

Letter from the Board of Governors



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The cooperative management model at EROSKI means that each and every person who forms part of the cooperative feels a sense of commitment to the project and is given the chance to prove it by participating in every activity that takes place within the organisation. This is one of the great advantages of our cooperative: it creates strong links between Worker Partners and Client Partners who obtain goods and services under the best conditions in terms of quality, information and pricing. We have created new savings products, such as the recently launched GOLD Card that offers direct discounts of 4% on all purchases, and discount vouchers and offers that help families make savings that have a real impact on their accounts.

FROM LEFT TO RIGHT:
 Iñigo Arias – Worker Partner
 Oscar Goitia – Consumer Partner
 Sonia Ortubai – Consumer Partner
 Gontzal Loro – Consumer Partner
 Ignacio Ruiz – Consumer Partner, Secretary of Board of Governors
 Leire Mugerza – Consumer Partner, Chair of Board of Governors
 Edorta Juaristi – Worker Partner, Deputy Chair of Board of Governors
 Ana Isabel Zariquiegui – Worker Partner
 Lander Beloqui – Consumer Partner
 Cristina Gainza – Worker Partner
 Andoni Martínez Melgosa – Worker Partner
 Nerea Esturo – Worker Partner

The 'with you' business strategy implemented by EROSKI a few years ago helps to enrich this relationship with customers because our consumers are also partners with decision-making power in the development of initiatives via their representation on the Board of Governors. Corporate governance, management and representation of the EROSKI Group parent cooperative are the Board of Governors' responsibility, in accordance with the legal regulations, statutes and agreements made by the EROSKI General Meeting, the body that expresses the company's intent and is equally comprised of Consumer Partners and Worker Partners. These are people who are involved in management as a shared project.

A project that recognises social inequalities, in which approximately 80% of positions are held by women and where many work to reinvest profit in a better future project where values such as commitment, solidarity, responsibility and sustainability are not just a marketing strategy but are present in actual realities of our everyday activity.

For example, it is important to highlight our involvement in the Food Bank with whom we have worked for over 20 years, our 'Zero Waste' campaign, our firm commitment

to local suppliers who represent over 50% of the Group's suppliers and the inclusion of various disadvantaged groups in our organisation. Furthermore, at EROSKI we have taken important steps to reduce polluting gas emissions and continuously innovate the efficiency of all our processes and the development of products and services that contribute to improving the health and wellbeing of our customers.

We are particularly concerned with healthy, good quality food that meets the specific needs of each Client Partner, responding to new consumer habits and the demands of the market. This is why today, our 'with you' stores reflect these considerations and needs, making EROSKI a different shopping experience. In our stores, fresh produce takes pride of place and is displayed as naturally as possible to highlight its properties, with less packaging, and with a wide variety on offer.

We are also committed to being local and approachable, innovating with new sales models that improve the quality of life of all our consumers, even bringing the EROSKI shopping experience right to their door, ultimately aiming to be their favourite store. We listen to them and progress by making effective responses. New

EROSKI stores are the clearest example of this aim, the place where we express our uniquely different business strategy. This is how we see the future and will continue working towards it.

Leire Mugerza Garate
 CHAIR OF THE EROSKI BOARD OF GOVERNORS