure of each one is analysed through the narration of the performances achieved, both

quantitative and qualitative, and the impacts produced, traced back to the material topics, in a circular path of continuous corporate value creation. In addition, the ESG strategy represents a long-term commitment made by the company's management, kept through

the contribution of collaborators and, more generally, stakeholders, within an effective monitoring and reporting system. In short, it offers a sustainable development model that allows the Company to thrive for a long time, **creating value for all stakeholders**.



# Environmental

## NEW OPENINGS AND RENOVATIONS

Our stores are the meeting place between the Company and our customers, the greatest example of our infrastructural capital, where we maintain a high level of innovation and development through the new openings and renovations carried out during the year.

Our development is exercised through the expansion or acquisition of individual stores or other supermarket chains. The activity includes the analysis and measurement of the main parameters of the area and of each individual municipality, by studying the resident population, tourist presences, the purchasing power of the area and any residual potential of the same, and taking into account the existing sales network (both Despar and competitors), as well as the forecast of future new openings. Contacts with entrepreneurs, public administration, local authorities, brokers and others facilitate the expansion, purchase or leasing of real estate, leading to contracts being assigned for its construction.

Another form of development involves an analysis of existing stores in order to verify if their performance can be improved by renovation, expansion or relocation to better locations. For new openings, Despar Nord favours a strategy of recovery and redevelopment of historic buildings and disused urban areas, also thanks to

major soil and subsoil reclamation works, with the aim of returning inaccessible areas to the community, avoiding land consumption, enhancing valuable buildings and architectural elements, and triggering a virtuous circle through collaboration with local companies, offering concrete support to local businesses. In addition, the spaces inside the stores are periodically reviewed and the aim is to offer a place that is always functional and comfortable, does not obstruct traffic, and is free from architectural barriers and unsightly architecture.

In 2024, 4 Eurospar direct stores were opened, namely in San Giorgio di Piano in the province of Bologna, Spilamberto and Castelnuovo Rangone in the province of Modena and Guastalla in the province of Reggio Emilia, and 1 Interspar direct store in Castelfranco Veneto in the province of Treviso, for a total of 7,711 m<sup>2</sup> of new sales area.

**The Eurospar in San Giorgio di Piano (BO)** stands on the site of a former bowling alley abandoned decades ago. This is a commercial valorisation project that has allowed the transformation of the area to create two commercial buildings, one with 1,500 square metres of food sales area and a second building with 1,000 square metres of non-food sales area, offering citizens the opportunity to have a modern, high quality store, also oriented towards convenience and a point of reference for everyday shopping. It also brings with it the overall urban regeneration of the area and the redevelopment of the urban fabric of Via IV Novembre with important public facilities in terms of parking, roads and cycle paths.

**The Eurospar in Spilamberto (MO)** is located in an area of approximately 102,000 square metres that is part of a large detailed plan divided into two functional sections.

**7,711m<sup>2</sup>**  
The surface area of new direct stores



Interspar of Castelfranco Veneto

The first functional section is for commercial use in which, in addition to the building of the supermarket, a number of urbanisation works have been carried out, such as the access road, complete with pavements, that connects directly to the existing roundabout on Via Modenese and a public car park with 36 parking spaces. The second section, which will be realised in the next few years, is for residential use in which an urban forest will also be created. It will also be possible to build public facilities for the community such as a gymnasium. In addition, future dwellings will be built according to 'nearly zero energy building' standards.

**The Eurospar of Castelnuovo Rangone (MO)** is located in an area of approximately 60,000 square metres that is part of a larger Private Initiative Implementation Plan divided into two functional sections, one for commercial use and the other for residential use, which will be realised in the next few years. With the

construction of the supermarket, important public works such as the roundabout on Via Battiti, cycle paths and public green areas were built to complete the surrounding urbanisation and to serve the current residents. In addition, the company is in talks with the municipal administration to define the permanent installation of a work of art to be inaugurated next April 2025.

**The Interspar in Castelfranco Veneto (TV)** is located in an area included in the Development Plan. The store, with a sales area of 2,500 square metres, proposes a new commercial format aimed at simplifying shopping for customers by emphasising not only national products, but also local products from the area close to the consumer in order to build customer loyalty and support the local economy. From a technological standpoint, the building was constructed as a high energy-efficiency property with an A4 energy rating.



The facility boasts a **photovoltaic system and electric charging stations for cars and bicycles, the use of electronic labels and the installation of an ecocompactor**, operated by the Coripet Consortium, for the collection of PET food bottles. In addition to the construction of the commercial building and the new road system, a roundabout was built to serve the community, which improves and simplifies traffic circulation in the vicinity of the store.

**The Eurospar in Guastalla (RE)** was built on a portion of a property from the historical SMEG factory. The urban regeneration operation in the first section allowed for the demolition of part of the old building, amounting to approximately 6,600 square metres, on which the new supermarket was built as well as the related car park

and new green areas, thus decreasing the amount of built-up land in the town centre. The second phase of urban regeneration has already been partly implemented with the renovation of the existing non-food commercial space. In the next few years, the renovation of the remaining part of the building will be completed with the addition of new prestigious uses.

In 2024, these investment activities amounted to EUR 76 mln and pursued targets 11.3 and 11.4 of the related SDG, since the stores always aim to be established in urban centres in a **sustainable, inclusive manner, safeguarding the existing cultural heritage**. Moreover, they were made possible by the company's ability to generate financial resources. This allows the company to operate in the market and is

the driver for financial strength, understood as economic sustainability. Economic sustainability, through the company's activities, sets the conditions for ensuring stakeholder satisfaction, the reduction of the environmental impacts, and a commitment to social sustainability.

The company's financial resources are generated by the results of our operations, from what we receive from the parent company, which has its own financial levers, and from the surplus of credit lines granted by banking institutions, confirming the trust placed in our Company. Periodically, the Company and its lenders discuss and provide updates on the Company's economic, financial and balance sheet performance, and annually they are presented with the balance sheet data,

the business plan, the budget and the Integrated Report. Being able to present the Integrated Report to credit institutions is important both for a correct assessment of our Company's creditworthiness and for the evaluation of the rating assigned to us by each institution we work with.

The careful management of its credit facilities, and the fact that no reports of failures to stay within the limits were received, enabled Despar Nord to receive the **Credit Reputation Award 2024** established by Milano Finanza and Class Editori in March 2025.



Eco-compactor at the Interspar in Castelfranco Veneto

INVESTMENTS (€)	2024	2023	2022
New openings	23,113,298	10,398,511	20,226,814
Renovations	16,126,498	4,776,049	3,580,575
Investments in stores with upcoming openings	6,613,068	5,842,865	9,068,093
Other types of investments	30,452,654	46,974,975	38,427,976
<b>Total investments</b>	<b>76,305,518</b>	<b>67,992,399</b>	<b>71,303,458</b>
*of which costs for innovation and maintenance of information systems	10,257,474	2,651,807	1,381,638

CREDITS AND USES (€)	2024	2023	2022
Credits	540,048,664	554,448,002	503,550,141
Uses	220,406,897	228,709,425	244,444,414
Percentage of credit used	40.81%	41.25%	48.54%

EMPLOYMENTS (HEADS)	2024	2023	2022
In new stores and distribution centre*	425	136	255

\*The figures include the two new stores opened in 2024 and the distribution centre in Mestrino (PD) and Udine following the hiring of current employees.



THE ENVIRONMENTAL MANAGEMENT SYSTEM

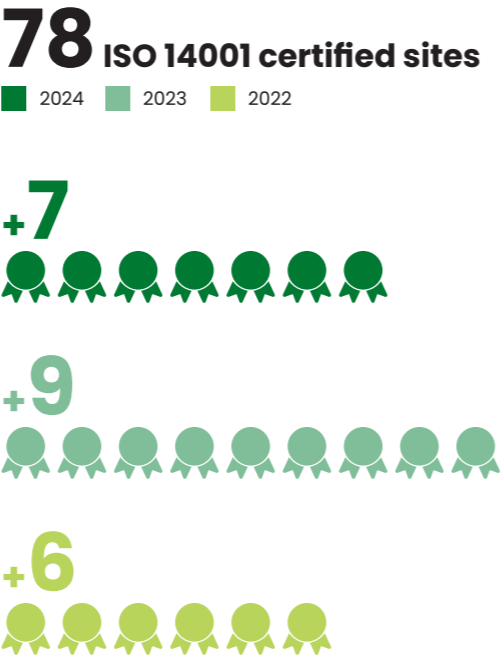
Despar Nord's environmental management system aims to **continuously improve the company performances that have an impact on the environment**, such as energy saving, ensuring a more efficient, rational and conscious use of resources, so as to reduce waste, refuse and emissions, in line with SDG 13.2 which aims to integrate climate change measures into policies and strategies. We promote responsible behaviour by training, informing and raising the awareness of staff on the environment-related aspects of the business, aspects that are also supported by an increased use of corporate communication channels on environmental strategy. **We ensure compliance with the environmental laws and regulations in force** in order to keep the related penalties – which are physiological in relation to the number of our stores – to a minimum, and we provide adequate resources for the continuous operation of the Environmental Management System (EMS) and the actions resulting from it. In the responsible management of environmental resources, Despar Nord also pays attention to the management of water resources, which are mainly drawn from the national water network. In addition, it complies with the **UNI EN ISO 14001** certification obtained in 2013, having been the first company in the large-scale retail sector in Italy to do so.

Adoption of an 'Environment and Work Safety Policy'

The environmental certification is issued by TÜV Italia, part of the international TÜV SÜD group, and it is the crowning achievement of a series of activities that, developed over time, have led Despar Nord to manage its environmental responsibilities in a systematic way and contribute with its commitment to the sustainability of the business. This has led to important results and benefits in terms of monitoring and reducing the impact of its activities on the environment.

Over the years and during the periodic audits, ISO 14001 certification has evolved: at first it was limited to a few stores in a few provinces in the Veneto region; year after year it was extended to **78 sites** in most of northern Italy until to include all the different types of stores, from hypermarkets to small and medium-sized stores, logistics platforms and the agri-food cluster. In addition, evidence of staff involvement, the investments made and the important results achieved in the pursuit of the improvement objectives defined in the company's Environmental Policy could be seen at all operational sites.

The results achieved in more than ten years are significant, as evidenced by the high number of certified sites, the excellent skills of the staff involved in overseeing the



Some **key figures of the audit** performed in May 2024:

**100** auditing hours  
**15** sites audited  
**102** workers interviewed  
**0** non-conformities/comments

Environmental Management System, and the sustainability footprint given to both newly opened stores and renovations. The commitment for the future will be to increasingly **extend the scope of this certification** to all company sites, continuing to promote investments in energy efficiency, extending the installation of photovoltaic systems and the total refurbishment of older sites, and to promote ever greater energy autonomy.

The ISO 14001 standard is managed in an integrated and compliant manner with the related ISO 45001 standard dedicated to the health and safety of collaborators, leading the company to adopt an Despar Nord **'Policy for the Environment and Safety at Work'**, signed by the Directors and available on the company website. The Company's commitment in this regard meets target 3.9 of the related SDG on Health and Well-being, in particular the reduction in the number of deaths/illnesses caused by air, water and soil pollution.

A further step in this direction is the appointment in 2022 of a **company Mobility Manager**, a figure whose primary objective is to promote and implement the reduction of environmental pollution caused by employees using their own vehicles in their daily commute from home to work and vice versa.

Travel sustainably and win!

We have a challenge for you\*!  
From 15 May 2024 (if you can):

- come to work on foot, by bike or with public transport
- download the **Wecity app**
- enter the code **ASPIAG2024**

try your hand at winning a bike or an e-bike!

\*This initiative is exclusively for employees of Aspiag Service Srl and SES Italy Srl.



Scan the QR-Code to download the **Wecity app** and go to the "Noi di Despar" section of the **Despar Tribù app** for info and the rules.

Sustainable mobility

Despar Nord, in collaboration with the Wecity Srl sustainable mobility platform, has launched the 'Viaggia Sostenibile e Vinci' (Travel Sustainably and Win) campaign, a year-long initiative aimed at reducing environmental pollution caused by commuting between home and work. The program encourages employees to adopt alternative, lower-impact means of transportation, such as cycling, using scooters, public transport, or walking. For each journey made, Wecity will calculate the CO<sub>2</sub> saved (about 1 kg for every 7 kilometres travelled) and will draw up a user leaderboard to determine the final prizes for the top performers: pedal-assist and muscle bikes will be up for grabs. The initiative is part of the various measures already taken by Despar Nord for sustainable mobility and mobility management, together with the provision of new bike areas equipped with electrified shelters and racks, the installation of electric car charging stations, which are already present in some company offices and distribution centres, and discounts reserved for employees for the purchase of bicycles.



Green energy

Despar Nord continues its ongoing development of projects and partnerships aimed at increasingly enhancing and qualifying environmental sustainability programmes. These initiatives have enabled the company to reach numerous milestones and significantly increase the environmental certifications of its stores, corporate offices, and logistics hubs through the implementation of a substantial green investment plan.

The latest of these initiatives is the signing of an exclusive supply agreement between Despar Nord and Alperia for certified electricity from renewable sources, for the period from January 2025 to December 2031 for direct stores, logistics hubs and company premises. The agreement is based on a so-called 'Power Purchase Agreement' (PPA), which secures a long-term supply of renewable energy from production facilities on stable economic terms. Thanks to the signed PPA, over the next seven years Despar Nord will therefore be supplied with certified green energy from Alperia's hydroelectric power plants in South Tyrol.

ENERGY

On the energy consumption front, **the company makes investments in technology to focus on greener solutions** for the development of the network: today, the stores are in energy class A3 and A4, and in addition to full LED light sources, cool roof systems are used.

By reflecting solar radiation, these reduce the annual energy requirement for cooling the store by 1/3 and increase the efficiency of the photovoltaic system on the roof by up to 20%. Therefore, it is in line with targets 7.2 and 7.3 of the related SDG on Clean and Affordable Energy, aimed at **increasing the share of renewable energy in total energy consumption** and **improving energy efficiency**.

There are plans to **install photovoltaic systems** in all newly opened stores and in renovations, as well as high-efficiency heat pumps to replace gas boilers; in addition, where applicable, systems will be installed to recover the heat from refrigeration systems to heat the premises and heat water for sanitary use, as well as sealing systems for refrigerated counters. Then, considering the impact of the consumption of food refrigeration, great attention has been paid to reducing the energy impact by equipping all the refrigeration units of the stores with a **floating condensation system**.

This is a set of equipment that makes it possible to modulate the activity of the cooling plant according to the climatic-environmental conditions, reducing consumption and also maintenance costs.

In the coming years, working conditions will continue to be improved on CO<sub>2</sub> refrigeration systems by reducing the evaporation temperature to increase overall efficiency. In addition, the replacement of some existing lighting installations with **high-efficiency LED systems** will continue.

NO. OF STORES	2024	2023	2022
LED	185	171	166
DIRECT/INDIRECT ENERGY CONSUMPTION (GJ)	2024	2023	2022
Direct energy consumption from natural gas purchase	74,213	78,322	84,493
Direct energy consumption from LPG purchase	466	514	499
Direct energy consumption from heating oil purchase	1,315	2,320	2,932
Direct energy consumption from the purchase of diesel and petrol for motor vehicles	67,387	40,633	21,704
Annual direct consumption	143,381	121,790	109,629
Indirect electricity consumption	712,480	710,487	719,225
Indirect energy consumption from thermal energy - district heating purchase	8,466	8,888	9,011
Indirect energy consumption from photovoltaics	24,083	22,378	23,717
Annual indirect consumption	745,029	741,753	751,953

GRI  
302-1

ELECTRICITY CONSUMPTION (KWH)	2024	2023	2022
Total consumption	200,262,668	199,826,300	202,287,868
LFL consumption at stores	164,332,812	164,621,705	162,930,896
Average daily LFL consumption	461,800	463,019	458,841
Variation in average daily consumption	-0.3%	0.9%	-1.8%
kWh of energy consumed/invoiced	0.08	0.08	0.09

GRI  
302-3

The consumption figures shown were calculated on a like for like (LFL) data base over the 3 reporting years. As the base is not homogeneous from one year to the next, the figures for previous years differ from those published in previous Reports. The total consumption was also updated for previous years also taking into account the energy produced by photovoltaics.

WATER

The use of water for business activities is a monitored and controlled issue. Consumption is monitored for both the Meat Centre and the direct stores. Specifically, these are equipped with meters that allow the consumption to be quantified. The water used both at the Meat Centre and in the stores mainly comes from the public water supply.

The negative impacts on water consumption depend mainly on the use of water for in-

store and fish section cleaning and hygiene activities, such as ice production and counter cleaning.

The greatest negative impact occurs upstream in the value chain through intensive agricultural practices, which can compromise both surface and groundwater reserves. In relation to impacts on the value chain, the company is analysing the possibility of implementing actions in cooperation with its suppliers to reduce possible negative effects, particularly in areas subject to increased water stress.

GRI  
303-1

CO<sub>2</sub> EMISSIONS

With regard to the reduction of direct greenhouse gas emissions, the company has chosen on the one hand, for new store openings and renovations, to use high-efficiency CO<sub>2</sub> refrigeration systems for food refrigeration, and on the other hand, to replace the refrigerant gas contained in the most obsolete refrigeration systems with gases with a lower environmental impact. In addition, since 2014, **Despar Nord has been acquiring certificates of guarantee of origin with reference to the energy used, and by 2024 they cover 95.10% of**

**the electricity consumption from the grid.** In addition to this, the company voluntarily quantified its direct and indirect greenhouse gas emissions according to **ISO 14064-1** in 2024. The GHG inventory examined all business processes with potential impact in terms of CO<sub>2</sub> equivalent with reference to the years 2020, 2021, 2022 and 2023. This study, validated and verified by an independent third party, represents a further opportunity for Despar Nord to identify in greater detail areas for improvement in reducing its greenhouse gas emissions.

INDIRECT GREENHOUSE GAS EMISSIONS  
Scope 2 (T of CO<sub>2</sub> eq) – Market based

Source	2024	2023	2022
Electricity – market based	4,845	3,714	12,407
Heat from district heating	1,202	1,117	1,125
Total	6,047	4,831	13,531

All values in the tables are expressed in tonnes of CO<sub>2</sub> equivalent, with the exception of emissions from electricity use, which are expressed in tonnes of CO<sub>2</sub>. The factors used to calculate emissions are taken from the tables: "UK Government GHG Conversion Factors for Company Reporting" published by DEFRA (Department for Environment, Food & Rural Affairs). For indirect emissions related to electricity purchased from the national grid, the emission factor taken from Terna (updated to 2019) was used. For indirect emissions related to purchased electricity calculated with the Market-based method, the AIB emission factor (updated to 2023) was used.

OTHER INDIRECT GREENHOUSE GAS EMISSIONS  
Scope 3 (T of CO<sub>2</sub> eq)

Source	2024	2023	2022
Indirect emissions (Scope 3) related to logistics transport	13,627	15,724	19,094

Scope 3 CO<sub>2</sub> equivalent emissions from outbound logistics (transport of goods from logistics platforms to stores) were calculated using the number of kilometres travelled by each vehicle as primary data and using emission factors expressed in kg of CO<sub>2</sub> equivalent per km taken from the tables: "UK Government GHG Conversion Factors 2020 for Company Reporting" published by DEFRA (Department for Environment, Food & Rural Affairs). The choice of conversion factor was made according to the type of vehicle – articulated truck, rigid –, the weight – (>3.5 – 7.5 tonnes), (>7.5 tonnes-17 tonnes), (>17 tonnes) – and considering an average load for each vehicle. With a view to achieving better compliance with the GHG Protocol, it was decided to include logistics with owned vehicles in Scope 1 (separating it from Scope 3) as it is under the direct control of the company.

Data on indirect emissions (Scope 2) are reported according to two distinct methodologies. The **location-based methodology** reflects the amount of emissions specific to the place where the energy is consumed. The latter is multiplied by a conversion factor (Terna, updated to 2019) that considers a country's total energy mix, taking into account both fossil and renewable volumes fed into the national grid in a given year. The **market-based methodology** indicates how virtuous the company's energy policy is through the acquisition of certificates of origin.

In this case, emissions are calculated by multiplying energy consumptions, minus the amount of certificates of origin, by the Residual Mix factor, provided by the AIB (Association of Issuing Bodies).

In 2024, **95.1% of purchased electricity was certified** by guarantees of origin. The purchase of green energy led to a 90.5% decrease in Scope 2 emissions (percentage calculated from the ratio between the 63,544 tonnes of CO<sub>2</sub>eq location-based and the 6,047 tonnes of CO<sub>2</sub>eq market-based emissions generated in 2024).

GRI  
305-1

DIRECT GREENHOUSE GAS EMISSIONS  
Scope 1 (T of CO<sub>2</sub> eq)

Source	2024	2023	2022
Natural gas for heating	4,180	4,411	4,746
LPG for heating	30	33	32
Heating oil	100	164	209
Diesel and petrol for company fleet	4,755	2,868	1,545
Release of refrigerant gases	28,610	39,178	31,479
Total	37,675	46,654	38,011

The 2023 figure for refrigerants – and their overall total – was updated due to the adjustment of GWPs to the latest available IPCC AR6 report.

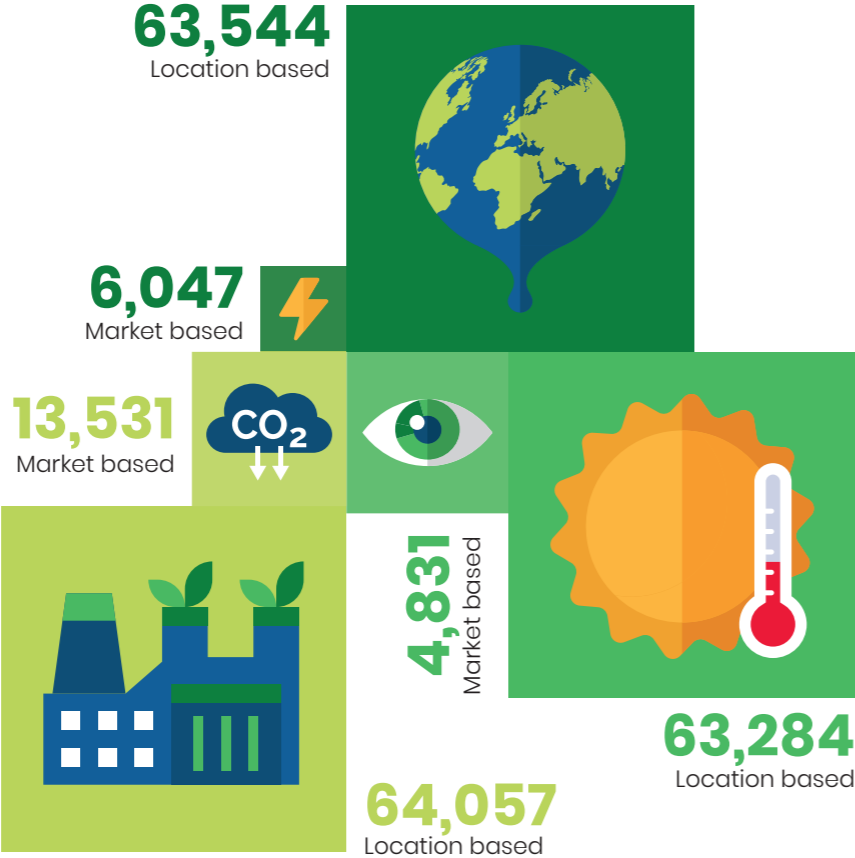
GRI  
305-2

INDIRECT GREENHOUSE GAS EMISSIONS  
Scope 2 (T of CO<sub>2</sub> eq) – Location based

Source	2024	2023	2022
Electricity – location based	62,342	62,168	62,932
Heat from district heating	1,202	1,117	1,125
Total	63,544	63,284	64,057

GRI  
305-3

Market based and Location based greenhouse gas emissions (T of CO<sub>2</sub> eq)



GRI 304-2

GRI 304-3

BIODIVERSITY

Biodiversity is a topic of increasing importance, as commercial activities can have significant impacts on natural ecosystems. Safeguarding biodiversity is essential for maintaining the balance of ecosystems and ensuring the long-term sustainability of natural resources. As far as our organisation is concerned, the main significant potential and negative impact on biodiversity is found upstream in the value chain on ecosystem services (e.g. cocoa and coffee supply chains), which further contribute to biodiversity loss. During the year, the company dedicated several meetings to analysing the issue of biodiversity in order to progressively introduce specific actions in cooperation with its suppliers and

depending on their proximity to protected areas. However, the company also took direct action, in particular together with the Despar Italia Consortium (p. 16) for the protection of certain habitats. The activity of the Despar Diffused Forest project continued in 2024, which in relation to our territory involved the planting of 200 trees in Reggio Emilia at the Api Libere farm. On the same occasion, the project 'Casa delle Api Despar' was also launched, in collaboration with the Consortium, with the installation of several beehives. In spring 2025, the bees will be relocated there as part of an effort to safeguard biodiversity and collaborate with professional and local beekeepers.

WASTE

One of the company's objectives is a **strong commitment to reducing waste**, particularly packaging. From the distribution centres to the stores, fruit and vegetables and meat products are transported in reusable crates, thus avoiding the production of plastic and/or paper tertiary packaging waste. This is in line with SDG target 8.4 Decent Work and Economic Growth which aims to improve efficiency in resource consumption and production, and SDG target 12.2 Responsible Consumption and Production **to achieve the sustainable management and efficient use of natural resources**.

The company has also adopted virtuous practices in the area of waste management: in 2024, 80.60% of waste was sent for recycling and this was also made possible thanks to the **constant training and awareness-raising activities of collaborators** who are responsible for the correct sorting and management of the waste generated during operations.

In our business activities we aim to reduce, recover and recycle waste as well as to dispose of any hazardous waste. The management, collection, handling, storage and transfer to third parties of waste produced by the sites and stores are carried out in compliance with current legislation, good practice standards and are within the scope of ISO 14001 certification. Furthermore, this allows consistency with SDG targets 12.4 and 12.5 on Responsible Consumption and Production dedicated to, respectively, achieving the environmentally sound management of all waste throughout its life cycle and **reducing waste generation** through prevention, recycling and reuse.

The types of waste produced derive from the processing and handling of products in the stores and warehouses, to a lesser extent from the sites and the Meat Centre, and

consist mainly of special waste assimilated to urban waste, packaging and, residually, special hazardous waste and WEEE. All collaborators are responsible for the proper sorting and management of the waste generated during their activities.

Suppliers and customers are also directly involved in mitigating any negative impacts from waste management. As far as the former are concerned, particularly for suppliers of private label products and in cooperation with the Despar Italia Consortium from the beginning of 2024, the Environmental Annex has become a mandatory content of their contracts. The contents follow what was already present in the previous voluntary environmental checklist and presuppose an awareness of the stakeholders involved regarding the main environmental issues. For customers, on the other hand, correct information on packaging disposal remains essential and the numerous **awareness-raising activities** conducted through the company's main channels continue.

For the transport and disposal of waste, we rely on specialised external companies, public or private, which are qualified and authorised in advance. Private waste dealers periodically share summaries of the waste delivered to them and copies of the relevant documentation. Information on the public waste removal service can be deduced from the Consolidated Environmental Declaration Form (MUD). The data are validated annually when preparing the Integrated Report and, for the portion covered by ISO 14001 certification, also by the third-party certifier.

GRI 306-1  
GRI 306-2

80.60%  
The percentage of waste sent for recycling

GRI  
306-3

WASTE GENERATED (T)	2024	2023	2022
<b>NON-HAZARDOUS WASTE</b>			
1) F.O.R.S.U. (Organic Fraction of Municipal Solid Waste)	16,216	17,433	17,246
2) R.S.U. (Unseparated Fraction of Municipal Solid Waste)	8,644	10,957	10,856
3) Packaging	-		
of which cardboard	13,772	12,921	12,598
of which polyethylene	731	655	745
of which wood	136	94	87
of which mixed packaging	1,733	1,404	1,305
of which glass packaging	12	15	11
4) Materials and by-products	3,201	3,310	3,285
<b>HAZARDOUS WASTE</b>	38	29	27
<b>Total</b>	<b>44,482</b>	<b>46,818</b>	<b>46,161</b>
The percentage of waste sent for recycling	80.6%	76.6%	76.5%
Production/sales area (t/sq.m.)	0.14	0.14	0.14

**Method of disposal:**  
 Items (1) and (2) public waste removal service - composting; landfill/terminator.  
 Item 3), 4) authorised private waste dealers - composting - recycling.  
 Item 4 includes Iron and Steel, Used edible vegetable oil, waste unfit for consumption or processing, animal by-products and sludge.  
 Despar Nord manages the separate collection of its waste at all stores. This is mainly for paper, cardboard, plastic, wood, glass, mixed packaging, hazardous waste, FORSU (Organic Fraction of Municipal Solid Waste) and RSU (Unseparated Fraction of Municipal Solid Waste). Since separate collection uses the disposal channels of municipal companies that do not record the output of each user but only the total amount collected, the data for the dry and wet fractions are calculated empirically using:

- the number of weekly pickups;
- the number of bins in use;
- a bin filling coefficient.

In cases where the relevant municipalities do not collect certain types of waste, the company relies on private waste dealers. An average fill weight of 88 kg was assumed for the RSU collection bins (average volume of 1100 l); an average fill weight of 120 kg was assumed for the FORSU collection bins (average volume of 240 l).

ENVIRONMENTAL PROTECTION EXPENDITURE	2024	2023	2022
Clean-up costs	-	94,680	-
Waste treatment and disposal expenses and environmental management expenses	8,299,014	8,111,416	7,384,459
<b>Total</b>	<b>8,299,014</b>	<b>8,206,096</b>	<b>7,384,459</b>

GRI  
301-1

PACKAGING MATERIALS USED (KG)	2024	2023	2022
<b>RENEWABLE PACKAGING MATERIALS</b>	<b>2,005,148</b>	1,943,537	1,867,773
of which paper	326	442	7,589
of which cellulose	922,264	895,966	921,321
of which Mater-Bi	971,947	940,626	848,442
of which textile fibre	96,150	90,549	77,560
of which other renewable materials	14,461	15,953	12,861
<b>NON-RENEWABLE PACKAGING MATERIALS</b>	<b>1,255,389</b>	1,215,602	1,198,381
of which plastic	929,581	919,641	903,047
of which aluminium	55,147	49,400	45,522
of which other non-renewable materials	270,660	246,561	249,813
<b>COST OF PACKAGING MATERIALS (€)</b>	<b>€16,124,947</b>	€16,511,898	€14,444,700
Cost as a percentage of turnover (%)	0.83%	0.86%	0.80%
<b>MATERIALS USED AT THE MEAT CENTRE</b>			
of which in kg	3,160,418	2,265,617	-
of which in pieces	23,624,130	20,483,812	-

Renewable materials are thus defined because they are derived from abundant resources that are rapidly replenished through ecological cycles or agricultural processes so that the services provided by these and related resources are not compromised and remain available for future generations. For a proportion of materials (less than 1%), it was not possible to determine the material and the corresponding value was deducted from the cost of materials. The details of the materials used at the Meat Centre are not available; these include clips, labels, film, consumables, bags, trays, and other food-grade items.

Let's make a difference:  
 find out where to dispose  
 of our fresh packaging\*

\*Packaging used to package products in the bakery, confectionery, delicatessen, butcher's, fishmonger's and fruit and vegetable sections.



Scan  
the QR code



## Piccoli Eroi Ricicloni

A day of innovative learning for 60 children from classes 3, 4 and 5 of the Santa Caterina d'Este Primary School, who participated in a special lesson on plastic recycling. The meeting, which took place at the Extense shopping centre, was organised as part of the 'Piccoli Eroi Ricicloni' (Little Recycling Heroes) project thanks to the collaboration between Despar Nord, the Coripet Consortium, the MammeInsieme Cooperative and the municipal administration.

The young participants had the opportunity to meet with experts in the field who explained the process of recycling plastic, transforming it from waste into a useful resource. The project was created to raise awareness among the new generations on circular economy issues, promoting a concrete commitment to sustainable development. Every week, the MammeInsieme Cooperative

collects the plastic bottles used by the children during lunch and takes them to be recycled at the Coripet ecocompactor located outside the shopping centre.

The initiative not only engaged the local children, but also opened its doors to the entire community. Citizens and customers of the shopping centre can drop their plastic bottles in the compactor, which encourages collection by awarding shopping vouchers to be used in the centre's shops. Another step towards a more responsible and sustainable future, thanks to environmental education that starts in the classroom and extends directly to the broader community. In recognition of their commitment, the children received a certificate of participation and a shopping voucher that can be used in Despar Nord stores in April 2025.

## 'Closed loop' system for paper shopping bags

A new circularity project was desired and implemented by Despar Nord in cooperation with three Veneto partners who are leaders in their sectors in the recovery, recycling and processing of waste from paper and cardboard packaging. Defined as a 'closed loop' system in which waste becomes a new resource, it consists of several stages: it starts with a proactive and effective collection of tertiary packaging waste in paper and cardboard by the employees of directly managed stores in the Veneto region. The next step is the collection, transport and sorting of cardboard waste, followed by the recycling process of the waste to produce recycled paper reels. The process then concludes with the production of the paper shopping bags that will then return to supermarkets in all regions where the company operates, to be made available to customers for carrying their shopping.

A project for which Despar Nord has identified three partner companies, operating in the provinces of Padua and Venice, capable of guaranteeing maximum efficiency and complete traceability of each process: Trevisan S.p.A. of Noale for the collection, transport and sorting phase of paper and cardboard packaging waste, Cartiera PM3 S.r.l. of Carmignano di Brenta for the recycling phase with simultaneous production of the reels and, finally, Cartotecnica Postumia S.p.A. Società Benefit, also operating in the municipality of Carmignano di Brenta, for the production of the shopping bags. On the shopping bags there is a QR Code which, through the landing page "Let's give a second life to our supermarket waste", will contain the details and aims of the project.

<https://www.despar.it/it/shopper/>

## More S-Budgets, more savings!



DESPAR  
EUROSPAR  
INTERSPAR



Il valore della scelta



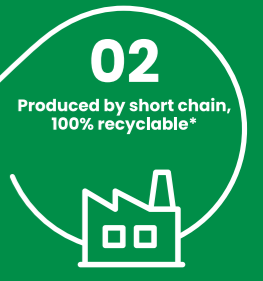
01  
Produced from cardboard packaging waste sorted by our stores



02  
Produced by short chain, 100% recyclable\*

Despar paper shoppers: we give a second life to our supermarket waste

\*Enter the QR code and discover the initiative



# Social

## CUSTOMER SATISFACTION

### Listening to the customer

Customer involvement is fundamental to the success of Despar Nord. Over time, the company has created **an extensive omnichannel ecosystem to engage the customer** in the brand. This engagement takes place both through traditional channels such as radio, TV and events, and through the increasingly strategic levers of direct digital touchpoints (Despar Tribù app and despar.it website) and indirect touchpoints (social and digital). In particular, through the potential of the digital sphere, it is possible to take advantage of the new levers of edutainment and gamification to communicate convenience and promote

products. Each business channel aims to bring the customer closer to offer him/her the best products, direct him/her towards the most sustainable choices and good consumption habits, in a data-driven perspective that allows performance to be measured and investments to be optimised. Plenty of savings opportunities for customers, a simple and intuitive layout, advanced gamification features, and exclusive services: these are the key features **of the Despar Tribù App**, developed by Despar Nord, which can be downloaded free of charge for Android (Play Store) and iOS (App Store). Over time, thanks to an innovation-driven approach, the Despar Tribù app has become much more than just a loyalty tool. Launched in 2015, its mission has always been to create a privileged channel with

loyal customers, revolutionising the world of loyalty in the retail sector by offering a fully digital experience and establishing itself as an industry pioneer. Starting in October 2024, the app will be completely redesigned, offering users a more intuitive, engaging experience in line with the latest digital trends. The objectives are to best meet the needs of customers who join the Despar Tribù community by offering them a means of saving on their shopping through promotions, points collections, games and exclusive services. The new version of the app, which has also been successfully tested through neuromarketing analyses involving customers, features a more intuitive and modern design and interface, and the functionalities have been reorganised to emphasise the benefits in terms of savings, promotions and dedicated offers. The app also allows exclusive services such as 'Book & Collect', which allows customers to order products not on the shelf, mobile scanning of in-store items, and even a digital sommelier to help select wine and beer products.



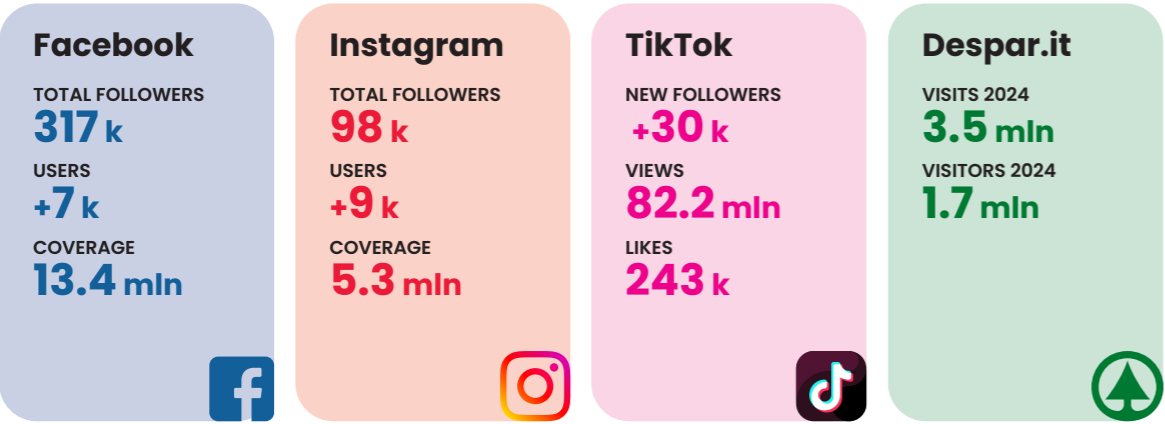
promotional flyer (with an average of **533k monthly views +7% YoY**), loyalty stickers for collections, catalogues, and much more. The Despar Tribù App also contains **Despar Nord's house organ**, which keeps colleagues informed of company news through their constant and direct involvement.

Despar Nord's **social channels** generate traffic by posting content on products, offers, initiatives and sustainability topics. In an omnichannel perspective, the opening of the new TikTok channel was strategic. It recorded excellent performance and involvement of the 2.0 community, succeeding in reaching a young target to complement the audience reached in the other digital touchpoints.

In 2024, the way in which convenience is communicated was renewed for an even more intuitive and accessible shopping experience. New signage emphasising the three colours of convenience is at the heart of this change:

- **green:** S-Budget, the most affordable line, the perfect guarantee of quality products at the best price;

## Web Data & Despar Tribù App



DESPAR TRIBU APP	2022	2023	2024
No. of active users	434,728	470,398	555,005
Tribe coupons redeemed	1,888,915	2,170,784	2,300,785
Average points per customer	approx. 19,000	approx. 20,000	20,886

Gamification, the cornerstone of the Despar Tribù app, evolves with increasingly advanced features to offer an even more engaging and enjoyable experience for members of the Despar Tribù community. The collection of 'Heart Points', the virtual points that give access to exclusive discounts and savings on shopping, is the core of the loyalty programme: users can participate in engaging challenges and earn rewards through a tiered system. For each level passed and by completing the proposed challenges, the app will offer rewards in the form of additional **"Heart Points"**, shopping vouchers and the ability to customise the app with avatars and other elements fully customised by users.

The App also serves as a channel for promoting social and sustainability initiatives, while progressively reducing paper usage through the digitalization of the



Eurospar in Castelnuovo Rangone

- **red:** hundreds of products on promotion and discounted every day, easily identifiable through dedicated communication materials;
- **blue:** Despar Tribù app, offering exclusive discounts, personalised coupons, and benefits for customers who collect points with the app.

Hence the renewed Despar Nord Savings Manifesto 'Risparmiare si fa in 3' (Saving comes in threes), which takes up exactly these basic concepts. Thanks to this approach, Despar Nord shops offer a shopping experience that combines quality, innovation and a clear image of convenience, making every shopping trip more rewarding and sustainable. These colours, present throughout the store, create a clear and immediate visual experience, emphasising the value offered to customers. The new detailed signage reinforces the perception of comfort and makes every visit an even more rewarding experience.

## Customer Satisfaction

Following the two editions in 2023, a customer satisfaction survey was also conducted in September 2024. After each shopping trip, customers could rate their shopping experience via the App or by entering their receipt data on an online form, over a period of about 20 days.

**The customers rated their satisfaction** on a series of questions using either a 1–5 scale or a positive/negative rating. Customers who rated satisfaction as 1 or 2 were asked to comment on the reason. After voting, the customer could **enter a competition** with 1,000 €25 happy cards and 5 €1,000 happy cards as prizes. 178,467 interviews were recorded (+29%

compared to November 2023), followed by 33,788 comments (+39%).

The topics covered were the same and included: mood and presentation of goods, length of purchasing experience and store opening, hygiene and cleanliness of the shop, staff courtesy and helpfulness, prices and discounts, quality and freshness of products, availability of goods on the shelf, service and products in the butcher's and fruit and vegetable sections. In addition, each topic was then analysed in detail with three specific questions.

**Overall satisfaction remained stable at 88.9%, the same as at the end of November 2023.**

## Despar Nord with Scuolafacendo and Stickermania

**The 2024–2025 edition of Scuolafacendo, Despar's national project supporting the education sector,** concluded in early 2025 with strong participation from schools. The initiative gives educational institutions the opportunity to obtain new equipment and tools to support teaching.

Despar Nord brought this initiative to the areas in which it operates together with the **Stickermania** activity, the collection of stickers with educational content promoted in all stores from 16 September to 13 October, which met with great approval and participation.

The 2024/2025 edition of Scuolafacendo saw **more than 11,400 prizes awarded, with a corresponding value of approximately 450,000 euro. These were donated to more than 2,300 schools** that were able to choose **instruments and teaching materials from a special catalogue that included over 60 items** ranging from stationery to tools for learning and inclusion, to items to support motor activities, music learning and to

enrich digital environments also with a focus on innovation and STEM subjects. The pre-school, primary and secondary schools enrolled in the Scuolafacendo project ([www.scuolafacendo.com](http://www.scuolafacendo.com)) thus obtained School Vouchers that Despar customers received by shopping in the Despar, Eurospar and Interspar shops participating in the initiative and that they chose to donate to a school in their area. These were joined by the School Vouchers donated by customers who chose to convert their Despar Heart Points, collected within the Despar Tribù app. For every Heart Point donated, Despar Nord doubled the value of the contribution, further strengthening its support for educational institutions.

Stickermania and Scuolafacendo are two concrete initiatives with which **Despar Nord has chosen to reconfirm its commitment to the world of children and schools,** recognising that education and schools are central to the formation of the younger generations, as well as to the development of the community and social cohesion of a territory.





NO. OF RECEIPTS	2024	2023	20221
Despar	19,587,922	19,714,122	18,520,879
Eurospar	43,493,395	41,923,360	39,207,891
Interspar	24,021,679	23,193,022	22,694,734
Total	87,102,996	84,830,504	80,423,504

AVERAGE RECEIPT (€)	2024	2023	2022
Despar	12.92	13.10	13.04
Eurospar	21.76	21.93	21.88
Interspar	31.01	31.53	30.83

In cooperation with credit institutions, we develop payment and collection methods **by exploiting the opportunities offered by digitisation**. During 2024, electronic payments increased in value by about 4.4% compared to the previous year, with an increase in c-less transactions via ATMs, credit cards and smartphones.

A new service made available to Despar Nord customers is the payment of pagoPA notices and road tax directly at the till, in cooperation with the Nexi paytech. Based on Nexi's technology platform, this solution gives Despar Nord the ability to manage, with a single dedicated POS terminal connected to the PagoPA node, the collection of road tax stamps and PA payment notices, paid with credit and debit cards.

The service, available in company-operated stores and participating affiliated stores, is active throughout the stores' opening hours. It allows customers to scan the QR Code on pagoPA notices and pay bills, utilities, taxes, fines, school fees, healthcare tickets, and other payments to the Public Administration directly at the checkout – ensuring a convenient, simple, reliable, and secure payment experience. Added to this is the possibility of paying the road tax

stamp for cars and motorbikes simply by communicating the vehicle's number plate.

GRI  
418-1

The end consumer can benefit from a series of reliable, strict security protocols implemented by Despar Nord in the area of privacy, which made it possible, in 2024 as in the previous two years, to **record no cases of customer data breaches**.

+4.4%

the increase in value  
of electronic payments

Food quality and safety

The Food Quality Department carries out checks at suppliers and platforms, **verifying the requirements for the production, delivery and final quality** of the product. Checks are carried out by means of: audits, i.e. annually scheduled checks at suppliers' production sites; product analyses and non-conformity management; on documentation such as declarations, certificates, labelling.

In synergy with the countries of the SPAR Austria Group, an international checklist for **supplier audits** was defined, so that the activity is assigned to the country where the supplier produces the products of interest for several SPAR countries. Audit activities were also optimised in collaboration with the Despar Italia Consortium to prevent multiple audits being conducted on the same supplier within a short time frame.

In particular, product quality audits in the **fruit and vegetable** sections of the stores began in January 2024, and a new collaboration began with a service provider specialised in the fruit and vegetable sector, which can carry out consultancy, training, laboratory analyses and labelling audits of products in the sector. From a technical perspective, the Quality function is currently supported by a dedicated software programme used to conduct product audits in stores and to record and manage non-conformities and product issue reports during unloading at the fresh produce warehouses.

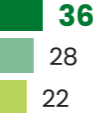
As far as coordination with the Purchasing Department is concerned, support was provided with regard to the new product safety regulation (2023/988) and an extensive technical check was carried out on the information conveyed in the Sapori del Territorio project. The sensory analysis events continued, both for fruit and vegetable products (every fortnight) and at the request of the Purchasing Department

Voluntary analyses and checks

Food quality

2024 2023 2022

AUDITS ON SUPPLIERS



CONTROLLED PRODUCTS



NON-COMPLIANCES



Note: Data refer to both own-brand and non-brand references.

(for supplier comparisons, development of improved recipes, etc.).

Stores controls are then carried out by **Food Safety**. Food safety and quality are guaranteed by careful selection of suppliers and prior definition of their structural and managerial prerequisites. These prerequisites must ensure the **utmost compliance with hygienic standards in the production, handling and storage of food throughout the** distribution chain. The in-house production in the various sections (Gastronomy, especially the in-house production of the kitchens and pastry shop, as well as the entire in-house production of the butcher's section), is checked with chemical and microbiological analyses, as well as surface swabs on equipment such as slicing machines, tongs, cutting boards, knives, etc. As far as product analyses are concerned, in 2024 the percentage of non-conformities in the butcher's section increased due to the sampling of products with particularly sensitive raw materials,



which can lead to an increased risk of non-conformities and create the risk of cross-contamination on equipment and other products. For this reason, it was decided not to produce ready-to-cook preparations with poultry meat, favouring industrial production that guarantees a lower risk. In contrast, the surface analyses across all sections show a percentage decrease in non-conformities, which remains well within acceptable limits and below the critical threshold.

Marketed products are traceable throughout the distribution phase, as required by Article 18 of European Regulation 178/02. Rapid supply and distribution safeguard the freshness of the products,

which are stored with the most advanced equipment. In the course of 2024, thanks to the progressive activation in the platforms of the new logistics application, it was possible to activate food emergency events by disseminating information only to those stores that actually received the non-compliant batch from the platform.

In addition to the already numerous internal audits, **further audits by external certifying bodies** are being added. With regard to inspections by control bodies, in 2024, 1,012 reports were drawn up at the stores and 7 reports at the sites/platforms, of which 491 were product withdrawals. The voluntary health and safety controls of our customers are in line with target 3.d of SDG 3.

RESPONSIBILITY  
AS AN EMPLOYER

Staff recruitment

Our talent attraction strategy goes beyond simply advertising job vacancies; it focuses on **showcasing what it means to work at Despar Nord**, highlighting our values and the opportunities for cross-functional growth. We chose to do this in various ways and above all by using every channel available, thanks to close **collaboration with the Marketing team**, in order to reach as many people potentially interested in joining our team as possible. In the course of 2024, we made **video-testimonials directly involving employees from the Sales and Information Systems area** who shared their journeys within the company, marked by either horizontal or vertical growth, or who demonstrated how, thanks to the company's support, they were able to complete parallel educational paths. These stories embody an authentic and engaging message that inspires new talent to join us. Throughout

2025, we will continue sharing stories about other roles, different company departments, and various growth paths.

In addition, we **met hundreds of potential candidates in person** staging more than 45 events with our camper van, 38 events in local areas and various career days, not only in universities but also in high schools. This allowed us to **significantly enhance the power of our talent attraction and talent acquisition**. In 2024, in fact, we welcomed **1795 new colleagues in the stores, 326 in logistics**, thanks also to the successful internalisation processes of the Udine and Mestrino warehouses, **75 in our administrative offices and 40 in the Meat Centre**. We also hosted many internship programmes—over 20—many of which led to employment contracts. A significant number of Sunday workers were hired in 2024, over 170 in total, along with many underage workers (over 16 years old), including 70 during the summer period from June to August, who chose to gain their first work experience in one of our stores.

GRI  
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VOLUNTARY ANALYSES AND CHECKS Food safety	2024			2023			2022		
	Samples analysed	Non-compliant	% Non-compliant	Samples analysed	Non-compliant	% Non-compliant	Samples analysed	Non-compliant	% Non-compliant
Product analyses	4,106	411	10%	2,058	261	13%	2,429	131	5%
Surface swabs	2,930	124	4%	4,003	212	5%	3,992	229	6%
Total	7,036	535		6,061	473		6,421	360	

Product analyses and surface swabs were carried out in the butcher's, delicatessen, fishmonger's, pastry, pizzeria and kitchen areas. The percentage of non-compliant products was calculated as the ratio of non-compliant samples to the total analysed.

EXPENDITURE ON FOOD QUALITY AND SAFETY (€)	2024	2023	2022
External	477,925	442,849	405,798
Internal	990,354	791,094	443,523
Total	1,468,279	1,233,943	849,320





guidance that goes beyond mere practical instructions. We collect feedback in the first months of their experience, which is invaluable for continuously improving this process and implementing improvement actions.

The year 2025 will see the inclusion of two crucial figures in the onboarding process to facilitate and make effective the entry of new employees into the company's offices. These are the **tutor** and the **buddy**: the former will be a colleague, appointed by the office manager, who will assist and train the new employee; the latter will be a support figure for the new employee in all matters, including informal ones, necessary during the integration into a new environment.

The entry of new colleagues is only the beginning. Onboarding is in fact a key phase

In addition to facilitating entry into the company, we also offer opportunities for relocation and internal growth. Various colleagues have moved from sales to administrative offices, demonstrating how **internal mobility** is a real possibility for those wishing to explore new areas of work. This is an opportunity not only for the employees, but also for the company, which benefits from skills gained in the field and an established corporate culture.

A distinguishing point in sales recruiting is the contribution of colleagues with senior roles, who are directly involved in the selection of new team members. This model has proven to be a best practice: those who already work in the stores and are familiar with the operational dynamics are able to effectively assess the alignment of candidates with the requirements of the role and the corporate culture. Their contribution is invaluable because they build cohesive, well-prepared teams, responding to the specific needs of the store.

The entry of new colleagues is only the beginning. In fact, **onboarding** is a key phase: we welcome new employees and prepare them to give their best, providing

Staff management

In line with targets 8.5 and 8.8 of the related SDG aimed at, respectively, guaranteeing full and productive employment and decent work, and protecting the right to work and promoting a healthy and safe working environment for all workers, the Human Resources Management and Administration offices provide daily assistance to all employees, whether they work in branches or offices, through constant discussion to define the most appropriate organisational solutions, by

- **prevention activities:** preventive evaluations with corporate functions on organisational choices, including in the case of corporate transactions; internal advice on the correct application of labour regulations; constant discussion and dialogue about management issues at both individual and collective level;
- **contractual activity:** discussion with the various company departments and individual workers for contractual definitions as well as for the handling of individual events, requests or needs and

the preparation of correct contractual documentation;

- **assistance activities:** constant support to workers and Head Offices in the management of labour relations and wage, tax and contribution institutions and fulfilments;
- **training activities:** aimed at roles of responsibility for proper and responsible staff management.

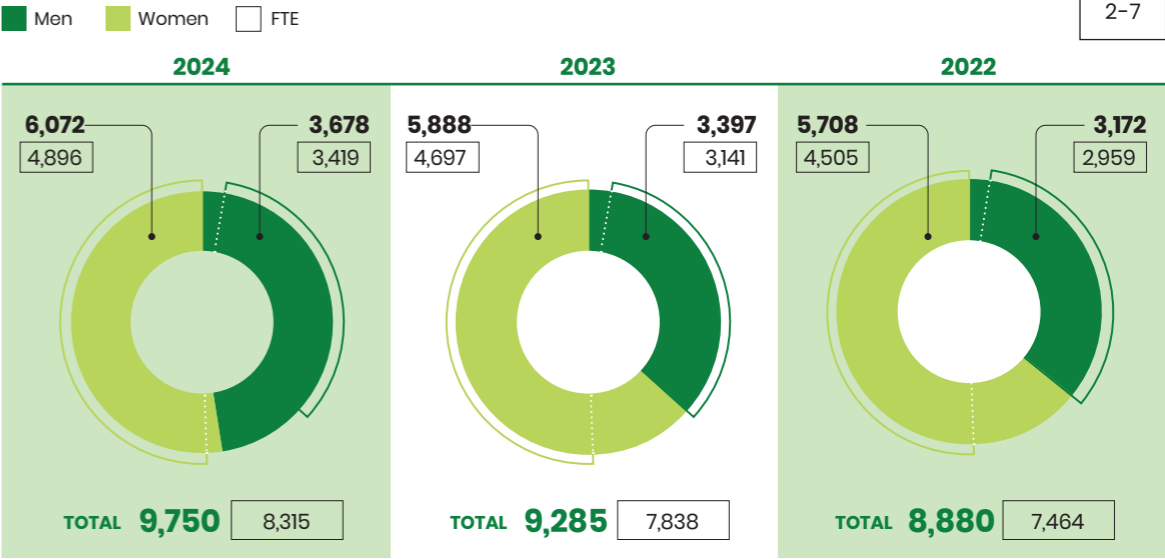
In 2024, Despar Nord reaffirmed its commitment to establishing **healthy and long-lasting working relationships** based on trust and collaboration, prioritising permanent contracts and aiming to stabilise current employment relationships. However, a physiological percentage of fixed-term contracts remains unavoidable in order to manage turnover fluctuations and seasonality. This is in line with target 8.6 and 10.3 of the relevant SDGs aimed at reducing the share of unemployed youth, ensuring equal opportunities and reducing inequalities in outcomes, respectively.

Compared to the ordinary activities and projects carried out in the previous year, 2024 saw a continuation of the company's efforts to meet the needs of colleagues for work-life balance.

With this in mind, corporate projects were created, such as the **Brochure dedicated to new parents**, aimed at providing colleagues with all the tools they need to manage their working relationship in the best possible way during the particularly important and delicate period of the birth of a child, and the **Listening Desk**, aimed at clarifying any doubts they may have on contractual issues and the management of their working relationship, and providing support in the event of particular needs.

The **smart working** experience, where compatible with planned activities, was continued in the company offices and offices, flanked by a regulation of **working hours** more in line with both the company's needs for supervision and the personal needs of employees.

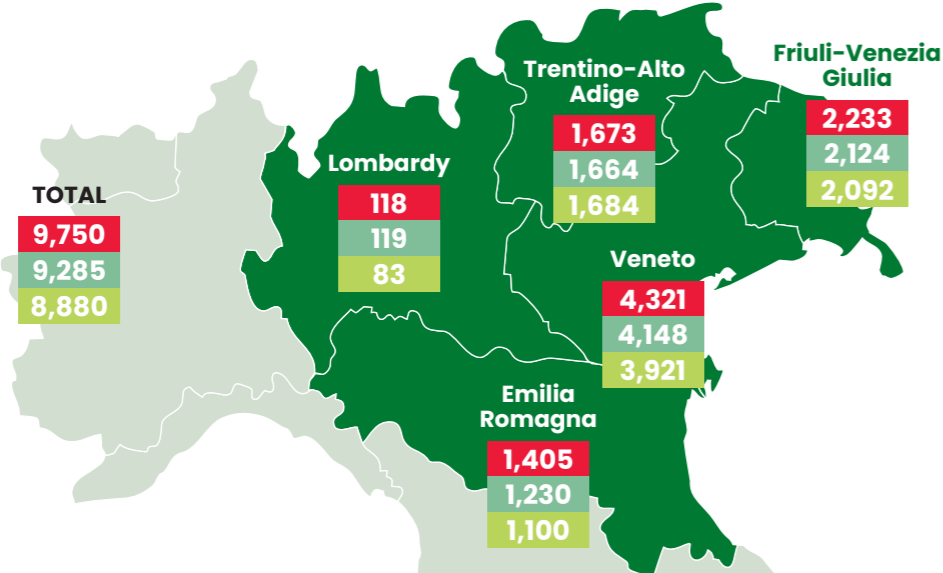
Number of employees



There is no information in the system about the gender 'other'; furthermore, the company does not use 'non-guaranteed hours' employees.

Territorial distribution of collaborators (headcount)

2024 2023 2022



PERSONNEL COSTS PER WORKPLACE (€)

	2024	2023	2022
Locations and warehouses	74,980,212	61,841,051	54,572,992
Direct stores	269,708,874	257,126,087	239,673,462
<b>Total staffing costs</b>	<b>344,689,086</b>	<b>318,967,138</b>	<b>294,246,454</b>

GRI  
2-8

In total, the number of non-employed external staff (both self-employed and for specific outsourced work activities) is estimated at 543 in 2024. These workers are, for example, employees in third-party companies, whose tasks are carried out mainly in the warehouses, residually in the Meat Centre and in the stores.

The company

is committed to addressing employees' needs to balance work activities with the requirements of their private life

NO. OF EMPLOYEES BY CONTRACT TYPE (HEADCOUNT)

	2024	2023	2022
<b>OPEN-ENDED</b>	8,676	8,221	7,905
of which women	5,427	5,272	5,094
of which men	3,249	2,949	2,811
<b>FIXED-TERM</b>	1,074	1,064	975
of which women	645	616	614
of which men	429	448	361
<b>Total</b>	<b>9,750</b>	<b>9,285</b>	<b>8,880</b>
of which women	6,072	5,888	5,708
of which men	3,678	3,397	3,172

GRI  
2-7

NO. OF PART-TIME EMPLOYEES (HEADCOUNT)

	2024	2023	2022
<b>EMPLOYEES WITH PART-TIME CONTRACTS</b>	3,190	3,250	3,186
of which women	2,693	2,751	2,777
of which men	497	499	409
<b>% EMPLOYEES WITH PART-TIME CONTRACTS</b>	32.72%	35.00%	35.88%
of which women	27.62%	29.63%	31.27%
of which men	5.10%	5.37%	4.61%

GRI  
2-7

STAFF TURNOVER (%)

	2024	2023	2022
<b>TURNOVER INCOMING</b>	25%	24%	21%
of which women	12%	13%	12%
of which men	12%	12%	9%
Of which fixed-term	11%	12%	10%
Of which open-ended	13%	12%	11%
<b>TURNOVER OUTGOING</b>	20%	20%	19%
of which women	10%	11%	10%
of which men	9%	9%	9%
Of which fixed-term	12%	12%	10%
Of which open-ended	8%	7%	8%
<b>Total turnover</b>	<b>45%</b>	<b>44%</b>	<b>40%</b>
of which women	23%	23%	22%
of which men	22%	21%	18%
Of which fixed-term	23%	24%	21%
Of which open-ended	21%	19%	19%

GRI  
401-1

The incoming turnover was calculated as the number of people hired and the number of people who switched to another type of contract during the year divided by the average number of heads in the year. The outgoing turnover is calculated as the number of people whose employment was terminated during the year divided by the average number of heads in the year. The total turnover is calculated as the sum of people who were hired, transferred to another type of contract and had their employment terminated during the year divided by the average number of heads in the year. The outgoing turnover was calculated not by taking into account employees who had left as of 31 December, since they were considered in the workforce (heads), but by taking into account employees who had left as of 31 December of the previous year.

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NO. OF EMPLOYEES BY PROFESSIONAL QUALIFICATION AND GENDER (HEADCOUNT)

	2024	%	2023	%	2022	%
<b>MANAGERS</b>	22	0.2%	27	0.3%	25	0.3%
of which women	3	0.0%	4	0.0%	4	0.0%
of which men	19	0.2%	23	0.2%	21	0.2%
<b>MIDDLE MANAGERS</b>	125	1.3%	114	1.2%	112	1.3%
of which women	25	0.3%	19	0.2%	16	0.2%
of which men	100	1.0%	95	1.0%	96	1.1%
<b>WHITE-COLLAR WORKERS</b>	9,365	96.1%	9,101	98.0%	8,737	98.4%
of which women	6,035	61.9%	5,864	63.2%	5,688	64.1%
of which men	3,330	34.2%	3,237	34.9%	3,049	34.3%
<b>BLUE-COLLAR WORKERS</b>	238	2.4%	43	0.5%	6	0.1%
of which women	9	0.1%	1	0.0%	-	0.0%
of which men	229	2.3%	42	0.5%	6	0.1%
<b>Total</b>	<b>9,750</b>	<b>100.0%</b>	<b>9,285</b>	<b>100.0%</b>	<b>8,880</b>	<b>100.0%</b>
of which women	6,072	62.3%	5,888	63.4%	5,708	64.3%
of which men	3,678	37.7%	3,397	36.6%	3,172	35.8%

GRI  
405-1

NO. OF EMPLOYEES BY AGE GROUP AND GENDER (HEADCOUNT)

	2024	%	2023	%	2022	%
<b>&lt; 30 YEARS</b>	1,938	20%	1,963	21%	1,816	20%
of which women	1,032	11%	1,084	12%	1,048	12%
of which men	906	9%	879	9%	768	9%
<b>30 &lt; X &lt; 50 YEARS</b>	4,910	50%	4,622	50%	4,510	51%
of which women	3,110	32%	3,017	32%	2,986	34%
of which men	1,800	18%	1,605	17%	1,524	17%
<b>&gt; 50 YEARS</b>	2,902	30%	2,700	29%	2,554	29%
of which women	1,930	20%	1,787	19%	1,674	19%
of which men	972	10%	913	10%	880	10%
<b>Total</b>	<b>9,750</b>	<b>100%</b>	<b>9,285</b>	<b>100%</b>	<b>8,880</b>	<b>100%</b>
of which women	6,072	62%	5,888	63%	5,708	64%
of which men	3,678	38%	3,397	37%	3,172	36%

NO. OF EMPLOYEES IN PROTECTED CATEGORIES AND WITH DISABILITIES (HEADCOUNT)

	2024	%	2023	%	2022	%
<b>MANAGERS</b>	-	0%	-	0%	1	0%
of which women	-	0%	-	0%	-	0%
of which men	-	0%	-	0%	1	0%
<b>MIDDLE MANAGERS</b>	1	0%	1	0%	1	0%
of which women	-	0%	-	0%	-	0%
of which men	1	0%	1	0%	1	0%
<b>WHITE-COLLAR WORKERS</b>	451	5%	440	5%	428	5%
of which women	278	3%	275	3%	267	3%
of which men	173	2%	165	2%	161	2%
<b>BLUE-COLLAR WORKERS</b>	-	0%	-	0%	-	0%
of which women	-	0%	-	0%	-	0%
of which men	-	0%	-	0%	-	0%
<b>Total</b>	<b>452</b>	<b>5%</b>	<b>441</b>	<b>5%</b>	<b>429</b>	<b>5%</b>
of which women	278	3%	275	3%	267	3%
of which men	174	2%	166	2%	163	2%

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PARENTAL LEAVE (HEADCOUNT)

	2024		2023		2022	
	Men	Women	Men	Women	Men	Women
Employees entitled to parental leave	710	1,374	481	1,183	542	1,228
Employees taking parental leave	166	543	51	350	34	319
Employees who ended their parental leave in the current year	117	276	38	230	28	212
Employees returning to work at the end of parental leave	108	254	35	207	26	202
% employees returning to work after parental leave	92%	92%	92%	90%	93%	95%
Employees still employed 12 months after return to work	92	200	26	162	23	176
% retention after 12 months	85%	79%	74%	78%	88%	87%

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The right was calculated from the knowledge of the date of birth of the children and without taking into account whether or not the spouse used it. The employees still in place after 12 months of leave were estimated as the difference between the employees returning from leave and the employees who left in the reporting year, having taken leave in the previous 12 months. The right to take parental leave is valid for children up to the age of 12.

# Convention for the well-being of employees

A convention linking Despar Nord to the Unipol insurance company and its associated companies (Unisalute, UnipolTech, UnipolRental and UNA Hotels & Resorts) was signed in July 2024. It establishes various facilitating and improving conditions for the use of insurance products and related services that will benefit Despar Nord employees, their spouses, family members and cohabitants.

An initiative that is part of the new plan to support and increase corporate welfare measures that Despar Nord is adopting for the two-year period 2024/2025, and which aim to further stimulate the work-life balance of its employees, promoting benefits, favourable conditions and rates, and facilitated access to various services of personal utility, thus increasing spending power, health and well being, also extended to the entire family.

This project will offer Despar Nord employees (as well as those of affiliated and/or subsidiary companies) discounted rates on insurance policies related to mobility, accidents, and home coverage; preferential and improved conditions for life insurance products; benefits for motorway toll payments through electronic tolling services; discounts on long-term vehicle rentals; and a range of additional promotions for hotel and hospitality services. All provided through the direct consulting services of a network of more than 60 UnipolSai agencies in the provinces where Despar Nord employees work and reside. Further developments of the agreement, including in the financial sector, are planned for 2025, accompanied by brief informational updates focused on this area as well as on insurance.



The **collaboration with the Cooperative Vite Vere Down Dadi** continued in 2024, and kept growing within the framework of the 'iDem' project, which enables young people with disabilities to enter the world of work through the creation of colourful, handmade shopping bags in line with the fundamental values and objectives of equality and social inclusiveness. This project allows the company to use the tools provided by the law to fulfil its legal obligations, and represents what the company intends to cultivate daily with its activities, reaffirming the ethical

value of work also for people with intellectual disabilities. Between the end of 2023 and the beginning of 2024, it was possible to expand the collaboration by concluding two further agreements and bringing in two new workers, as well as involving a new store in the project. The activity has also continued with new initiatives and widespread events across the region, aimed at exploring and shaping potential future developments of the project, with a focus on growth and increasing autonomy and professionalism among the workers involved.



Collaboration with Cooperativa Vite Vere Down Dadi

Constant dialogue with the workers and social partners has also made it possible to intervene in advance in the management of workers' needs and thus maintain a **low level of conflict**. Through discussions with the workers, numerous positive solutions were reached regarding their individual positions, including through

the definition of agreements with the workers (out-of-court). Also in 2024 the company did not record any final court rulings on discriminatory incidents, and the company's **whistleblowing channel reported no violations of the applicable regulations during the three-year period under review**.

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Since 1st January 2019, Despar Nord has applied the new **DMO National Collective Labour Agreement (CCNL) – Modern Organised Distribution** – to all employees. This agreement, signed by Federdistribuzione and the Trade Unions, establishes collective contractual rights, including remuneration, and guarantees equal opportunities, in line with the Code of Ethics (100% of employees covered by the collective agreement). In April 2024, the social partners signed the **renewal of the DMO National Collective Labour Agreement**, which introduced numerous innovations, including a commitment to promote the development of gender equality policies at work and the prevention of all types of discrimination, as well as the prevention of harassment and mobbing in the workplace, in addition to training and professional development, and significant pay increases. Moreover, the **Supplementary Company Bargaining Agreement (CIA)** covering all territories, which recognises better treatment than collective bargaining (CCNL DMO), remains in force.

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With the application of the CCNL of Modern Organised Distribution (DMO), employees (excluding managers and middle managers) are entitled to health care benefits guaranteed by **Fondo Est**, Italy's largest supplementary health care fund, which guarantees multiple benefits, either direct or insured, to registered employees. The main benefits of the health contract policy concern check-ups, specialist visits, treatment and maternity, in line with target 3.8 of the relevant SDG.

In order to enhance the commitment of the employees working in the stores, the supplementary bargaining agreement also provides for a special incentive system that recognises the payment of **annual collective bonuses** to all workers upon the achievement of certain results in terms of hourly productivity, shrinkage and economic results of the branch to which they belong. Finally, for management personnel and sales managers, there are company **performance incentive systems** through an alignment between individual and company objectives.



Eurospar Guastalla (RE)

	2024	2023	2022
AMOUNTS ALLOCATED FOR INCENTIVES (€)	1,950,000	2,241,482	3,159,846
Incidence of incentives on staffing costs (%)	0.57%	0.70%	1.07%
Number of employees who received a bonus	4,502	4,642	4,630

The incentives allocated include company supplements, one-offs and M.B.O.s. The number of collaborators who received a bonus considers the same criterion.

WOMEN-TO-MEN SALARY/REMUNERATION RATIO

	SALARY	REMUNERATION
2024		
IN STORES		
Middle managers	n.a.	n.a.
White-collar workers	94.47%	94.38%
HEADQUARTERS AND WAREHOUSE		
Managers	74.03%	72.30%
Middle managers	90.04%	108.77%
White-collar workers	91.72%	91.39%
Blue-collar workers	105.06%	104.73%
2023		
IN STORES		
Middle managers	n.a.	n.a.
White-collar workers	94.44%	93.92%
HEADQUARTERS AND WAREHOUSE		
Managers	77.88%	77.46%
Middle managers	89.56%	89.43%
White-collar workers	91.57%	90.94%
Blue-collar workers	118.83%	118.06%
2022		
IN STORES		
Middle managers	104.11%	111.57%
White-collar workers	93.92%	93.21%
HEADQUARTERS AND WAREHOUSE		
Managers	64.48%	68.80%
Middle managers	86.70%	83.63%
White-collar workers	88.76%	87.42%
Blue-collar workers	n.a.	n.a.

The ratios of women's basic salary to men's basic salary are partly influenced by the higher presence of part-time female employees in the Company compared to part-time male employees at the same level. The remuneration per employee was calculated by adding the amounts for seniority steps and company bonus to the basic salary.

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### Staff training and development

**Training** is still **one of our Company's key pillars. We strongly believe in professional development and offers innovative and practical courses in various fields**, from workplace safety to language, technical, and cross-functional skills. In 2024, we launched training programmes to develop the technical, managerial, and operational skills of our employees. These programmes are designed in accordance with Target 8.2 of the Sustainable Development Goals (SDGs), which promotes economic productivity through innovation and continuous updating.

**We launched training programmes to develop our employees' technical, managerial, and operational skills**

Our training offer includes courses tailored to specific business needs and supports collaborators in achieving their professional goals, providing a specific and diversified offer for the different company departments. Additionally, in 2025 we are planning **structured development and growth pathways** for all leadership roles, with a specific focus on both technical skills and soft skills. These courses include targeted training modules, mentoring and coaching to foster knowledge consolidation and the development of leadership, change management and effective communication skills.

As part of the **training aimed at sales associates**, the **Sales Academy** course allows Despar Nord to have an adequate team of new responsibility roles operating in stores each year, whether they are Section Managers or Store Managers, trained and ready to take on the role at the end of the course. The two-year programme, which started in February 2024, has seen the participation of more than 60 employees, who are benefiting from a theoretical and practical training course aimed at strengthening organisational knowledge and managerial skills. To further foster the development of the skills of those who

live in daily contact with the company's business, the **Great Coaching** course, aimed at Area and Zone Managers, enabled the development of leadership, change management and people management skills, effective communication and improvement of the ability to guide employees towards success.

To further reinforce the strategic importance of the business, especially in the fresh and ultra-fresh sections, in 2024 we laid the foundations for an ambitious development project for 2025: the **Academy of Fresh Product Trades**. This path involved the technical trainers of the fresh produce sections in a process of sharing and reorganising company know-how, disseminating technical knowledge on product processing, product types and section-monitoring KPIs. Finally, the **Sapori Academy - travelling through the flavours of the territory** project provided a training opportunity for sales colleagues, reinforcing their knowledge of the local products in



the assortment of our stores. This proposal favours an engaging training mode, appreciated because it allows the customer to touch and experience first-hand the experience and peculiarity of the products, fully transferring their characteristics to the customer at the sales stage.

As part of the training that covered the employees of the **administrative offices**, the LAB project - **Area Meeting dedicated to all company managements**, fostered exchange and strengthened relations between employees, improving group cohesion and effectiveness and integration with corporate strategy. The day starts with a welcome and networking session, followed by the presentation of the area strategy to share objectives and priorities. Afterwards, a workshop on Age Management provides tools to effectively manage the different generations in the company and continues with a focus on the induction plan for new hires, illustrating best practices for an effective and quick integration of employees.

In the course of 2024 and with an important development target in the course of 2025, the **TransformAction** programme, dedicated to the information systems department, is aimed at senior figures and strategic roles in the different internal groups. The programme stimulated creativity and innovation among employees. Through interactive workshops and practical projects, participants developed sustainable and innovative solutions to business challenges, involving 25 employees. In 2024, the **effective leadership training course** realised in cooperation with Ca' Foscari Challenge School was also completed. The training course, structured in five technical-practical meetings, enabled the 41 participants to achieve a greater awareness of leadership roles and styles in order to foster effective management of their employees. The training course is designed to support new managers in managing their teams, so that the relationship between managers and employees can become increasingly effective and collaborative, overcoming the culture of error and strengthening

feedback management. With the return of the **Training Catalogue in 2025**, we will continue to promote an inclusive and dynamic culture, facilitating access to training and development paths.

As part of the **training of our logistics staff**, Welcome Training days were organised for foreign staff, with cultural mediators, an

effective approach to facilitate the work and social integration of employees from different cultural backgrounds. This type of training helps overcome language, cultural and regulatory barriers and improves communication. We welcomed and guided new colleagues with respect to company knowledge and regulatory-contractual content.

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TOTAL AND AVERAGE TRAIN- ING HOURS	2024		2023		2022	
	Totals	Averages	Totals	Averages	Totals	Averages
MANAGERS	785	35.68	278	10.31	841	33.64
of which women	144	47.83	24	6.00	181	45.13
of which men	642	33.76	254	11.06	661	31.45
MIDDLE MANAGERS	4,274	34.19	1,734	15.21	2,570	22.95
of which women	999	39.94	369	19.44	502	31.38
of which men	3,275	32.75	1,365	14.37	2,068	21.54
WHITE AND BLUE-COLLAR WORKERS	90,351	9.41	64,094	7.01	63,268	7.24
of which women	45,145	7.47	31,948	5.45	33,538	5.90
of which men	45,206	12.70	32,146	9.80	29,730	9.73
Total training hours	95,410	9.79	66,106	7.12	66,679	7.51
of which women	46,288	7.62	32,341	5.49	34,221	6.00
of which men	49,122	13.36	33,765	9.94	32,459	10.25

The total hours include non-mandatory seminar-based/e-learning training (see p. 91), mandatory seminar-based (p. 91), mandatory safety e-learning (p. 94).

TRAINING COSTS (€)	2024	2023	2022
External	1,396,197	1,117,881	1,303,578
Financing received	-584,504	-405,042	-443,545
Annual training costs	811,693	712,840	860,033

TOTAL AND AVERAGE HOURS OF MANDATORY TRAINING: seminar-based	2024		2023		2022	
	Totals	Averages	Totals	Averages	Totals	Averages
Managers	-	-	54	2.00	30	1.20
Middle managers	143	1.14	311	2.73	182	1.62
White and blue-collar workers	18,648	1.94	12,239	1.34	11,574	1.32
Total training hours	18,791	1.93	12,604	1.36	11,786	1.33

TOTAL AND AVERAGE HOURS OF NON-MANDATORY TRAINING: seminar-based, e-learning	2024		2023		2022	
	Totals	Averages	Totals	Averages	Totals	Averages
Managers	784	35.64	167	6.19	769	30.77
Middle managers	4,087	32.70	1,326	11.63	1,912	17.07
White and blue-collar workers	43,112	4.49	22,084	2.42	18,267	2.09
Total training hours	47,983	4.92	23,577	2.54	20,948	2.36
of which seminar-based	42,684	4.38	22,637	2.44	19,662	2.21
of which e-learning	5,299	0.54	940	0.10	1,286	0.14

Safety at work

Despar Nord maintains a **high standard of safety** for its employees and third-party collaborators, preventing accidents from occurring and mitigating any damage. The safety of stores, offices, warehouses and the Meat Centre, as well as machinery and equipment, is the subject of constant evaluation and improvement, thanks also to synergies between different company functions. The in-house **Prevention and Protection Service**, which interfaces with the **Workers' Safety Representatives**, constantly works towards these objectives.

The company's Prevention and Protection Service ensures constant analysis of health and safety hazards, defining for each one the most appropriate prevention and protection measures to be implemented (e.g. operational procedures, training updates, new or different Individual

Protection Devices). Formal evidence of this analysis is provided in the **Risk Assessment Documents** drawn up for each operational unit. In particular, in 2024, following the internalisation of the employees of the Distribution Centres in Mestrino (PD) and Udine, several activities were carried out

**39** HSRs  
Health & Safety Representatives

**8** HSEs  
Health, Safety & Environment  
Officers

**1** HSEM  
Health, Safety  
& Environment Manager

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in this regard, such as purchasing PPE, organising health checks, training for employees and supervisors, defining safety roles and the updating specific risks. The support also continued with the Logistics function with the update of the check-lists for operational control, the introduction of a new package approach device and the start of a new project for the commissioning of a man-down app.

At the beginning of each year, the results achieved in the previous year are analysed, starting with the analysis of accident events and near-misses (analysis also extended to outsourced activities), and moving on to the analysis of non-conformities, periodic audits and any other data deemed significant in the field of occupational health and safety. On this occasion, **the improvement objectives** are also defined, establishing for each one the economic and organisational resources available and the time frame for implementation.

Every three months, all stores are informed about accident trends through statistics showing the causes, locations, frequency and the equipment most affected by the events. During the year, **specific audits** were carried out in stores where critical issues were identified, with direct support from store managers and section managers. The accident statistics for 2024 showed a slight increase in the accident rate, only one case of an accident exceeding 180 days, while no deaths occurred. The occupational disease rate decreased compared to the previous year due to the high number of unrecognised illnesses.

The company's commitment to occupational safety is in line with target 3.4 of the relevant SDG on promoting well-being and health and target 8.8 of SDG 8 on fostering a **healthy and safe working environment for all workers**.

ABSENTEEISM RATE	2024	2023	2022
% sick hours/normal gross working hours	4.05%	4.02%	5.53%
% injury hours/normal gross working hours	0.32%	0.30%	0.27%
Total incidence %	4.37%	4.32%	5.81%

Absenteeism rate = ((accident hours + sickness hours)/workable hours)x100  
 Workable hours = gross working hours - holiday hours taken

OUTSOURCER ACCIDENT RATE	2024	2023	2022
No. of recordable injuries	35	47	24
No. of high-consequence injuries	-	-	-
Hours worked	598,477	826,015	656,675
Accident rate	11.70	11.38	7.31

The injury rate of outsourcing companies does not include the Verona platform (frozen food). The number of hours worked and the injury rate were revised for the previous years (2023-2022) to update the estimation methodology.

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INJURY AND OCCUPATIONAL DISEASE RATE	2024	2023	2022
NO. OF RECORDABLE INJURIES	366	307	290
of which women	205	187	167
of which men	161	120	123
NO. OF HIGH CONSEQUENCE INJURIES	1	4	-
of which women	-	-	-
of which men	1	4	0
Injury rate	5.41	4.86	4.85
High consequence Injury rate	0.01	0.06	-
NO. OF HOURS WORKED	13,576,076	12,793,276	11,963,830
NO. OF SUSPECTED OCCUPATIONAL DISEASES REPORTED	36	21	22
of which recognised	-	3	6
Occupational disease rate	-	0.05	0.10

Injury rate = (No. of recordable and high-consequence Injuries/hours worked)x200,000  
 Occupational disease rate = (No. of recognised occupational diseases/hours worked)x200,000  
 Hours worked = No. of hours worked by time card  
 The injury data refer to both stores, sites and warehouses.  
 Three of the four high-consequence injuries in 2023 were indicated as such on the basis of information available in the year 2024. There are 35 suspected occupational diseases reported, the outcome of which is still pending.

Staff training on health and safety in the workplace is **constantly monitored through the company's management application** and provided according to the duties of the collaborator assigned specific roles (e.g. emergency management team member) and in any case in accordance with the applicable mandatory regulations. In particular, mandatory training was again provided in 2024 for sales people, drivers and warehouse operators. In addition, a new specific course was activated for medium risk for warehouse operators and drivers and high risk for Meat Centre operators. In addition, general training courses delivered via e-learning were translated into English and French.

In addition to the usual compulsory training, the project to install BLSD (Basic Life Support and Defibrillation) devices in stores continued, accompanied by specific training

for employees. This project ensured that all employees were adequately prepared to handle medical emergencies, improving safety in the workplace. Defibrillators have been installed in a further 10 stores in addition to all new openings. Regular refresher courses ensured that acquired skills were maintained and kept up-to-date, enabling employees to act promptly and safely when needed.

For more than 10 years, Despar Nord has been operating under an occupational health and safety management system. Following an audit by the leading national organisation DNV in May, **ISO 45001 certification** was confirmed for all business units. The standard covers the Occupational Health and Safety Management System and the objective is the continuous improvement of procedures and the definition, application and sharing of best practices to **ensure safety and health**

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in every operation, in every section and in all Despar Nord locations. The sharing of procedures and the involvement of every level of the company are the cornerstones of the Environment and Occupational Safety Policy where the company's

strategic guidelines for the application of ISO 45001 and ISO 14001 are defined. 100% of collaborators and independent workers work in a workplace covered by a health and safety management system.

TOTAL AND AVERAGE HOURS OF MANDATORY TRAINING: Safety area in e-learning	2024		2023		2022	
	Totals	Averages	Totals	Averages	Totals	Averages
Managers	1	0.05	57	2.12	42	1.67
Middle managers	44	0.35	98	0.86	477	4.26
White and blue-collar workers	28,591	2.98	29,771	3.26	33,427	3.82
<b>Total training hours</b>	<b>28,636</b>	<b>2.94</b>	<b>29,925</b>	<b>3.22</b>	<b>33,946</b>	<b>3.82</b>
for safety at work	21,600	2.22	20,506	2.21	20,210	2.28
for food safety	4,005	0.41	7,740	0.83	12,959	1.46
for environmental safety	3,031	0.31	1,679	0.18	776	0.09

RESPONSIBILITY TOWARDS COMMUNITIES AND THE TERRITORY

Despar Nord has always been active in supporting the local area and the community. Support that goes hand in hand with the company's growth and helps to spread awareness of the local realities, issues and associations that the company supports. These issues and activities also engage and educate our collaborators, creating a widespread awareness and consciousness in the company.

1,139

Tonnes of food distributed thanks to Banco Alimentare and Last Minute Market

The Food Donation Project

One of the main activities in support of the local area and communities is the Cessione Merce project, which Despar Nord has been running for more than 20 years thanks to its collaboration with Banco Alimentare and Last Minute Market and a network of more than 160 non-profit and charitable associations. A collaboration that in 2024 allowed the company to collect and redistribute over 1,139 tonnes of food, equivalent to 2.5 million meals donated to the most vulnerable people. A project that also has an important impact in terms of environmental sustainability: the distribution of food that can no longer be marketed but is still edible, has in fact allowed for the recovery of more than 1,000 tonnes of waste, avoiding the waste of 4 million tonnes of CO2eq. emitted to produce the food that is put back into circulation.



Meeting with representatives of non-profit organisations in Trentino-Alto Adige

Sponsorships

In addition, on the occasion of the European Week for Waste Reduction, the company organised a training and refresher meeting at each regional office with the various contact persons of the associations dedicated to the collection of goods, Banco Alimentare and Last Minute Market, in order to open a working table aimed at refining and improving the existing project according to the needs of the individual parties and to exchange views on the subject of food waste.

The results of the recovery of food surpluses are concrete evidence of Despar Nord's commitment to combating food waste, which the company pursues throughout the year with numerous promotional and awareness-raising activities.

There were more than 90 sponsorships in 2024 in all our regions worth more than €480.000 of economic support to the region. The company takes a cross-cutting approach to supporting associations as well as cultural and sports initiatives. The main examples include:

- **Udinese Calcio:** Friuli-Venezia Giulia's only football club in Serie A, with which Despar has renewed a long-term partnership;
- **Food and wine events 'Formaggio in Villa' and 'Made in Malga':** events in the Veneto region with which the company gave space and visibility to the promotion of multiple producers in the area and its own 'Sapori del Territorio' brand;
- **AHC Eurospar Lakers:** sponsorship of the first women's team playing in the top hockey league in Trentino-Alto Adige;

More than 90 company sponsorships to local associations



Virtus Pallacanestro Bologna team sponsorship

### Join us at Made in Malga and taste the flavours of our region!

Come and taste salami, speck, and soppressa from **Salumificio San Domenico**, along with traditional mountain cheeses from **Malga Verde** – all in the company of the producers themselves!

**7 and 14 September**  
From 11 a.m. to 11.30 a.m.  
From 2 p.m. to 2.30 p.m.  
From 5.30 p.m. to 6 p.m.

**Largo Odeggar – Asiago**  
On the corner with Via J. Scajaro

Sign up for free at [despar.it/made-in-malga](https://despar.it/made-in-malga)

APP DESPAR TRIBÙ

Visit us at Made in Malga, you will receive a 5€ discount voucher on a minimum spend of 25€, redeemable at all Despar, Eurospar and Interspar stores until 31/12/2024

**il valore della scelta**

Tastings organised for Made in Malga by Despar

- **Virtus Basketball Bologna:** Despar Nord in Emilia-Romagna supported the men's Serie A team Virtus Pallacanestro Bologna for the second consecutive season;
- **PMG Cremona:** inclusion of our logo on the vehicle used by the municipality of Cremona for guaranteed mobility and solidarity in cooperation with the company PMG Cremona.

Local projects

In 2024, Despar Nord launched a new awareness-raising campaign against scams and housebreaking called 'Insieme, contro le truffe' (Together against scams). The campaign, promoted by the company in collaboration with the Veneto Police Headquarters and the ANACI association, saw the distribution of information flyers within the association's network of apartment blocks and in all Despar, Eurospar and Interspar brand stores in the Veneto region, as well as events and press conferences with local State Police representatives. The anti-scam awareness campaign aimed at protecting the elderly was also carried out in Emilia-Romagna in collaboration with the Bologna Police Headquarters. In addition to distributing informational materials, two events were organised at two Eurospar stores in Bologna.

In addition to this, a further campaign to raise awareness and prevention of social problems such as bullying, fraud, addiction, theft and road safety was carried out in 2024 in cooperation with the Udine Police Headquarters. The project saw the distribution of 450,000 information leaflets in Despar, Eurospar and Interspar stores in the Friuli-Venezia Giulia region.

Also in 2024, we contributed to the International Day for the Elimination of Violence against Women (25 November). To mark the occasion, colleagues in stores across all regions displayed a pair of red shoes – the symbol of the day – inside the store to express solidarity and support for women victims of violence.



Le Buone Abitudini project

Since 2006, Despar Nord has been supporting primary schools and families with 'Le Buone Abitudini' (Good Habits), a free initiative designed to educate people about healthy eating and healthy lifestyles.

As of October 2022, the project was digitised through a dedicated online platform, which made all educational materials available, replacing traditional physical kits. This transition has improved the accessibility of the programme and reduced its environmental impact.

In 2024, thanks to the cooperation between the Despar Italia Consortium, which currently runs the programme, and all members, the project was extended to all Italian regions where Despar is present. During 2024, in Despar Nord's areas of responsibility, the project saw the participation of 1,237 teachers, involving a total of 2,500 classes and more than 55,000 pupils.

These results confirm Despar Nord's commitment to promoting a healthy lifestyle and disseminating educational values that are fundamental for the new generations.

# Governance

GRI  
2-9

GRI  
2-10

GRI  
2-11

The governance system, aligned with the national and international best practices, is constantly consolidated to manage the Company's operational complexity and the challenges to be tackled for a **clear and sustainable development strategy**. The entire system is geared towards promoting the stability of roles over time, which allows for long-term planning and greater solidity for the company. In addition to regulatory compliance, Governance encourages the adoption of voluntary practices that further improve the system, ensuring an **increasingly transparent and accountable business operation**.

### SHAREHOLDERS' MEETING AND BOARD OF DIRECTORS

At the apex of governance is the Shareholders' Meeting, chaired by the Chairman of the Board of Directors (B.o.D.) or another person appointed by the Shareholders' Meeting by simple majority.

The Shareholders' Meeting opted for a traditional corporate governance system, consisting of a Board of Directors and a Board of Statutory Auditors. The Board of Directors is appointed by the Shareholders' Meeting in a variable number of members, from a minimum of two to a maximum of eleven, who remain in office until revocation or resignation or for the period of time determined by the Shareholders at the time of appointment. Persons who are disqualified, incapacitated, bankrupt or who have been sentenced to a punishment entailing disqualification, even temporary, from public office or the inability to exercise executive offices cannot be appointed to the office of Director and, if appointed, shall be disqualified from office. The Board of Directors exercises its functions of ordinary and extraordinary administration in accordance with the law, the Articles of Association and the 231/01 Organisational Model. The appointment of Managing Directors does not make the



Data updated to March 2025.

corporate structure any more burdensome, as they are not entitled to any remuneration for their office; in addition, the Chairman is a manager of the Italian organisation. In order to foster relations with local institutions and new development areas, Board meetings are held at different locations in our trading area. The members of the Board of Directors serve on the governing body until the approval of the 2025 Financial Statement. Since March 2025, the Directors' areas of responsibility have been divided as follows:

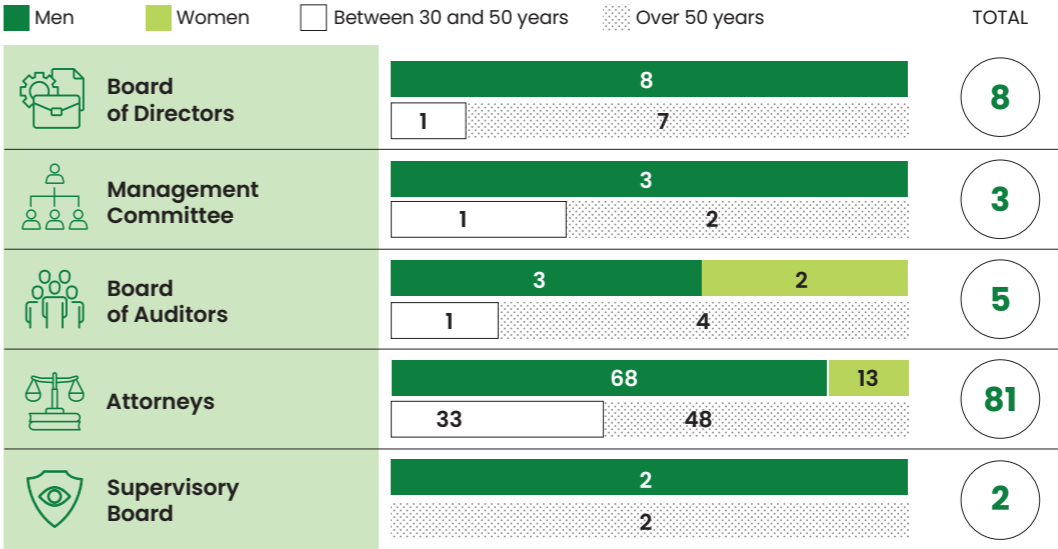
- **C. Rissbacher:** insurance business, taxation and fiscal matters, business process management, finance, purchasing, information systems, administration and control, Meat Centre;
- **F. Montalvo:** regional management, public relations, marketing, affiliates, and sales; he also represents the company at the Despar Italy Consortium;
- **M. Salviato:** supply chain management, auditing and corporate security, legal affairs and compliance, human resources, ESG-Safety, development, human resources development, construction, logistics.

**BOARD OF AUDITORS AND AUDITING COMPANY**

The Shareholders appoint the **Board of Statutory Auditors** and the Auditing Firm to oversee the work and the structure of the company. The Board of Statutory Auditors, which also has accounting control functions, is appointed for three financial years **and monitors compliance with the law, the Articles of Association and proper administration methods** with a particular focus on the organisational, administrative and accounting structure. The statutory audit of Despar Nord's financial statements is entrusted to a leading auditing firm, which has also been appointed for a three-year term ending with the approval of the 2024 financial statements.

**MANAGEMENT COMMITTEE AND ATTORNEYS**

The **Management Committee** performs propositional, preparatory and technical and management support tasks for the Board of Directors and the Chairman and all the Managing Directors are members by right. Through the Management Committee, the



Data updated to March 2025.

GRI  
405-1



Board of Directors **approves and supervises the economic and financial planning** of the company's activities. The Committee:

- every year by November it prepares the budget proposal for the following year. The budget is generally updated in the middle of the year and a closing forecast is prepared in October, which includes the corrections deemed appropriate by management;
- provides for the formulation of a three-year business plan, approved by the Board in February;
- informs the Board of Directors on the company's performance during the financial year, reporting on changes compared to the budget and the previous period.

These phases involve **continuous and effective communication** between the various company departments, which thus quickly check the company's progress and investment decisions. The Board of Directors and those appointed by it are supported by the Attorneys. In 2024 Despar Nord had 81 attorneys who are vested with powers of ordinary and extraordinary administration in accordance with the powers delegated to them. Some attorneys may appoint others *ad acta* or *ad negotia* with a limited mandate.

REMUNERATION

The determination of the managers' remuneration is decided by the Management Committee assisted by the Staff Management and Administration. The remuneration due to directors is decided by the Board of Directors. Their fee consists of a fixed amount. There are no particular rules concerning the remuneration of the Board of Directors.

The ratio of the total annual remuneration of the collaborator receiving the highest remuneration to the median of the remuneration of all employees for 2024-2023

is 26.29 to 23.47. The ratio of the percentage increase in the annual total remuneration of the person receiving the highest remuneration to the median percentage increase in the annual total remuneration of all employees (excluding the aforementioned person) for 2024 is 2.72.

The calculations were carried out using the database constructed according to the rules defined by the Spar Austria Group, the remuneration shown is the annual social security taxable amount. Thus it includes all the emoluments paid but is also reduced in the case of absences. The person who receives the highest remuneration holds the position of director.

ESG GOVERNANCE

Since October 2023, following a decision by the Board of Directors, the Company has established a new organizational function called ESG-Safety, which has been formally integrated into the organisational chart. The department builds on the experience of the already existing Safety function, which has brought together the environmental, food and occupational safety offices since 2020, and goes further by incorporating the food quality and ESG reporting offices; in addition, the **ESG-Safety** director covers the function of the Compliance Officer, creating **a cross-cutting area on E, S and G**.

Compliance is an indispensable aspect in companies, especially if they are large or have activities subject to multiple regulations. In addition to regulatory compliance, Despar Nord has equipped itself with **various voluntary control tools** that keep it on the quality and safety path it pursues, in particular the organisational model according to Legislative Decree 231/2001 and the integrated environmental and occupational safety policy. Coordination of these areas in the ESG-Safety function ensures higher and additional standards

than those required by law, as well as **better risk control**. This allows them to operate in an ethical and sustainable manner, making their corporate responsibility effective, especially considering the impact of their activities on human rights.

The ESG-Safety director reports to one of the three **managing directors** and the ESG issues, in terms of opportunities, critical issues, achieved and expected performances, are periodically discussed during management committees. Sustainability reporting therefore falls under the responsibility of the ESG-Safety Department, which reports to the Management Committee for the approval of the Integrated Report prior to publication. The Management Committee in turn reports to the Board of Directors as described on page 99. In addition, ESG performance is assessed during annual reporting and periodically as necessary (e.g. ISO 14001 certification). For the year 2024, no particular ESG-Safety issues were identified. In addition, in order to address current and future challenges in ESG terms, it becomes necessary to also involve the other corporate functions, each for their own area of competence. To facilitate this inter-company exchange, the following structure

was established starting in 2024:

- **Sustainability Ambassadors**, i.e. all managers as sustainability ambassadors for their corporate function;
- **Sustainability practitioners**, i.e. operational contact persons for their function on ESG issues, appointed by their ambassador.

Within the ESG-Safety Department, a team (ESG team) has been identified with the aim of coordinating the company departments on ESG issues. The aim is to share the company's ESG strategy and regular updates on the progress of activities. In addition, specific **training sessions** are planned to delve deeper into ESG aspects relevant to our business, ensuring compliance with European and national regulatory adaptations. For Ambassadors, two ESG advanced training sessions with experts in the field were provided, covering topics such as 'Sustainability as a paradigm' and 'Sustainability induction: operational instructions for planning sustainability'. For Practitioners, a Training Path of a minimum of four meetings per year was created on the topics of corporate sustainability and value creation, sustainability reporting, operational risks from an ESG perspective,

- GRI 2-12
- GRI 2-13
- GRI 2-14
- GRI 2-16
- GRI 2-17
- GRI 2-18
- GRI 2-23

GRI 2-19

GRI 2-20

GRI 2-21



Sustainability Practitioner training session

material issues and gap analysis. With a view to fostering synergy with the company's stakeholders, **the ESG team** participates in the International CSR Board within the SPAR Austria Group, with at least two meetings/year for coordination and alignment. Joint projects include the progressive adaptation to CSRD, the European Green Taxonomy, the quantification of Scope 3 emissions and the definition of climate targets. At the national level, the team is part of the Sustainability Working Group with Despar Italia (see pages 16-17), with which training courses were also undertaken in 2024 for the benefit of GDL participants and others from the various member companies, with in-depth studies

on CSRD, biodiversity and green claims. In 2024, the Despar corporate website was updated, renewing the ESG section. Building on the content already present for years, such as the Integrated Report and ISO 14001 and ISO 45001 certification, environmental, social and governance insights were integrated. The section can be found here: <https://www.despar.it/it/chi-siamo/>.

**Communication** on sustainability issues was strengthened both internally, through periodic newsletters addressed to colleagues in the offices called ESG Communications, and externally, with a campaign on LinkedIn since the publication of the Integrated Report.

## ESG Transparency Award

Despar Nord received the prestigious international recognition, the 'ESG Transparency Award' for the 2023 Integrated Report titled 'The Value of Sustainability', awarded by EUPD Research, a German institute that, for over twenty years, has been one of the most important research, analysis, and certification bodies at both national and international level in the field of sustainability. The EUPD Research judging panel awarded the prize 'Excellence' with the following motivation: "The evaluation of your report shows that your organisation recognises the importance of a sustainable business strategy and remains focused on meeting the needs and expectations of transparent communication about your sustainability strategy. Despar Nord also received the distinction of 'Leading Company' for the large-scale retail sector for the year 2024-2025, having qualified as one of the top companies in the country ranking. The prize was awarded on Wednesday 11 December in Bonn during the award ceremony held during the ESG Summit at the European

Sustainability Week organised by EUPD Research. The "ESG Transparency Award" is an accolade presented, at European level, to organisations that have already consolidated sustainability practices within their operations and communicate these transparently through their reporting. The award rewards transparent reporting and the sustainability goals and actions introduced by the organisation. EUPD Research has developed test criteria for the scientific evaluation of ESG reports that take into account all relevant environmental, social and governance aspects and are based on applicable regulations, global standards, regulatory frameworks and additional transparency parameters of the stakeholder groups involved. The award attests to the pioneering journey undertaken by Despar Nord, which, since 2012, has chosen to objectively and transparently communicate its commitment and sustainability strategy by drafting the Integrated Report.

23

employees trained in privacy issues,  
71 in the 231 Organisational Model

## PRIVACY

In order to comply with the new Data Protection Regulation (EU Reg. 2016/679 for short GDPR), since 2018 the Company has designated an external **Data Protection Officer** and a **Privacy Committee**, which includes the heads of Legal Affairs, Information Systems, Marketing, HR and a member of the BoD. Also on the subject of privacy - as for the Organisational Model 231 - there is periodic training, aimed at raising awareness and updating employees. In 2024 it involved 23 employees.

## ORGANISATIONAL MODEL 231/01

Since 2005, Despar Nord has voluntarily adopted the company's Organisational, Management and Control Model, prepared in accordance with Legislative Decree No. 231/2001 and updated to incorporate the latest regulatory changes. The Model includes the Supervisory Board, the **Code of Ethics**, the Internal Regulations and the Mapping of Powers, the Manual of Protocols and the Sanctions System, which are tools for risk management. The Model, especially in the Code of Ethics, has paved the way for the best practices that the company has been implementing for some time and meets the Sustainable Development Goals (SDGs) issued by the UN to which Despar Nord refers.

As of 31 December 2024, as in the previous two-year period, there **were no legal or other actions** concerning anti-competitive behaviour, antitrust or monopoly violations. 71 employees were trained this year on antitrust and major risk prevention.



GRI  
205-3

GRI  
206-1

GRI  
2-26

GRI  
2-25

In compliance with the provisions of Legislative Decree No. 24/2023, which transposed Directive (EU) 2019/1937 on "Whistleblowing", appropriate internal reporting channels have been activated. For more details, see <https://www.despar.it/it/whistleblowing/>.

With regard to the other reporting mechanisms made available to stakeholders, on the company website (Contact section) **it is possible to send suggestions or requests concerning stores and products**; in particular, for the latter, information is provided on the rights of the purchaser in the event that products purchased at the stores present conformity defects that render them unsuitable for their intended use, or malfunctioning (so-called 'Seller's Legal Guarantee of Conformity'). The suggestions and requests received are directed to the relevant departments and processed there. If necessary, they are forwarded to the higher management level; an assessment of the total number and type of issues raised is not currently available.

With regard to payment practices, in particular late payments to small and medium-sized enterprises (SMEs), no cases of late payments were recorded in 2024, nor are there any legal proceedings pending with regard to such delays.

The Supervisory Board  
Compliance Office

The Compliance Office performs the function of the Supervisory Board, which regulates the company's liability for administrative offences resulting from offences. The Supervisory Board is composed of one internal and one external member pursuant to Legislative Decree 231/01 and is appointed by the Board of Directors every two years. The Compliance Officer supervises the functioning, effectiveness and compliance with the Model.

The C.O. is also responsible for adapting the Model to the company's reality and to any regulatory changes, **reporting periodically on any critical issues, preparing annual checks** and providing training for employees on anti-corruption issues, which in 2024 saw 41 employees trained. From the total number of collaborators involved, one or more homogeneous groups are identified each year to be trained. Furthermore, no cases of corruption were reported for 2024. With regard to updates or crime prevention activities, the O.C. may intervene with risk assessments carried out per risk area or activity. To send reports of possible offences or to request information, you can use the Supervisory Board's e-mail address: [co\\_aspiagservice@despar.it](mailto:co_aspiagservice@despar.it)

Code of Ethics

It identifies the rights, duties and responsibilities of any interlocutor and is also placed as a contractual condition for those who work or have dealings with Despar Nord. Compliance with the Code by everyone (directors, attorneys, collaborators, auditors, suppliers, etc.) ensures the smooth running of the company and prevents irregularities and conflicts of interest. Compliance with the provisions of the Code of Ethics is an essential part of employees' contractual obligations; third parties who have relations with the Company must also undertake to comply with the Code of Ethics by accepting the appropriate contractual clause or declaration. It integrates policy commitments for responsible business conduct through its activities and business relationships. In line with the principles of the Code of Ethics, **in the three-year reporting period the Company did not make direct or indirect contributions in any form to political and trade union parties, movements, organisations and committees**, or to their exponents and candidates, except within the scope permitted by specific regulations and in compliance with the principle of transparency.

Rules of Procedure  
and Mapping of Powers

It regulates the operations of the bodies with administrative and representative powers and is disseminated to new employees, on all company notice boards and on the company website.

Protocol Manual

It schedules the Company's decision-making process in activities potentially at risk of offences and monitors, under the supervision of the Compliance Office, the functions that handle sensitive activities.

The penalty system

It oversees compliance with the Model, procedures and the rules of conduct. Violation of the obligations described constitutes a breach of contract and a disciplinary offence, from which the Company does not intend to pursue any advantage.

GRI  
2-15

GRI  
2-24

GRI  
415-1

GRI  
2-27

NON-COMPLIANCE WITH LAWS AND REGULATIONS	2024	2023	2022
No. of cases in which a fine was imposed	200	145	128
No. of cases in which a non-financial penalty was incurred	-	-	-
Total value of penalties paid (€)	190,009	60,782	324,677
Value of penalties for cases occurring during the year (€)	40,414	42,595	52,889
No. of penalties paid during the year, occurring during the year	167	114	80
Value of penalties for cases occurring in previous years (€)	149,595	18,187	271,788
No. of penalties paid during the year, occurring in previous years	33	31	48

The sanctions refer to administrative management violations related to the stores.



# ANNEXES

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# Methodological note

GRI 2-1

GRI 2-2

GRI 2-3

GRI 2-4

GRI 2-5

The completeness and transparency of the information in this Integrated Report is ensured by adherence to the main international standards and guidelines, namely:

- **the International<IR>Framework** (last updated December 2020) published by the International Integrated Reporting Council (IIRC), now part of the IFRS Foundation's International Sustainability Standards Board (ISSB);
- **the GRI Sustainability Reporting Standards** (GRI Standards - 2021 update) published by the Global Reporting Initiative (GRI);
- **the Sustainable Development Goals** (SDGs) of the UN 2030 Agenda;
- **civil law.**

These references enable the Company to describe how value has been created (<IR> Framework), report on relevant sustainability indicators (GRI) and pursue the sustainable development themes emanating from the UN 2030 Agenda. Furthermore, in preparing the Report, the company takes into account the principles listed by the GRI, namely: accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, verifiability.

As far as the reporting process is concerned, the ESG reporting team set up collects quantitative and qualitative data, facilitating greater information sharing. Additional information that has not been developed in-house, such as that relating to the market environment, is always indicated with the reference source, as are

certain methodologies for calculating data in tables.

The reporting scope of the Integrated Report refers to the corporation Aspiag Service S.r.l. (Despar Nord).

The data reported in the Integrated Report 2024, as an annual document, refer to the period 01.01.2024-31.12.2024 and are compared with those of the periods 2023 and 2022 in order to provide the reader with a complete picture of the company's performance over time, in line with the Annual Report.

The Integrated Report is produced by the **ESG-Safety Department**, it is published in May and the contact email [sostenibilita@despar.it](mailto:sostenibilita@despar.it) is active for information requests or to submit suggestions.

In the event of an update of one or more reporting standards or of a different availability of internal data, some information may vary from previous reports; changes are always indicated with appropriate notes.

The task of verifying and certifying the disclosure made in accordance with GRI Standards is entrusted to EY S.p.A. The purpose of the assignment is to perform a limited assurance engagement of the data and information contained in the Integrated Report 2024 and referred to in the GRI Content Index for the year ended 31 December 2024. In addition, the same information and data feed into the Spar Austria Group's Sustainability Report. The opinion issued on this subject can be found on p. 120. Quantitative indicators that do not relate to any general or topic-specific disclosures of the GRI Standards, which are reported on the pages indicated in the Content Index, are not subject to limited review by EY S.p.A.



## MATERIAL TOPICS

For the purposes of the auditing and certification of the disclosures made by the auditors, rendered in accordance with GRI Standards, impact materiality was taken into account, in particular the same as in the Integrated Report 2023.

With regard to impact materiality according to GRI Standards, it refers to the material topics that represent **the effects of the company on the economy, the environment and people** (so-called 'impact materiality'), which in turn contribute both positively and negatively to sustainable development. The list of material topics is anticipated on page 47 where they are summarised by ESG macro-areas, while there is a table on page 110 that provides details on which impacts have emerged, whether they are actual/potential, positive/negative, the level of materiality, their description and association with GRI indicators.

The impacts were identified following the following steps:

- **STEP 1 - Understanding the context:** desk and benchmark analyses were carried out with respect to the previous materiality analysis, the considerations posed by membership of the Spar

Austria Group, the industry context and the main international reporting standards;

- **STEP 2 - Identification of impacts:** from the previous step, a long-list of actual and potential impacts pertaining to one's business was defined and described;
- **STEP 3 - Assessment of the extent of impacts:** variables of likelihood and severity were analysed for the identified impacts;
- **STEP 4 - Prioritisation of the most important impacts:** on the basis of the findings, it was possible to arrive at a short-list of relevant impacts, which were associated with the relevant material topics.

Between the end of 2024 and the beginning of 2025, an initial dual materiality analysis exercise was carried out to accommodate the evolution of the related ESRS (European Sustainability Reporting Standards) (see pages 47-49). In the next financial year, the impact materiality according to GRI Standards will be aligned with the findings of the impact materiality conducted according to ESRS for double materiality purposes, as well as the associated performance indicators.



●●● high ●● medium ● low

GRI  
3-2



MATERIAL TOPICS	IMPACTS	ACTUAL/ POTENTIAL	POSITIVE/ NEGATIVE	LEVEL OF MATERIALITY	DESCRIPTION	GRI
Climate change	Greenhouse gas emissions	ACTUAL	NEGATIVE	●●●	Generation, through business activities, of greenhouse gas (GHG) emissions, which contribute to climate change.	305-1,2,3 302-1
	Energy consumption	ACTUAL	NEGATIVE	●●●	DMO retail stores are more energy intensive than other types of retail spaces. Energy is mainly used for refrigeration, heating, ventilation and air conditioning, as well as for lighting.	
Pollution	Construction and land use	POTENTIAL	NEGATIVE	●	The occupation of land with large buildings could lead to the deterioration of the soil and the surrounding environment.	302-3
Circular economy	Packaging	POTENTIAL	NEGATIVE	●●●	Packaging, especially plastic packaging, is indispensable in the food trade to maintain hygiene, quality, freshness and transportability. In many cases, however, plastic packaging can only be used once and is not suitable for high-quality recycling due to its composition or to the lack of infrastructure.	301-1 306-1,2,3
	Waste	ACTUAL	NEGATIVE	●	The waste produced comes from the processing and handling of products in the stores and warehouses and, to a lesser extent, from the sites; it consists mainly of special waste assimilable to municipal waste, packaging and, residually, special hazardous waste and WEEE. Failure to sort and manage waste generated during activities impacts the environment through soil and water pollution and excessive consumption of resources.	
	Food donations	ACTUAL	POSITIVE	●●●	Combating food waste and supporting people in need by donating surplus food through local associations.	
Water*	Water consumption	ACTUAL	NEGATIVE	●●	The company uses water for cleaning activities and for the fish counter, causing a negative impact on water consumption. Moreover, these practices can compromise water reserves and negatively affect the sustainability of natural resources.	303-1
Biodiversity*	Impacts and dependencies in terms of ecosystem services	POTENTIAL	NEGATIVE	●	The organisation contributes to the loss of biodiversity, causing a potential negative impact on ecosystem services. This impact can compromise the quality and availability of ecosystem services essential for human and environmental well-being.	304-2 304-3
Employment	Appeal as an employer	ACTUAL	POSITIVE	●●	The Company's ability to attract and retain top talent by offering a positive and stimulating working environment.	401-1 401-3 403-1/10
	Health and safety of collaborators	ACTUAL	NEGATIVE	●	The DMO sector employs a large number of workers, who are exposed to a number of health and safety risks. The impacts generated are, therefore, considerable and it is up to the company to take appropriate preventive measures.	
Equal pay, conditions and opportunities	Diversity and inclusion	ACTUAL	POSITIVE	●	Involvement of people at risk or in vulnerable situations, taking into account their potentials and providing workers with information that is easy to understand and access.	405-1,2 404-1 406-1
	Staff training and development	ACTUAL	POSITIVE	●	Skills enhancement to foster continued employability with training and development activities offered to collaborators in the context of continuous professional development.	
Consumer welfare	Product quality and safety	ACTUAL	NEGATIVE	●●	Failure to respect structural and managerial prerequisites in the selection of suppliers and hygiene standards in the production, handling and storage of food throughout the supply chain causes harm to consumers.	416-1 418-1
	Privacy/data protection	POTENTIAL	NEGATIVE	●●●	The unauthorised disclosure of sensitive, confidential and/or proprietary customer data may result in financial, reputational and legal damage to the Company.	
Community and Territorial Development	Healthy Nutrition	ACTUAL	POSITIVE	●	Encouragement to balance and vary foods to maintain a healthy body weight, prevent disease, improve health and general well-being.	
Business Ethics	Corruption of and by the Company	POTENTIAL	NEGATIVE	●	The occurrence of allegations or incidents of bribery and corruption of and by the Company, and any investigations into these, may result in financial, image and reputation damage for companies and the risk of legal sanctions.	206-1 205-3 201-1 415-1

\*The impacts identified for the topics "Water" and "Biodiversity" are understood to be on the value chain.

INFORMATION CONNECTIVITY

The information expressed in this document is summarised and linked in the table below, which expresses the concept of **integrated thinking** as a basic principle for drafting the Integrated Report. Integrated thinking concretely translates into cross-functional collaboration, made possible e.g. through sustainability reporting that creates awareness of ESG issues to more and more corporate functions, which are involved and

proactive towards reporting and projects within the company. Integrated thinking therefore recalls **corporate value creation as a continuous input-output-outcome process**. The first are the resources available to the company, i.e. capital divided into 6 categories: financial, material and infrastructural, organisational, human, social and relational, and natural. Through the implementation of its ESG

strategy, these resources become outputs, represented by the Key Performance Indicators reported at the end of the year. This impacts the external context of the company, according to the logic of impact materiality described by the material topics and, more generally, by the **Sustainable Development Goals** (SDGs). The impacts generated thus produce changes that trigger changes to the capital held by the Company, allowing a continuous cycle of corporate value creation.



ESG Despar Nord

INPUT - CAPITAL

Financial	Material and infrastructure	Organisational	Social and relational	Human	Natural
OUTPUT - KPIs					
<ul style="list-style-type: none"><li>● Investments</li><li>● Credits and uses</li><li>● Environmental protection expenditure</li></ul>	<ul style="list-style-type: none"><li>● No. of ISO 14001 certified sites</li><li>● No. of LED stores</li><li>● Used packaging materials</li></ul>	<ul style="list-style-type: none"><li>● ISO14001</li></ul>		<ul style="list-style-type: none"><li>● New employees in the new stores and Distribution Centre</li></ul>	<ul style="list-style-type: none"><li>● Direct/indirect energy consumption</li><li>● Electricity consumption</li><li>● Direct GHG emissions - Scope 1</li><li>● Indirect GHG emissions - Scope 2</li><li>● Other indirect GHG emissions - Scope 3</li><li>● Waste generated</li></ul>
<ul style="list-style-type: none"><li>● Average receipt</li><li>● Expenditure on food quality and safety</li><li>● Training costs</li><li>● Amounts allocated for incentives</li><li>● Personnel costs per workplace</li><li>● Distributed economic value</li></ul>	<ul style="list-style-type: none"><li>● Voluntary analyses and checks</li></ul>	<ul style="list-style-type: none"><li>● ISO45001</li><li>● Incidents of discrimination</li><li>● Workers covered by an occupational health and safety management system</li></ul>	<ul style="list-style-type: none"><li>● Web data</li><li>● Despar Tribù App</li><li>● No. of receipts</li><li>● Customer data breaches</li><li>● No. of sponsorships</li><li>● Collective bargaining agreements</li></ul>	<ul style="list-style-type: none"><li>● Total and average training hours</li><li>● No. of employees</li><li>● Workers who are not employees</li><li>● Diversity among collaborators</li><li>● Staff turnover</li><li>● Parental leave</li><li>● Women-men salary/remuneration ratio</li><li>● Injury and occupational disease rate</li><li>● Absenteeism rate</li></ul>	<ul style="list-style-type: none"><li>● Donated food</li></ul>
<ul style="list-style-type: none"><li>● Economic value generated</li></ul>		<ul style="list-style-type: none"><li>● Non-compliance with laws and regulations</li><li>● Confirmed incidents of corruption</li><li>● Legal actions for anti-competitive behaviour</li></ul>	<ul style="list-style-type: none"><li>● Political contributions</li></ul>	<ul style="list-style-type: none"><li>● Diversity in governing bodies</li><li>● Annual total compensation ratio</li></ul>	

MATERIAL TOPICS AND SDGS

- Climate change
- Pollution
- Circular economy
- Water
- Biodiversity



- Employment
- Equal pay, conditions and opportunities
- Consumer welfare
- Community and Territorial Development



- Business Ethics



OUTCOME - IMPACTS

STRATEGY



# GRI content index

Aspiag Service S.r.l. (Despar Nord) submitted a report in accordance with the GRI Standards for the period 1 January 2024–31 December 2024. Used GRI 1: GRI 1 – Fundamental Principles – Version 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCA- TION	REQUIRE- MENT(S) OMITTED	REASON	EXPLANA- TION
	General Disclosures				
GRI 2: General Information – version 2021	2-1 Organizational details	22, 108			
	2-2 Entities included in the organization's sustainability reporting	108			
	2-3 Reporting period, frequency and contact point	108			
	2-4 Restatements of information	108			
	2-5 External assurance	108			
	2-6 Activities, value chain and other business relationships	22–41			
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	2-9 Governance structure and composition	98			
	2-10 Nomination and selection of the highest governance body	98			
	2-11 Chair of the highest governance body	98			
	2-12 Role of the highest governance body in overseeing the management of impacts	101			
	2-13 Delegation of responsibility for managing impacts	101			
	2-14 Role of the highest governance body in sustainability reporting	101			
	2-15 Conflicts of interest	105			
	2-16 Communication of critical concerns	101			
	2-17 Collective knowledge of the highest governance body	101			
	2-18 Evaluation of the performance of the highest governance body	101			
	2-19 Remuneration policies	100			
	2-20 Process to determine remuneration	100			
	2-21 Annual total compensation ratio	100			
	2-22 Statement on sustainable development strategy	4			
	2-23 Policy commitments	101			
	2-24 Embedding policy commitments	105			
	2-25 Processes to remediate negative impacts	104			
	2-26 Mechanisms for seeking advice and raising concerns	104			
	2-27 Compliance with laws and regulations	105			
	2-28 Membership associations	44			
	2-29 Approach to stakeholder engagement	44			
	2-30 Collective bargaining agreements	86			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCA- TION	REQUIRE- MENT(S) OMITTED	REASON	EXPLANA- TION
	Material topics				
GRI 3: Material topics 2021	3-1 Process to determine material topics	109			
	3-2 List of material topics	110–111			

## BUSINESS ETHICS

GRI 3: Material topics 2021	3-3 Management of material topics	46, 85, 103–105, 110–111			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	46			
GRI 205: Anti- corruption 2016	205-3 Confirmed incidents of corruption and actions taken	85, 104			
GRI 206: An- ti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	104			
GRI 415: Public Policy 2016	415-1 Political contributions	105			

## POLLUTION

GRI 3: Material topics 2021	3-3 Management of material topics	54–61, 110–111			
GRI 302: Energy 2016	302-3 Energy intensity	61			

## CLIMATE CHANGE

GRI 3: Material topics 2021	3-3 Management of material topics	54–64, 110–111			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	62			
	305-2 Energy indirect (Scope 2) GHG emissions	62–63			
	305-3 Other indirect (Scope 3) GHG emissions	63			
GRI 302: Energy 2016	301-1 Energy consumption within the organization	61			

## CIRCULAR ECONOMY

GRI 3: Material topics 2021	3-3 Management of material topics	65–69, 110–111			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	67			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	65			
	306-2 Management of significant waste-related impacts	65			
	306-3 Waste generated	66			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCA- TION	REQUIRE- MENT(S) OMITTED	REASON	EXPLANA- TION
WATER					
GRI 3: Material topics 2021	3-3 Management of material topics	54-61, 110-111			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	61			
BIODIVERSITY					
GRI 3: Material topics 2021	3-3 Management of material topics	54-64, 110-111			
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	64			
	304-3 Habitats protected or restored	64			
EMPLOYMENT					
GRI 3: Material topics 2021	3-3 Management of material topics	77-94, 110-111			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	81			
	401-3 Parental leave	83			
	403-1 Occupational health and safety management system	91			
	403-2 Hazard identification, risk assessment, and incident investigation	91			
	403-3 Occupational health services	91			
	403-4 Worker participation, consultation, and communication on occupational health and safety	91			
	403-5 Worker training on occupational health and safety	91			
	403-6 Promotion of worker health	86			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	91			
	403-8 Workers covered by an occupational health and safety management system	93			
	403-9 Work-related injuries	92-93			
	403-10 Work-related ill health	92	403-10-a-iii and 403-10-b	Confidentiality constraints and unavailable information	The company does not report requirement 403-10-a-iii because the information is sensitive and 403-10-b because it does not have the data
GRI 403: Occupational Health and Safety  2018					

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCA- TION	REQUIRE- MENT(S) OMITTED	REASON	EXPLANA- TION
EQUAL PAY, CONDITIONS AND OPPORTUNITIES					
GRI 3: Material topics 2021	3-3 Management of material topics	78-91, 99, 110-111			
GRI 404: Training and Education  2016	404-1 Average hours of training per year per employee	90			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	82-83, 99			
	405-2 Ratio of basic salary and remuneration of women to men	87			
GRI 406: Non-discrimi- nation 2016	406-1 Incidents of discrimination and corrective actions taken	85			

CONSUMER WELFARE					
GRI 3: Material topics 2021	3-3 Management of material topics	70-76, 110-111			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	76			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	74			

COMMUNITY AND TERRITORIAL DEVELOPMENT					
GRI 3: Material topics 2021	3-3 Management of material topics	22-29, 94-97, 110-111			

This English Integrated Report of Aspiag Service srl is a translation provided for information purposes only. The original Italian text shall prevail in the event of any discrepancies between the English translation and the Italian original



# Sustainable development goals

Aspiag Service's commitment to the Sustainable Development Goals focuses on **7 SDGs**. At the same time, it is true that the company is also committed on several fronts, which also indirectly impact on the remaining Goals. Below you can find the SDGs impacted by the company's activities, marked with the page number.

GOALS	PAGE	DESCRIPTION
 <b>2. ZERO HUNGER</b>	94	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
 <b>3. GOOD HEALTH AND WELL-BEING</b>	59,75-76, 86, 92	Ensure healthy lives and promote well-being for all at all ages.
 <b>4. QUALITY EDUCATION</b>	41, 88-91	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
 <b>5. GENDER EQUALITY</b>	82, 87	Achieve gender equality and empower all women and girls.
 <b>7. AFFORDABLE AND CLEAN ENERGY</b>	60-61	Ensure access to affordable, reliable, sustainable and modern energy for all.
 <b>8. DECENT WORK AND ECONOMIC GROWTH</b>	24, 39, 46, 65, 88, 78-79, 92	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
 <b>9. INDUSTRY, INNOVATION AND INFRASTRUCTURE</b>	54-57	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
 <b>10. REDUCED INEQUALITIES</b>	85, 79	Reduce inequality within and among countries.
 <b>11. SUSTAINABLE CITIES AND COMMUNITIES</b>	56	Make cities and human settlements inclusive, safe, resilient and sustainable.
 <b>12. RESPONSIBLE CONSUMPTION AND PRODUCTION</b>	33, 38-39, 65, 68-69	Ensure sustainable consumption and production patterns.
 <b>13. CLIMATE ACTION</b>	58-59	Take urgent action to combat climate change and its impacts.
 <b>15. LIFE ON LAND</b>	16-17, 24-29	Protect, restore and promote sustainable use of terrestrial ecosystems.
 <b>16. PEACE, JUSTICE AND STRONG INSTITUTIONS</b>	40, 73-74	Promote peaceful and inclusive societies for sustainable development.
 <b>17. PARTNERSHIPS FOR THE GOALS</b>	14-17, 59-60, 69, 94-97, 101	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.



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Independent auditors’ report on data and information included in the Integrated Report 2024 and referenced in the “GRI content index”

(Translation from the original Italian text)

To the Board of Directors of  
Aspiag Service S.r.l.

We have been appointed to perform a limited assurance engagement on the data and information included into the Integrated Report 2024 of Aspiag Service S.r.l. (hereinafter also “the Company”) referenced in the “GRI Content index” for the year ended on December 31, 2024 (hereinafter also “GRI disclosure of the Integrated Report”).

Responsibilities of Directors on the GRI Disclosure of the Integrated Report

The Directors of Aspiag Service S.r.l. are responsible for the preparation of the GRI disclosure of the Integrated Report in accordance with the “Global Reporting Initiative Sustainability Reporting Standards” issued by GRI - Global Reporting Initiative (“GRI Standards”), as described in the paragraph “Methodological Notes” of the Integrated Report 2024.

The Directors are also responsible for that part of internal control that they consider necessary in order to allow the preparation of a GRI disclosure of the Integrated Report that is free from material misstatements caused by fraud or not intentional behaviors or events.

The Directors are also responsible for defining the Aspiag Service S.r.l.’s commitments regarding the sustainability performance, as well as for the identification of the stakeholders and of the significant matters to report.

Auditors’ independence and quality control

We are independent in accordance with the ethics and independence principles of the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) issued by the International Ethics Standards Board for Accountants, based on fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professional behavior.

Our audit firm applies the International Standard on Quality Control (ISQM Italy) 1, under which it is required to establish, implement, and operate a quality management system that includes instructions and procedures on compliance with ethical principles, professional principles, and applicable legal and regulatory provisions.

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Auditors’ responsibility

It is our responsibility to express, on the basis of the procedures performed, a conclusion about the compliance of the GRI Disclosure of the Integrated Report with the requirements of the GRI Standards. Our work has been performed in accordance with the principle “International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements Other than Audits or Reviews of Historical Financial Information” (hereinafter “ISAE 3000 Revised”), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. This principle requires the planning and execution of procedures in order to obtain a limited assurance that the GRI Disclosure of the Integrated Report is free from material misstatements.

Therefore, the extent of work performed in our examination was lower than that required for a full examination according to the ISAE 3000 Revised (“reasonable assurance engagement”) and, hence, it does not provide assurance that we have become aware of all significant matters and events that would be identified during a reasonable assurance engagement.

The procedures performed on the GRI Disclosure of the Integrated Report were based on our professional judgment and included inquiries, primarily with Company’s personnel responsible for the preparation of the information included in the GRI Disclosure of the Integrated Report, documents analysis, recalculations and other procedures in order to obtain evidences considered appropriate.

In particular, we have performed the following procedures:

1. analysis of the relevant matters in relation to the activities and characteristics of the Company reported in the GRI Disclosure of the Integrated Report, in order to assess the reasonableness of the selection process applied and considering the reporting standard applied;
2. comparison of economic and financial data and information included in the GRI Disclosure of the Integrated Report with those included in the Company’s statutory financial statements;
3. understanding of the processes that lead to the generation, detection and management of significant qualitative and quantitative information included in the GRI Disclosure of the Integrated Report.

In particular, we have conducted interviews and discussions with the management of Aspiag Service S.r.l. and we have performed limited documentary evidence procedures, in order to collect information about the processes and procedures that support the collection, aggregation, processing and transmission of non-financial data and information to the department responsible for the preparation of the GRI Disclosure of the Integrated Report.

Furthermore, for significant information, considering the Company’s activities and characteristics:

- a) with reference to the qualitative information included in the GRI Disclosure of the Integrated Report, and in partuclur to the business model, policies implemented and main risks, we carried out inquiries and acquired supporting documentation to verify its consistency with the available evidence;



- b) with reference to quantitative information, we have performed both analytical procedures and limited assurance procedures to ascertain on a sample basis the correct aggregation of data.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the GRI Disclosure of the Integrated Report of Aspiag Service S.r.l. for the year ended on December 31 2024 has not been prepared, in all material aspects, in accordance with the requirements of the GRI Standards as described in the paragraph "Methodological Notes" of the Integrated Report 2024.

Verona, May 8, 2025

EY S.p.A.  
Signed by: Ilaria Faedo, (Statutory Auditor)

This report has been translated into the English language solely for the convenience of international readers.

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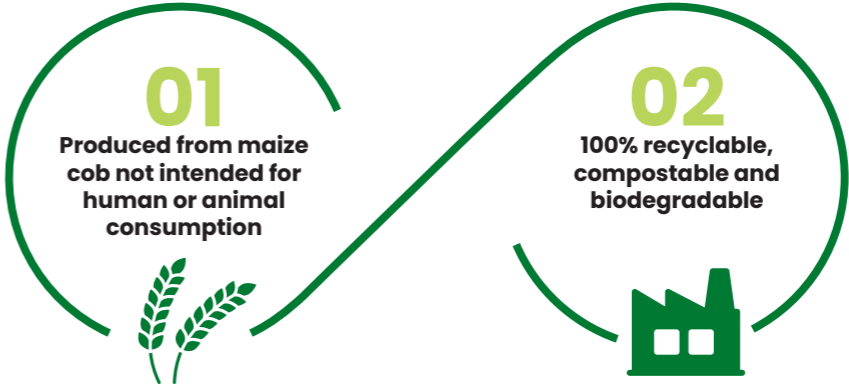
Aspiag Service S.r.l. in respect of the environment, has chosen to have this report printed on paper from responsibly managed forests according to FSC® (Forest Stewardship Council®) criteria.

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