

♥!(\*!  
2025

# ANNUALREPORT

Damm



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

  
**ANNUALREPORT**  
Damm  
2025

# LETTER FROM THE CHAIRMAN

## EFFORT AND COMMITMENT

We live in a complex environment, marked by geopolitical uncertainty, technological acceleration and the emergence of new factors of social vulnerability. Within this context, the ability to adapt remains one of the features that has distinguish Damm since its origins in 1876, when our founders emigrated from northern Europe to found a company in Barcelona, deeply rooted in this region, and at the same time, open to the world.

This spirit of responsibility and commitment enabled us in 2025 to stabilise revenues and EBITDA, as well as earning a profit above the comparable recurring result for 2024, despite the complexity of particularly demanding times.

With our sights set on commemorating 150 years of Damm's history in 2026, we face the future with confidence, supported by a management team focused on efficiency and profitable growth, as well as a firm social commitment expressed through the Damm Foundation. Constant monitoring of our operations has enabled us to respond with agility to supply chain stresses and inflationary impacts, while maintaining the strength of our business model.

With people at the heart of all our actions, Damm consolidated several key strategic lines in 2025 to generate stable and sustainable growth: operational excellence in production, logistics and commercial activity; innovation and creativity as competitive advantages; and a



## LETTER FROM THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

clear customer focus, both internally and externally. These levers have boosted a stronger distribution business and vertical integration, the intensification of internationalisation in all areas of the Group, and the decisive incorporation of digitalisation and artificial intelligence as the cornerstones of the transformation process.

Our communication and sponsorship campaigns have contributed to the growth of such historical brands as Victoria, and enabled the launch, under the umbrella of the Royal Spanish Tennis Federation, of the Pickle Pro Tour, the first national circuit dedicated to pickleball, one of the fastest-growing sports in the world in recent years. Damm has also, since 1 January 2025, been producing, marketing and distributing Nestea in Spain, Andorra and Gibraltar, the leading beverage in the tea soft drink segment, an addition that had a very positive impact on the results for the year.

For its part Grupo Rodilla, with more than 85 years of history, took a significant step in its international expansion strategy by reaching an agreement in 2025 to acquire 100% of A Padaria Portuguesa, one of Portugal's leading restaurant brands, following its entry into the Miami market in 2019.

Damm's strength is largely based on a series of long-term strategic decisions. In 2025, the Group assigned 94 million euros to industrial investments, reinforcing its status as a benchmark industrial company, generating quality employment and added value in the territories where it operates. In the area of internationalisation, we would highlight the expansion of the UK brewery, the first outside the Iberian Peninsula, officially opened in 2025 with a new canning line capable of handling 90,000 units per hour. Its location, strategically positioned between London and Birmingham, allows it to optimise international logistics and advance the objectives of efficiency and responsible use of resources.

Damm's commitment to building a more sustainable society translates into a business model based on the principles of the circular economy, the responsible management of natural resources, the use of renewable energies and the reduction of logistical emissions. These are complementary and interdependent dimensions on which the company has intensified its efforts over recent decades.

This commitment was recognised in 2025 with a gold medal from EcoVadis, one of the main international corporate sustainability evaluation platforms, placing Damm among the top 5% highest-rated companies worldwide.

Such progress reflects sustained strategic planning and a long-term vision. Since 2008, Damm has reduced its water consumption by 36% and has promoted the largest photovoltaic park at any brewery in Iberia,

with a surface area of 59,000 m<sup>2</sup>, avoiding the emission of 7,000 tons of CO<sub>2</sub>. Over the last ten years, energy consumption per hectolitre has been cut by 45%.

Innovation has been part of the company's DNA ever since August and Melanie K. Damm brewed their original beer on the shores of the Mediterranean in 1876. Ever since, Damm has worked constantly to improve the product, processes, and efficiency in the use of raw materials. This dedication to innovation has been reinforced in recent decades by a far-reaching transformation allowing the company to evolve from a local single-product business to a diversified group with 16 production plants, 2 malt houses and a presence in more than 130 countries.

In line with this commitment, in 2025 Damm created a new innovation ecosystem called IAmM. This data analysis and artificial intelligence centre, staffed by nearly 100 professionals and located at the Estrella Damm Old Brewery —built in 1905 at the height of Barcelona's modernist boom— underpins the Group's goal of becoming an organization focused on the intelligent use of data to anticipate trends, automate processes and personalise the customer experience.

In an increasingly demanding global environment, Damm has successfully integrated technology, industrial excellence and brand strength as cornerstones of sustainable growth. The Group champions an organisational model based on constant innovation as a guarantee to continue strengthening our leadership and consolidating our international expansion. As our founders taught us, continuous renewal and improvement is the best way to generate value for people and society.

It is in this spirit that we are preparing to celebrate 150 years of history in 2026, an event that fills us with pride and that is, above all, a recognition of the daily work of the thousands of people who make Damm's future possible every day.

**Demetrio Carceller Arce**  
Executive Chairman

# 2025 AT A GLANCE

## PASSION

- **Demetrio Carceller Arce's leadership is recognised** with some of the most prestigious business awards.
- **We promote talent development with the Damm Academy**, a continuous training model that strengthens corporate, digital, professional and business competencies.
- **+Damm On Tour strengthens internal communication and the sense of belonging**, by bringing the in-house magazine into closer contact with our different sites.
- **Our volunteering plan receives the 'Corresponsables' Award**, an accolade endorsing the social impact of the initiative.

- **The Damm Foundation promotes culture, sports and social action**, lending particular support to children and vulnerable groups.
- **The Estrella de Levante Foundation underpins its commitment to the region**, promoting social inclusion, environmental protection, local culture and regional gastronomy.

**6,393**  
Total company staff

**90%**  
Workforce on  
permanent contracts

**83%**  
Workforce on full-time  
contracts

**71**  
Organisations involved  
in Damm Foundation  
collaborations

**€4.43 M**  
assigned to own and  
third-party projects

## PRODUCTS

**22 M**  
Hectolitres of beer, mineral  
water, soft drinks and dairy  
produce packaged

**27.3 M**  
Boxes delivered to customers  
by Distribución Directa  
Integral (DDI)

**€155 M**  
Net profit

**€0.6**  
Profit per share

**€1,254 M**  
Net worth

**€2,314 M**  
Total assets/  
liabilities

### Beers

- **We have opened Damm's first brewery in the United Kingdom**, a milestone in our internationalisation strategy.
- **Estrella Damm commemorates the 125th anniversary of RCD Espanyol** with a special edition highlighting a historical relationship and the feelings of the club.
- **Lo mismo de siempre (Same as Ever), Estrella Damm's Mediterráneamente campaign**, pays tribute to the summers we share and the way we repeat the same routines.
- **El otro lado (The Other Side) Voll-Damm campaign**, breaking with the double malt stereotype to proclaim that character and sensitivity complement one another.
- **New beer launches:** Daura non-alcoholic, Turia 0.0, Turia Stark, Skol 0.0 Amber Lager and Skol Especial.

### Soft Drinks

- **We begin marketing and distributing Nestea in Spain, Andorra and Gibraltar.** The entire range of flavours and formats is produced at the Salem plant near Valencia.

### Dairy products and coffees

- **Cacaolat drives innovation and brand growth** with the launch of Cacaolat PRO and entry into the plant-based segment.
- **Letona** celebrates its Centenary.
- **Laccas undergoes a facelift** to underpin its authenticity and links with Mallorca.

### Restaurants

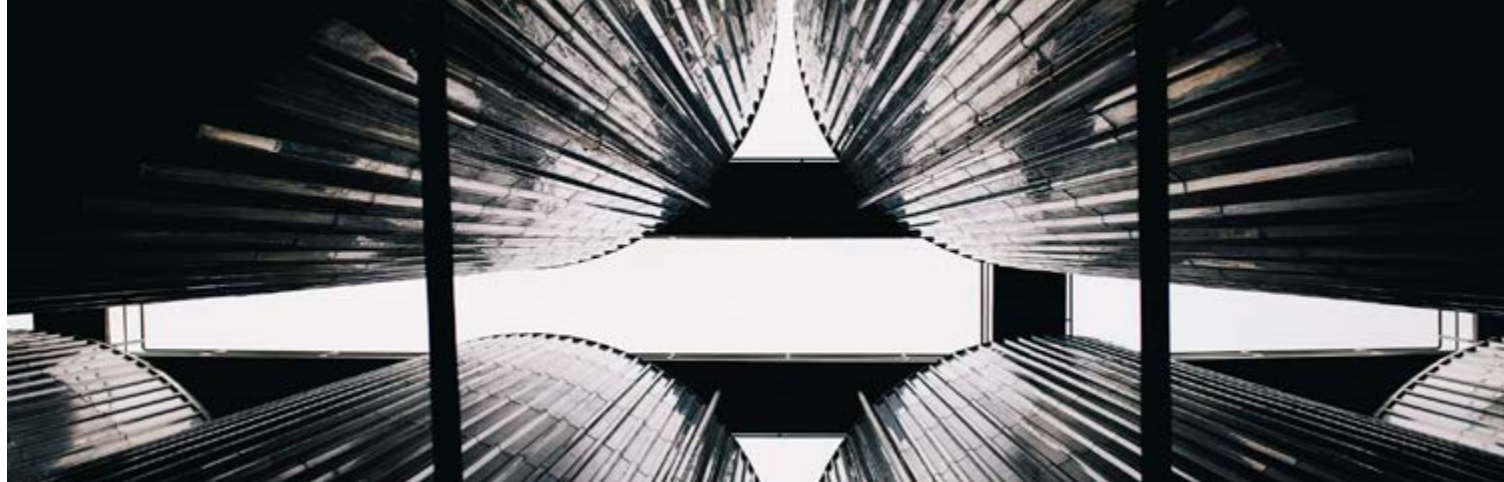
- **A Padaria Portuguesa joins the group**, strengthening our presence on the Portuguese market.
- **Zeta Smash Burger opens in Madrid**, a new gastronomic concept aimed at Generation Z.

### Logistics and capillary distribution

- **DDI** expands and strengthens its offering in the Horeca channel.

### Sporting events

- **Set Point Events** promotes the Pickle Pro Tour, the first national pickleball circuit.
- **Rumbo Sport** reinforces its operations as an organiser of sporting events for companies.



## TERRITORY

€6.9 M

Investment in environmental improvement actions and activities

25.9%

of all electrical energy consumption at our plants is self-generated

100%

Electrical energy purchased at all production and packaging centres, as well as Damm warehouses, Artesanía de la Alimentación kitchens and owned Grupo Rodilla establishments, has a certificate to prove it is from renewable sources

- We anticipate climate risks to strengthen our resilience by integrating scenario analysis and risk management into corporate strategy.
- We offset our water footprint by promoting the recharge of the Llobregat aquifer through infiltration infrastructures and projects evaluated audited methodologies.
- We further our decarbonisation through a plan aligned with the Paris Agreement, focused on energy efficiency, renewable electricity and lower direct emissions.
- We promote sustainable mobility through our green warehousing model, reducing logistics emissions by means of cleaner fleets and route optimisation.
- We integrate nature and biodiversity into our sustainability actions, applying international frameworks to identify risks and opportunities.
- We consolidate sustainable procurement through traceability, audits and reduced emissions at source.
- We boost the resilience of barley to climate change through agronomic innovation.

## IMPROVE

€10.9 M

Investment in research, development and technological innovation, product development and digital transformation

- We were recognised as the most innovative brewery in Spain at the 3rd edition of the 2025 Spanish Innovation Index, an endorsement of our commitment to innovation and quality.
- Beer Drive powers the digitalisation of brewery distribution with optimised transportation and lower emissions.
- Segunda Vida Terrazas reinforces the circular economy through the recovery and reuse of terrace furniture.

## ENJOYMENT

128,672

People attending events at our breweries

449

Total events at the breweries

- We strengthen our ties with society through collaborations and sponsorships in culture, cuisine and sport.
- We introduce the public to beer culture at our landmark venues, with sporting, cultural, gastronomic and innovation activities.

Supplier companies

81%

Damm  
Spain and Portugal

96%

Grupo Rodilla  
Spain

99%

A Padaria Portuguesa  
Spain and Portugal

Water consumption

4.26

(hl/hl packaged)  
Beer

1.84

(hl/hl packaged)  
Water and soft drinks

60.04

(hl/t produced)  
Malt

0.54

(hl/hl packaged)  
Dairy

Energy consumption

111.3

(MJ/hl packaged)  
Beer

38.02

(MJ/hl packaged)  
Water and soft drinks

3.36

(MJ/t produced)  
Malt

200

(MJ/hl packaged)  
Dairy

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

**PURPOSE**

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# OUR PASSION FOR OUR PRODUCTS AND OUR TERRITORY COMBINE TO IMPROVE PEOPLE'S MOMENTS OF ENJOYMENT

This is Damm's corporate purpose, built out of a participatory process in which the company's employees shared what made them feel proudest to belong here. An analysis of their contributions served to define a purpose that summarises, in one single sentence, Damm's commitment to society, people and the environment, as expressed through the values and attitudes that guide the day-to-day work of the entire team.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

**PURPOSE**

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



# OUR PURPOSE IS BASED ON FIVE KEY CONCEPTS:



## PASSION

Our daily driver. The inherent value of everyone that makes up Damm.



## PRODUCTS

Our pride and joy. We emphasise quality and excellence in each of our products.



## TERRITORY

Our origin. This includes the land, the ingredients, the people, the culture, the climate, and respect for sustainability.



## IMPROVE

Constant innovation. We don't settle; we seek the ongoing improvement of our products and processes.



## ENJOYMENT

Flavour and emotion. We accompany people during their moments of leisure.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# PASSION

3 GOOD HEALTH  
AND WELL-BEING



8 DECENT WORK AND  
ECONOMIC GROWTH



10 REDUCED  
INEQUALITIES



Our daily driver. The inherent value  
of everyone that makes up Damm. ✓✓

# ABOUT US

Strategic vision and recognised leadership, together with international expansion, drive Damm's sustainable growth and global strengthening.

At Damm, a passion for our products and our roots in the territory have gone hand in hand since the very outset. A union which gives rise to our purpose and defines our essence: a way of understanding what we do based on commitment, quality and respect for our surroundings.

We work to improve people's moments of enjoyment, focusing on sustainability, local ties and continuous improvement. This purpose is our raison d'être and the guide that steers each of our decisions.

Damm is made up of SA Damm as the main company and a network of firms involved in the following areas:

- Production and bottling of beers, waters, soft drinks, dairy produce and other beverages.
- Capillary distribution services.
- Restaurants.
- Production and sale of coffees.
- Organisation and management of sports events.
- Innovation based on AI.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



*Leadership  
recognised for its  
impact and long-  
term vision*

Demetrio Carceller Arce, our Executive Chairman, has been honoured with some of the most prestigious business awards in the country: the Forbes Best CEO 2024 Award, Businessman of the Year at the Vanguardia 2025 Awards, and his selection in the Businessman category at the 8th edition of the El Confidencial 'Influyentes' Awards. These accolades highlight his strategic vision and the transformational leadership that has driven the growth, internationalisation and social commitment of Damm, consolidating its position as a global group present in more than 130 countries.

Beers



Water and other drinks



Dairy products and coffees



Restaurants



Logistics and capillary distribution



Event organisation and management



Foundations



Innovation based on AI



# SUSTAINABILITY AS THE DRIVER OF TRANSFORMATION

At Damm we see sustainability as the central theme steering our decisions, integrating ESG criteria as a driver of value creation and reinforcement of our purpose.

Sustainability management is the task of the Damm Sustainability Committee and the Grupo Rodilla Sustainability Committee, set up in 2020 and 2021, respectively. They are responsible for promoting, supervising and coordinating the integration of ESG aspects within the group's activities.

In response to the increase in regulatory sustainability requirements and the greater scope of ESG issues, Damm has strengthened its governance model with two corporate bodies: the ESG Office and the ESG Desk, which depend in functional terms on the Audit, Sustainability and Control Commission. Both bodies coordinate and supervise the group's ESG actions, with the support of the Sustainability Task Force, ensuring their deployment, regulatory compliance and alignment with the company's strategic principles.

During 2025, Damm worked on a sustainability roadmap based on three pillars (environment, social and governance), integrating ESG criteria as a cross-cutting element in decision-making.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



## CREATING VALUE FOR OUR STAKEHOLDERS

We foster a constant and active listening relationship with our stakeholders. Their perspectives are fundamental, guiding our strategy and operational development. We strengthen our relationships through the communication channels we provide them with.

Stakeholders:

- Co-workers
- Consumers
- Customers
- Distributors
- Shareholders
- Supplier companies
- Franchises (restaurants)
- Partners and external advisers
- Media
- Opinion formers
- Public and private institutions
- Third sector (foundations, charities and social bodies)
- Society at large

We make an active contribution at Damm to the achievement of the Sustainable Development Goals (SDGs) established in the 2030 Agenda. We have been a signatory of the UN Global Compact since 2019, reflecting our firm commitment to its ten principles in the field of human rights, employment regulations, environment and anti-corruption.

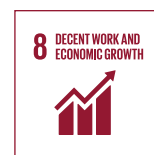
## CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)



The health, safety and well-being of people are a priority for Damm. We encourage preventive actions and the promotion of healthy habits that contribute to a safe working environment, going beyond regulatory compliance.



Aware that water is a limited resource, we promote initiatives aimed at its efficient use throughout all stages of the production process.



We promote the creation of stable, quality employment as a cornerstone of sustainable economic growth, supporting the development of direct and indirect employment, especially in rural environments linked to water springs and malt houses.



We promote diversity, equal opportunities and social inclusion through policies aimed at our workforce and awareness-raising actions aimed at society.



We continuously improve efficiency in the use of resources and energy, applying circular economy criteria to our operations and promoting responsible consumption among our stakeholders.



We are committed to the fight against climate change by adopting measures aimed at reducing our carbon footprint in our production processes and supply chain.

# VALUES THAT DEFINE THE WAY WE ACT



#LIVE. These initials set out the values that drive our progress, steer our activity, and define who we are and how we act.

**L** *Loyalty*, because working at Damm means forming part of the company and actively participating in its philosophy, goals and strategies, through a personal commitment.

**I** *Innovation*, because at Damm the future is now, and innovation is what drives our progress, reinventing ourselves every day.

**V** *Customer Value*, because our customers and their needs are an absolute priority, and their satisfaction and loyalty the guarantee of success in our operations.

**E** *Energy*, because every business challenge spurs us on, tackling each issue through passion and professionalism, straining every sinew.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



## INTEGRITY, ETHICS AND COMPLIANCE IN THE WAY WE ACT

With a constantly evolving regulatory framework, shaped by a changing economic, political, environmental and social context, compliance risks have increased. Firm in our commitment to integrity and regulatory compliance in day-to-day management, our actions are backed by robust mechanisms based on principles of ethics, transparency and legal compliance aimed at preventing criminal or irregular behaviour in areas such as money laundering, corruption and international sanctions.

Meanwhile, our Internal Audit Department reviews internal compliance with the highest operational standards. As with the Compliance Committee, the Internal Audit Department is dependent on and reports directly to the Audit, Sustainability and Control Commission, a delegated body of the Board of Directors, with senior supervisory functions in this area.

The main commercial contracts (regarding supply, distribution and construction works) signed by Damm companies include clauses focused on preventing corruption, money-laundering, "modern slavery" and breaches of sanctions regulations.

By 2025, 1,200 people at the company had received training in the Criminal Risk Prevention System.

### Audit, Sustainability and Control Commission

Compliance  
Committee

Internal Audit  
Department

## GOVERNING BODIES

### SA Damm Board of Directors

**Executive Chairman**

Demetrio Carceller Arce

**Board Member and Secretary**

Ramon Agenjo Bosch

**Board Members**

José Carceller Arce, representing DISA Financiación, SAU

María Carceller Arce, representing de Seegrund, BV

Rudolf Louis Schweizer, representing Musrom GmbH

### Damm Steering Committee

**Executive Chairman**

Demetrio Carceller Arce

**Managing Director**

Jorge Villavecchia Barnach-Calbó

**CEO of Damm Restauración and of Distribución Directa Integral**

Maria Carceller Arce

**Director of Purchasing**

Eduard Tenas Salarich

**Director of Corporate Finance**

Salvador Martínez Navarro

**Director of Marketing**

Jaume Alemany Gas

**Director of Operations**

Octavi Martí Crescencio

**Director of People**

Ricardo Lechuga Cisneros

**Director of the Distribution Business Unit**

Javier Echenique Moscoso

**Director of the Food Business Unit**

Antoni Folguera Ventura

**Director of the Horeca Business Unit**

Xavier Vila Vila

**Director of the International Business Unit**

Juan González Gil

**Technical Secretary-General**

Gabriel Pretus Labayen

The company is governed by the General Shareholders' Meeting, the Board of Directors and the Steering Committee.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# WE ARE INTERNATIONAL

We continue to grow, entering new markets such as Mongolia, Brazil, Vietnam, Mozambique, Iraq, Paraguay, Réunion, Turkmenistan, the Bahamas and Cayman Islands. We have a presence in over 130 countries, and export our own brands to 88.

We continue to drive forward our process of expansion, growing and consolidating our presence on international markets in the brewing sector. Estrella Damm remains the flagship of our beer portfolio, with a presence on every continent, consolidating its position as Spain's most international beer. In 2025 we consolidated our presence on such strategic markets as the United Kingdom, where we opened our first brewery outside the Iberian Peninsula, and China, where we recorded significant growth thanks to the increase in sales of Inedit, expansion into new provinces and the promotion of innovations such as Inedit Rosé, the magnum bottle and limited editions.

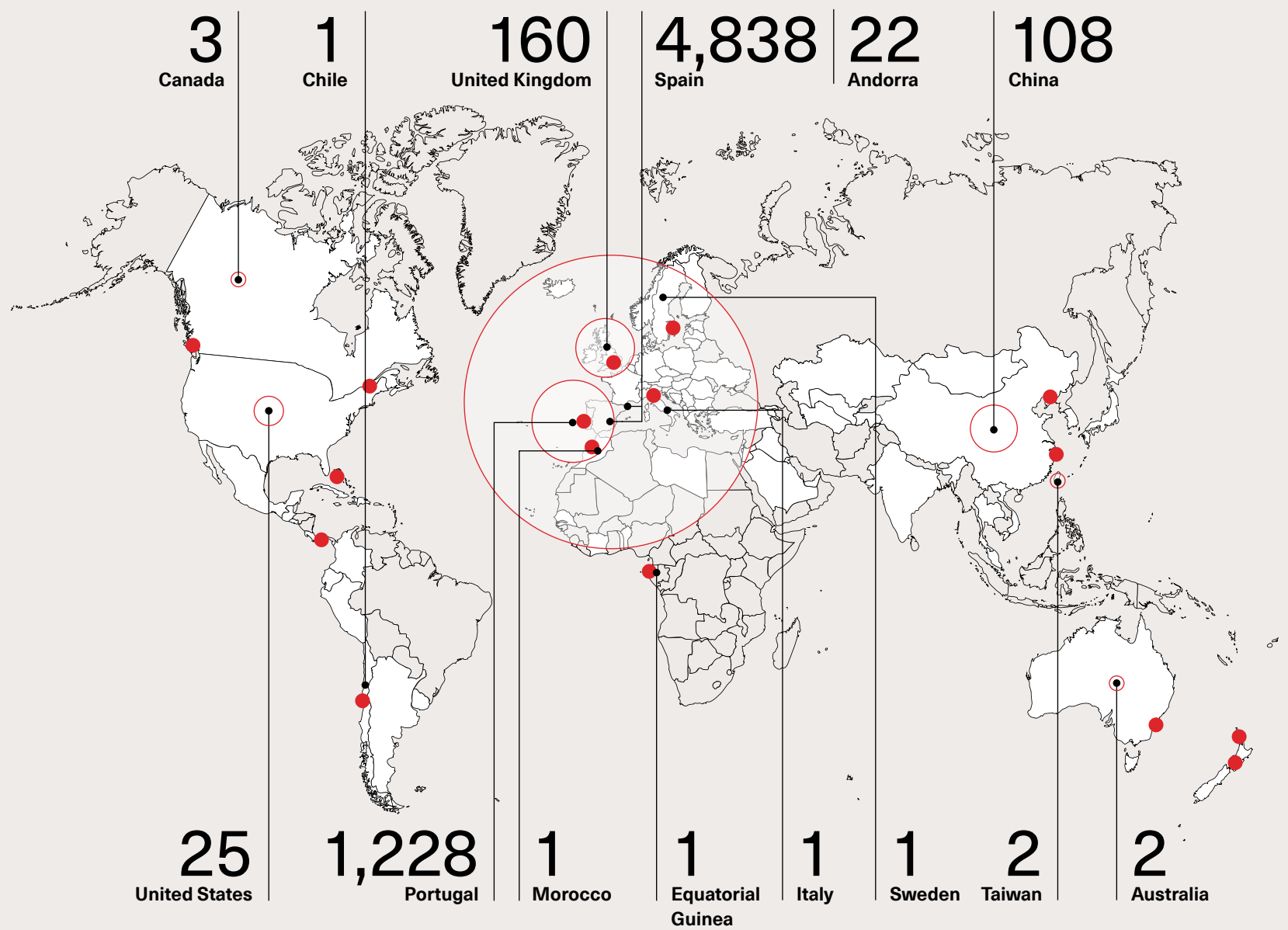


## *We opened Damm's first brewery in the United Kingdom*

We have opened The Damm Eagle Brewery in Bedford, Damm's first brewery outside the Iberian Peninsula, a milestone in our internationalisation strategy underpinning our commitment to the British market. In the last three years, more than 80.5 million euros have been invested to renovate the plant, double production capacity to 1.8 million hectolitres per year, and expand the portfolio with new categories. This investment has also had a direct impact on local employment: since the brewery was acquired, the workforce in the United Kingdom has tripled, and during this investment phase, which will end in 2027, the plan is to double the current number of direct employees at the site.

The International Business Unit (IBU) is the area made up of a team of more than 320 people distributed around the world, working in coordination to boost the company's international growth. Our aim is to consolidate the presence of our brands in different markets and achieve sustainable growth.

### Damm in the world



● International bases

**Australia:** Damm Brewery (Australia) Pty. Ltd. (Sydney). **Canada:** Brasserie Estrella Damm Quebec Inc. (Montreal), Estrella Damm Services Canada (Vancouver). **Chile:** Damm Chile (Santiago de Chile). **China:** Estrella Damm Trading Co, Ltd. (Shanghai), Estrella Damm Consulting Co. Ltd. (Liaoning). **United States:** Estrella Damm US Corp. (Miami), Rodilla US LLC (Miami). **Equatorial Guinea:** Estrella Damm Guinea Ecuatorial, SL. (North Bioko). **Italy:** Damm Italia, S.R.L. (Turin). **Morocco:** Damm Morocco, S.A.S.U. (Casablanca). **New Zealand:** Damm Brewery Pty. Ltd. (Wellington), Branch in NZ (Auckland). **Portugal:** COCEDA Portugal, SA (Santarém). **United Kingdom:** Damm 1876 Ltd. (Bedford). **Republic of Panama:** Damm Panamá, SA (Panama). **Sweden:** Damm Brewery Sweden AB (Stockholm).

□ Countries where Damm exports beer under its own brand.

● Workforce per country.

### Castile and León

- 2 **Rodilla**
- 1 **Jamaica Coffee Experience**
- 4 **Jamaica Service Station**

### Andorra

- 1 **Distribución Directa Integral centre**

### Aragon

- 2 **Mineral water plants:**  
Aguas de San Martín de Veri, Bisaurri  
Aguas de San Martín de Veri,  
El Run – Castejón de Sos
- 1 **Pall-Ex Iberia logistics centre**  
Zaragoza
- 2 **Rodilla**
- 1 **Hamburguesa Nostra**

### Catalonia

- 2 **Work centres**  
SA Damm. Barcelona.  
Corporación Económica Delta.  
Barcelona.
- 1 **Brewery**  
COCEDA El Prat de Llobregat
- 1 **Malt house**  
La Moravia. Bell-lloc d'Urgell.
- 4 **Alfil Logistics logistics centres**  
El Prat de Llobregat,  
Barcelona and Gavà
- 2 **Pall-Ex Iberia logistics centres**  
Barcelona, Montornès del Vallès
- 4 **Distribución Directa Integral centres**
- 1 **Coffee roasting site**  
Cafès Garriga. Barberà del Vallès.
- 3 **Rodilla**
- 2 **Hamburguesa Nostra**
- 4 **Jamaica Coffee Experience**
- 9 **Jamaica Service Stations**
- 1 **Café de Indias Coffee Shop**
- 1 **Milk and milkshake production plant**  
Grupo Cacaolat.  
Santa Coloma de Gramenet.

### Asturias

- 1 **Jamaica Service Station**
- 1 **Soft drink production plant**  
COCEDA Meres

### Navarre

- 1 **Jamaica Service Station**
- 1 **Pall-Ex Iberia logistics centre**  
Pamplona

### Galicia

- 3 **Rodilla**
- 1 **Jamaica Coffee Experience**

### Basque Country

- 3 **Distribución Directa Integral centres**
- 4 **Jamaica Service Station**

### Cantabria

- 1 **Rodilla**

### Community of Madrid

- 6 **Work centres**  
Grupo Rodilla. Madrid.  
SetPoint Events. Madrid.  
Plataforma Continental Madrid.  
Rumbo Sport. Madrid.
- 2 **Distribución Directa Integral centres**
- 1 **Pall-Ex Iberia logistic centre**  
San Fernando de Henares
- 2 **Kitchens**  
Artesanía de la Alimentación. Madrid.  
El Obrador de Hamburguesa Nostra.  
Madrid
- 124 **Rodilla**
- 14 **Hamburguesa Nostra**
- 1 **Vaca Nostra**
- 5 **Jamaica Coffee Experience**
- 25 **Jamaica Service Station**
- 1 **Zeta**

### Community of Valencia

- 2 **Soft drink production plants and breweries**  
COCEDA Salem  
COCEDA El Puig
- 4 **Distribución Directa Integral centres**
- 1 **Pall-Ex Iberia logistics centre**  
Valencia
- 1 **Rodilla**
- 1 **Hamburguesa Nostra**
- 4 **Jamaica Coffee Experience**
- 5 **Jamaica Service Stations**

### Balearic Islands

- 1 **Milk and milk shake production plant**  
Agama.  
Palma de Mallorca
- 3 **Mineral water production plants**  
Font Major, Escorca  
Palma de Mallorca
- 4 **Distribución Directa Integral centres**
- 1 **Rodilla**
- 4 **Jamaica Service Stations**

### Andalusia

- 1 **Brewery**  
Cervezas Victoria brewery. Malaga
- 4 **Distribución Directa Integral centres**
- 1 **Pall-Ex Iberia logistics centre**  
Jaén.
- 3 **Rodilla**
- 1 **Hamburguesa Nostra**
- 1 **Café de Indias Coffee Shop**
- 1 **Jamaica Coffee Experience**
- 34 **Jamaica Service Station**

### Extremadura

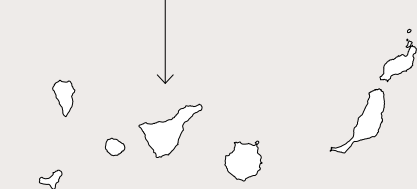
- 1 **Jamaica Service Station**

### Castile-La Mancha

- 1 **Mineral water production plant**  
Fuente Liviana.  
Huerta del Marquesado.
- 2 **Distribución Directa Integral centres**
- 4 **Rodilla**
- 6 **Jamaica Service Station**

### Region of Murcia

- 1 **Brewery**  
Estrella de Levante Brewery. Espinardo.
- 1 **Malt house**  
Espinardo.
- 4 **Distribución Directa Integral centres**
- 1 **Alfil Logistics centre**  
Alcantarilla
- 1 **Rodilla**



### Canary Islands

- 1 **Work centre**
- 5 **Distribución Directa Integral – Intercercera centres**
- 1 **Café de Indias Coffee Shop**
- 26 **Jamaica Service Station**

### Ceuta

- 2 **Jamaica Service Station**

### Portugal

- 1 **Soft drink production plant and brewery**  
COCEDA Portugal  
(Santarém)

### United Kingdom

- 1 **Brewery**  
The Damm Eagle Brewery  
Bedford

### United States

- 2 **Rodilla**  
Miami Florida

# OUR TEAM, OUR POWERHOUSE

At Damm, we believe that our people are our greatest asset. We therefore strive to create a working environment that favours both their professional development and their personal well-being, promoting an inclusive, diverse and equal opportunity workplace in which each person can grow and fully deploy their capabilities.

## DAMM PEOPLE

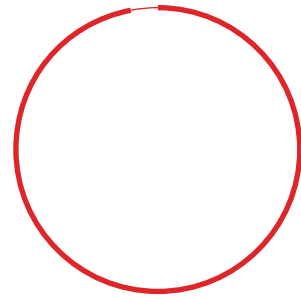
The #LIVE values — Loyalty, Innovation, Customer Value and Energy — are the backbone that inspires our corporate culture and guides both our strategic decisions and the way we work every day. They are the springboard for our progress and define our identity as an organisation.

At Damm, we put people front and centre, ensuring their all-round well-being through initiatives to foster their personal and professional development and help create a positive and sustainable working environment.

Measures to support our workforce include work-life balance policies, flexible working hours, promotion of digital disconnection and flexible compensation programmes.

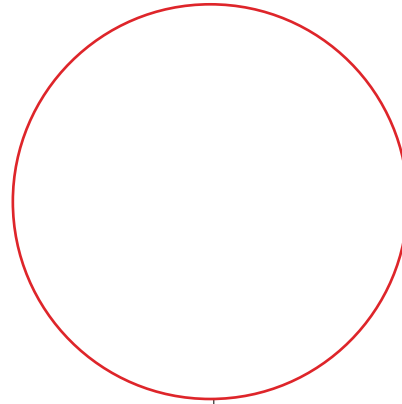


## Total workforce 2025<sup>1</sup>

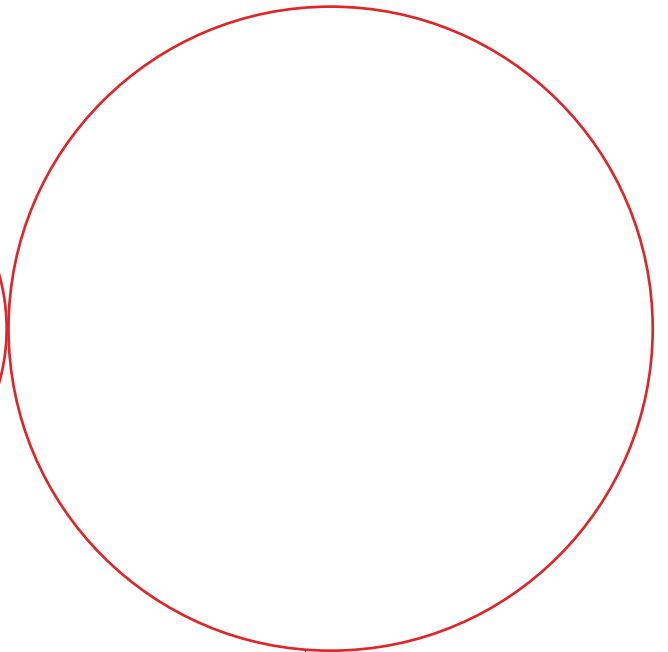


# 97%

**Workforce covered by a collective agreement**



**2,401**  
**New hirings during the year**  
779 Food and beverages  
507 Logistics and distribution  
1,113 Restaurants



**6,393**  
**Own personnel**  
3,039 Food and beverages  
1,229 Logistics and distribution  
2,115 Restaurants  
10 Event management  
2 Event management

1. The figures for 2025 include the following companies: SA Damm; A Padaria Portuguesa, Lda; Agama Manacor 249; Aguas de San Martín de Veri, SL; Alfil Logistics, SA; Artesanía de la Alimentación, SL; Australia Damm; Bebidas Ugalde, SL; BecDamm, SL; Bizkaiko Edari Komertzialak, SL; Cafés Garriga 1850, SL; Cerbeleva, SL; Cervecera del Turia, SL; Cervezas Victoria 1928, SL; COCEDA, SL; COCEDA Portugal, SA; Comercial Mallorquina de Begudes, SLU; Corporación Económica Delta, SA; Damm 1876 LTD; Damm Atlántica, SL; Damm Brewery (Australia) Pty Ltd; Damm Brewery Sweden AB; Damm Canarias, SL; Damm Global Barcelona, SLU; Damm Italia, SRL; Damm Morocco, SASU; Damm Restauración, SL; Damm Taiwan/Taipei; DDI Canal Impulso, SL; DDI Nexia, SL; DDI Provea, SL; Dismenorca, SL; Distrialmo, SL; Distribución Directa Integral, SL; Distribucions de Begudes de Marina Alta, SL; Distribuidora de Begudes Movi, SL; DistriDamm, SL; El Obrador de HN, SL; Envasadora Mallorquina de Begudes, SL; Estrella Damm Chile SpA; Estrella Damm Guinea Ecuatorial, SL; Estrella Damm Services Canada, Inc; Estrella Damm Trading Co, Ltd; Estrella Damm US Corporation; Estrella de Levante, SA; Gasteiz Banaketa Integrala, SL; Gestión Fuente Liviana, SL; Intercervecera, SL; Maltería La Moravia, SL; Minerva Global Services, SL; Nabrisa Distribuciones, SL; Nennisiwok, SL; Nostra Restauración, SLU; Pallex Iberia, SL; Plataforma Continental, SL; Pumba Logística, SL; Rodilla Sánchez, SL; Rodilla Sánchez, US, LLC; Rumbosport, SL; Sadiga; Setpoint Events, SA.



LETTER FROM THE CHAIRMAN

2025 AT A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

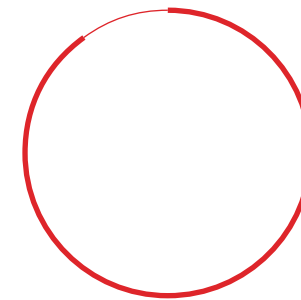
IMPACT

REPORT

GRI CONTENT INDEX



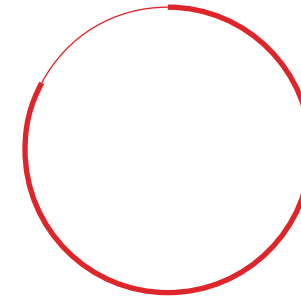
## Workforce by contract type, working hours and gender 2025



**90%**

**Workforce on permanent contracts**

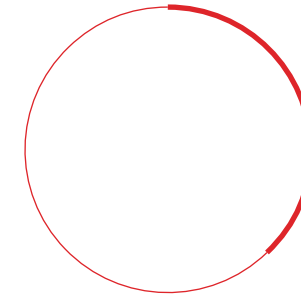
- 96% Food and beverages
- 98% Logistics and distribution
- 76% Restaurants
- 100% Event management



**83%**

**Workforce on full-time contracts**

- 97% Food and beverages
- 98% Logistics and distribution
- 54% Restaurants
- 100% Event management



**38%**

**Female workforce**

- 28% Food and beverages
- 17% Logistics and distribution
- 64% Restaurants
- 40% Event management

## Workforce according to gender and age group 2025

	♂ Men ♀ Women	Food and beverages	Logistics and distribution	Restaurants	Event management
<25 years		♂ 112 ♀ 56	♂ 45 ♀ 7	♂ 304 ♀ 505	♂ 0 ♀ 0
26-35 years		♂ 479 ♀ 243	♂ 168 ♀ 24	♂ 251 ♀ 410	♂ 1 ♀ 2
36-45 years		♂ 685 ♀ 267	♂ 269 ♀ 66	♂ 115 ♀ 239	♂ 3 ♀ 1
46-55 years		♂ 699 ♀ 225	♂ 351 ♀ 93	♂ 54 ♀ 161	♂ 1 ♀ 1
>56 years		♂ 226 ♀ 47	♂ 181 ♀ 25	♂ 29 ♀ 47	♂ 1 ♀ 0
<b>Total</b>		♂ 2,201 ♀ 838	♂ 1,014 ♀ 215	♂ 753 ♀ 1,362	♂ 6 ♀ 4

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# DRIVING TALENT

We have designed a management model aimed at attracting, developing and empowering talent, creating an environment that fosters people's professional growth and optimal performance.



## TRAINING AND TALENT MANAGEMENT

At Damm we take care of our people, and want them to feel proud to form part of the company. That is why we have developed a management model that encourages the attraction, furtherance and promotion of talent, creating an attractive and motivating working environment that encourages personal and professional growth, and offering each team member opportunities for development, recognition and progression.

We promote continuous learning and the professional development of our employees, providing them with the necessary skills and abilities to successfully face up to the company's present and future challenges.

### Damm Academy

Damm Academy is the group's training platform, promoting the professional development of employees through online, classroom and hybrid training programmes, organised into four areas: corporate, digital, skills and business.

## Corporate strand

Training activities allowing employees to dive deeper into Damm's culture, processes and scope of action.

- **Damm Beer Ambassador.** Brewing culture programme aimed at reinforcing product knowledge and identification with the company.  
*162 people trained in 2025 and more than 1,000 since its launch.*
- **English Programme.** Language training programme with one-to-one coaching and virtual English, aimed at improving language skills in the workplace.
- **Compliance, occupational risk prevention and equality.** Training in compliance, occupational risk prevention and equality, incorporating new legislation and the main aspects of the regulatory framework.
- **efr Model: awareness of work-life balance.** Online training developed by Fundación Más Familia that introduces the principles of the efr model and its practical application at organisations, fostering a culture of responsibility and balance.

## Digital strand

Training programmes to accompany and facilitate digital skills.

- **Data Driven Culture.** "Damm Data Science & AI" to train the Data&AI and IT Hub team in artificial intelligence and data.  
*Two editions held in 2025 and a total of 31 people trained.*
- **"Copilot Workshops".** To facilitate the adoption of these technologies, thematic Copilot workshops have been held in areas such as the Data&AI Hub, People, Purchasing and Sales.  
*101 people trained.*
- **Foundations Damm ISDIgital.** Tenth edition of a programme which fosters digital skills and accompanies the process of corporate transformation.  
*24 people trained during 2025*
- **Virtual Efficiency.** Programme to derive greater performance from our virtual tools.  
*115 people from throughout the group participated this year.*

## Skills strand

Tools to facilitate the development of the skills required for optimal performance in their functions.

- **Be Leaders.** Leadership development programme intended for Damm senior management, which combines training and coaching to strengthen leadership, responsibility and effective communication in teams.
- **Be Managers.** Multidisciplinary leadership development and team management programme tailored to each business and intended for area managers, the management committee and business managers.  
*45 people trained during 2025.*
- **Damm LeadHERship Programme.** Two editions of the women's leadership programme have been held. With an experiential approach, each session uses group dynamics to enhance key competencies, promote the development of leadership skills, and share experiences and challenges in a secure setting.  
*29 people took part during 2025.*
- **Team building events.** Carrying out various activities aimed at strengthening the skills and cohesion of the teams in different departments.



## Business strand

Training activities aimed at the pursuit of optimal excellence in all business processes, providing value and improving results.

- **Training for the engineering group.** Complete training in the brewing process and packaging, combining theory and practice to reinforce technical and scientific understanding.
- **Training for the Financial Administration area** Specialised course in minimum corporate taxation, addressing the international and national context, regulatory principles and practical cases.
- **Customer Service Training.** Project to improve the competencies of the team through prior diagnosis, practical sessions and experiential dynamics focused on active listening, empathic communication and conflict management.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

Training  
at Damm 2025<sup>1</sup>

**€981,019**  
invested

**37,874**  
training hours

**1,300**  
training actions

**9,447**  
attendees

**14.4**  
average training hours  
per attendee

Training at Grupo  
Rodilla, Hamburguesa  
Nostra and A Padaria  
Portuguesa 2025

**19,380**  
training hours

**1,163**  
attendees

**16.6**  
average hours of training  
per attendee



In addition to the initiatives developed at the Damm Academy, specific training has been carried out at different group companies. DDI (Distribución Directa Integral) instigated training actions in collaboration with Nestlé Profesional and a national plan linked to the launch of fritz-kola, aimed at reinforcing technical knowledge in the coffee category and standardising the sales discourse. Grupo Rodilla continued with internal training programmes such as "Trainer of Trainers" and "Talento Rodilla", and took part in ISDI programmes. A Padaria Portuguesa promoted the continuous development of its teams through its Training Academy, with technical, business and leadership training programmes aligned with its strategy.

The annual development management assessment was relaunched in 2025, involving 1,496 employees and providing a talent map based on objective data to support strategic decision-making. This process is structured around corporate competencies and supplemented by the definition of an Individual Development Plan agreed with each manager. The biannual Valuation of Development ('VDD') process was likewise relaunched for 699 people in the production environment at the El Prat de Llobregat, El Puig and Estrella de Levante breweries. In parallel, onboarding, succession and internal mobility systems were consolidated, launching a total of 69 internal opportunities in 2025, and covering 77 processes with internal candidates.

1. Excludes Distribución Directa Integral, Grupo Rodilla, Hamburguesa Nostra and A Padaria Portuguesa.

# EMPLOYER BRANDING

Attracting and retaining talent is essential to maintain competitiveness and support the company's evolution. Damm promotes a series of initiatives aimed at reinforcing its position as a benchmark employer and facilitating access to the labour market for diverse and qualified profiles.

## Actions taken in 2025

— **Graduate Programme.** Damm collaborates with different educational institutions —ESCI-UPF, UPF, UIC, UAB, UPC-ETSEIB, CEU Cardenal Herrera, ESIC— to present professional opportunities to students and recent graduates through Graduate Programmes that offer paid internships, specialised support and guidance for permanent employment. In 2025, these programmes included the Sales Graduate Programme (9 places), the Operations Graduate Programme (1 place), the Tech Graduate Programme (1 place) and the R&D Graduate Programme (2 places), aimed at commercial, operations, technical and R&D profiles, respectively.

*5 people added to the permanent staff in 2025*

— **Job fairs.** Participation at various job fairs to present career opportunities to students and recent graduates, attending such gatherings as Talent Arena (MWC), XX Foro Empleo IQS 2025, Fòrum ETSEIB, Fòrum Telecoms ETSETB, NetWork ESCI-UPF, La Salle Talent Week, JOBarcelona. Estrella de Levante also joined in this initiative, taking part at the 3rd edition of the UMU Employer Fest, while Grupo Rodilla attended the job fairs in Majadahonda and San Sebastián de los Reyes.

— **Internship and training agreements.** Damm promotes the incorporation of young talent through agreements with universities and national and international educational centres, offering professional experiences in different areas and units of the company. In 2025, these initiatives included:

**University internships** in corporate areas such as Marketing, Finance and Communication/Sponsorships, in the UNI and UNHO business units, and in operational areas such as Quality, at both the corporate offices and production plants such as El Prat de Llobregat and Estrella de Levante.

**'FCT' Workplace Training,** through COCEDA's collaboration with vocational training centres in the provinces of Valencia and Oviedo, hosting students on their FCT placement at the El Puig, Salem and Meres sites, as well as FCT and Dual Vocational Training internships at Estrella de Levante.

**International Internships,** with three-month placements for Duke University MBA students.

**Induction programmes,** such as 'TNP' (New Project Technicians) at COCEDA and SA Damm, aimed at recent graduates, with internship contracts of up to one year with a view to further consolidation, which in 2025 led to two new hirings and the opening of two additional positions.

**Inclusive internships in collaboration with the A LA PAR Foundation.**

The Grupo Rodilla has continued its collaboration with the A LA PAR Foundation to promote the occupational inclusion of people with intellectual disabilities, facilitating internships in areas such as Human Resources and Accounting, and managing one of its franchises with teams made up of people with intellectual disabilities. This initiative earned the SERES 2025 Award for its contribution to corporate social action.

— **Corporate selection channel.** Damm has a corporate selection channel that centralises the group's job offers and allows it to manage a talent database, facilitating access to professional opportunities in a transparent and accessible manner.



# WELL-BEING, OCCUPATIONAL HEALTH & SAFETY

39% of Damm's workforce is covered by the occupational health and safety management system certified in accordance with the ISO 45001 standard.

## OCCUPATIONAL RISK PREVENTION AND SAFETY

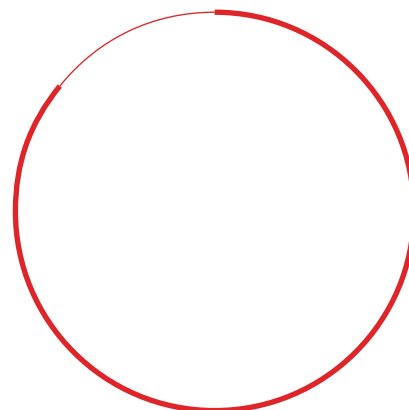
Our priority is to ensure a high level of health and safety in the working environment. Damm has in place an occupational health and safety policy aimed at comprehensive risk prevention, based on protecting the safety of all employees.

The occupational health and safety management system is structured in accordance with the ISO 45001 international standard and has been in place since 2018 at the plants of the water, beer and soft drinks businesses, with SA Damm joining as a certified company in 2024. During 2025, follow-up and renewal audits were conducted at the Fuente Liviana, Veri, Estrella de Levante and COCEDA plants (El Prat de Llobregat, El Puig and Salem), covering all their processes, including Maltería La Moravia.

Constant and fluid communication is likewise maintained with the risk prevention officers and the Health and Safety Committee.



### Health and safety committees 2025



**86%**

**Workforce represented by  
health and safety committees  
at their respective workplaces**

96.3% Food and beverages

46% Logistics and distribution  
(Regional health and safety  
committee for Catalonia)

95.73% Restaurants

## Main initiatives in 2025

- Throughout the year we carried out studies and preventive improvements aimed at improving environmental conditions in the workplace, mainly focused on controlling the heat generated by machinery and optimising ventilation and air extraction systems.
- **El Prat Brewery (Barcelona).** Various measures have been implemented to mitigate the impact of heat, including the provision of adiabatic equipment and fans, the improvement of air conditioning and air renewal systems, the air conditioning of forklifts and the application of technical and organisational protocols to deal with episodes of intense heat, with particular emphasis on sensitive personnel and critical tasks.
- **Estrella de Levante Brewery (Murcia).** There has been an expansion of the portable fan installation in the cannery, which does not benefit from the air conditioning system of the adjacent packaging building.
- **El Puig Brewery (Valencia).** Environmental conditions have been reinforced through the provision of adiabatic equipment and fans, the improvement of air conditioning and air renewal systems, the installation of forced air intake systems to reduce the thermal impact of machinery and the reinforcement of CO<sub>2</sub> injection systems to prevent harmful atmospheres.
- **Salem Brewery (Valencia).** Thermal conditions have been improved by providing adiabatic equipment and fans, optimizing air conditioning and air renewal systems, and installing high-flow evaporative equipment in the packaging and container loading area.
- **Bedford Brewery (United Kingdom).** In response to the heat waves registered during the summer period, portable adiabatic ventilation systems have been installed.
- **Fuente Liviana production plant (Cuenca).** Improvements were made to the insulation of the roofs and exterior perimeter walls in the glass building.
- **Grupo Rodilla.** This company has a joint occupational risk prevention service that covers all preventive activities, with outsourced health monitoring. During the year, awareness campaigns were carried out and the 5th Grupo Rodilla Olympics were staged, involving 130 people.
- **A Padaria Portuguesa.** A structured occupational health and safety management system is in place, based on evaluation, control and continuous improvement, and incorporating periodic audits, mandatory training, drills and incident analysis to prevent accidents and ensure regulatory compliance.



## Accident rate indicators 2025

	♂ Men ♀ Women	Number of occupational accidents	Frequency index	Severity index
Food and beverages	♂ 54 ♀ 15	69	♂ 15.6 ♀ 11.7	♂ 0.30 ♀ 0.17
Logistics and transport	♂ 0 ♀ 0	0	♂ 0 ♀ 0	♂ 0 ♀ 0
Restaurants	♂ 43 ♀ 81	124	♂ 30.3 ♀ 33.6	♂ 0.46 ♀ 0.43
Event management (SetPoint Events)	♂ 0 ♀ 1	1	♂ 0 ♀ 115.4	♂ 0 ♀ 0.80

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



## HEALTH PROMOTION

At Damm, we develop training plans tailored to each business area, taking into account the specific aspects of activities and the particular risks associated with each one of them.

We nurture the workforce's well-being by raising awareness of the importance of caring for their health, as well as through a range of activities, services and facilities to develop healthy lifestyles.

### Main initiatives in 2025

- **Healthy Plan.** Aimed at promoting the physical, mental and emotional well-being of the workforce through monthly workshops on healthy habits, with more than 550 registrations in 2025.
- **Healthy nutrition.** Weekly distribution of fresh and organic local fruit, with more than 37,000 kg distributed during the year, together with the improvement of the culinary offering and the inclusion of healthy options in vending machines.
- **Physical activity and wellness.** Access to the Wellhub platform, which offers a wide network of gyms and wellness resources, as well as encouraging participation in sports activities and competitions promoted by the company.
- **Health and emotional support.** Availability of medical services, health benefits and a free psychological support service for employees and their families, focused on strengthening emotional well-being.
- **Grupo Rodilla.** Awareness-raising programmes for health, ergonomics and healthy eating.

# EQUALITY, DIVERSITY AND INCLUSION

Our overall strategy is based on three key pillars: equality, diversity and inclusion. We encourage diverse teams and leadership that integrates all voices, acting at all times in accordance with principles of social justice and fairness. This approach allows us to attract and retain talent, and build a stronger and more representative organisation.

## EQUAL OPPORTUNITIES AND NON- DISCRIMINATION

We promote an inclusive environment, based on equality and non-discrimination, guaranteeing that everyone, irrespective of their origin, gender, sexual orientation, age, religion, functional diversity or any other personal condition, has the same opportunities. By implementing equality plans, we develop actions aimed at guaranteeing equal treatment and opportunities for women and men, which are monitored by the equality committees at the different workplaces.

In 2025, SA Damm's Equality Committee held meetings to work towards the signing of the 3rd Equality Plan in accordance with Royal Decree 901/2020. Across the rest of the group, COCEDA (El Prat de Llobregat) has followed up on its Equality Plan through evaluation meetings, while the COCEDA (Salem) Equality Plan has been in force since December 2023.

Estrella de Levante has had an Internal Equality Commission since 2014, and in October 2025 the negotiating committee for the 3rd Equality Plan was convened. Fuente Liviana and Alfil Logistics signed their first Equality Plan in 2024, while Grupo Rodilla formalised its 3rd Equality Plan at the end of the same year.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



A Padaria Portuguesa underpins its commitment to diversity, equity and inclusion through merit-based selection processes, non-discrimination training and monitoring of diversity indicators, promoting the integration of under-represented groups.

This commitment to equality extends to recruitment companies, incorporating specific clauses in collaboration agreements to ensure fair and non-discriminatory selection processes. In 2025 SA Damm thus has increased the presence of women in hiring processes, adding 89 women to the workforce.

Through the Damm Academy we also offer wide-ranging courses on gender equality, diversity and inclusion, and the prevention of gender violence.

## Women according to job category 2025



*In Restaurants and Event Management, there are no workers in the occupational categories indicated with 0%.*

## WORK-LIFE BALANCE

The balance between work, personal and family life is a key element in Damm's people management. The company promotes a corporate culture based on equal opportunities, diversity and non-discrimination, aimed at facilitating the comprehensive well-being of its employees and fostering their professional and personal development.

This commitment is reflected in the efr certification for work-life balance management, awarded in 2018 by the Másfamilia Foundation to SA Damm as a "Family-Responsible Company". In 2025, SA Damm renewed this certification in accordance with the efr 1000-1 edition 5 standard, attaining the C+ committed company level. Estrella de Levante has also renewed its certification, being assigned B+ Proactive level and remaining the only company in the agri-food sector in the Region of Murcia with this recognition.

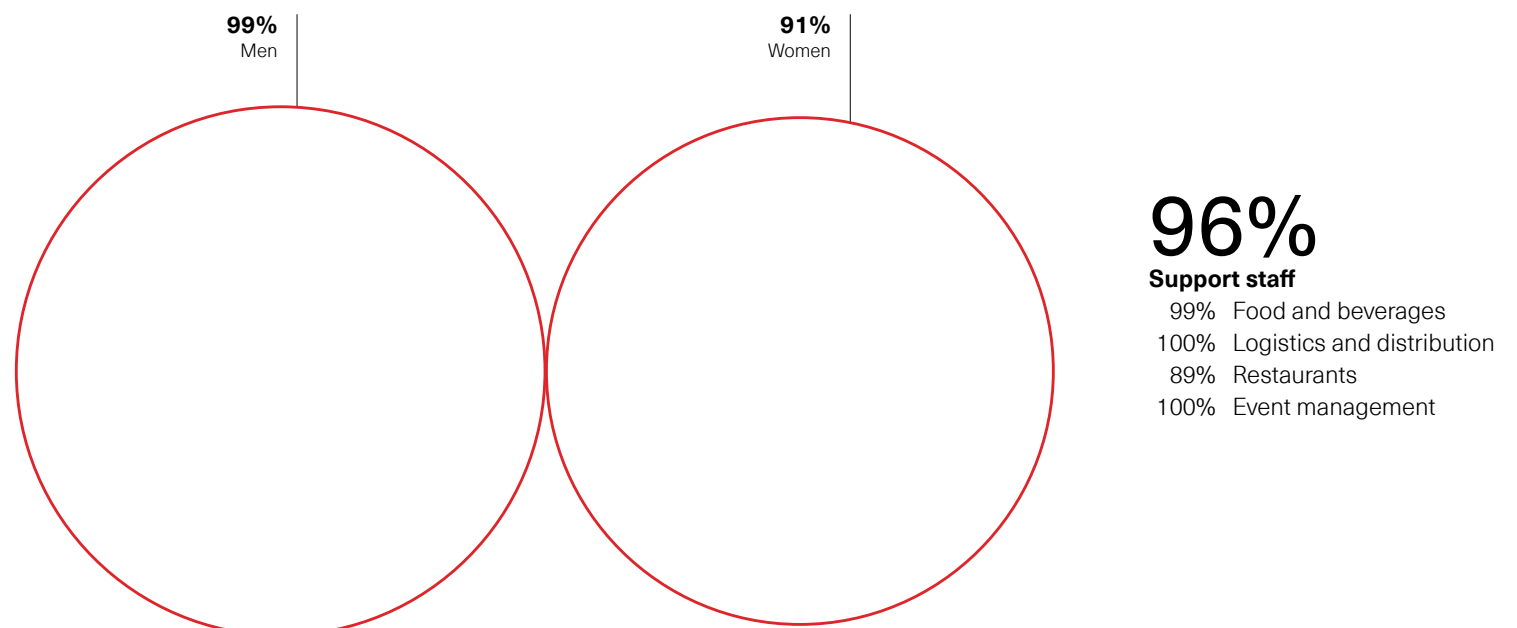
Group companies have various measures in place to improve work-life balance, including leave of absence, flexible working hours, family support programmes, assistance funds, childcare vouchers and childcare leave. In addition, the company complements the childcare allowance up to 100% of salary and in 2025 implemented the extension of the childbirth and fostering leave provided for in Royal Decree-Act 9/2025, increasing the duration from 16 to 19 paid weeks and introducing specific improvements for single-parent families.

Alfil Logistics and PallEx Iberia have remote work policies in place for those positions the nature of which allows this, enabling remote working as an additional work-life balance measure.



The efr label endorses Damm's commitment to the work-life balance of its workforce. The promotion of a corporate culture based on equality, diversity, non-discrimination and work-life balance has allowed the company to climb the rankings and attain the level of 'committed company C+'.

### Retention rate after maternity and paternity leave





## DIVERSITY AND INCLUSION

To strengthen a robust and inclusive organisational culture, we collaborate with different entities and develop cross-cutting action plans to help people with different abilities and groups at risk of social exclusion to enter the job market, adapting our spaces and facilities to guarantee universal accessibility and the autonomy of all.

Differently abled  
people 2025

**68**

**differently abled people on the workforce  
(direct hiring)**

**30.61**

**indirect jobs created**

**€771,772.4**

**in services provided by special  
employment centres**

### Progressing within a more egalitarian society

- **SA Damm** recruits differently abled people thanks to partnership with a range of organisations, including Inserta, Apip-Acam, SaóPrat, CARES Foundation, Randstad Foundation, SEPE, Feina Activa, Adecco Foundation, Sesé Foundation, Femarec, AECOC and Barcelona Activa. It is also a member of the DisJob employment platform.  
*161 SA Damm vacancies advertised via these organisations, thus promoting the recruitment of functionally diverse profiles.*
- **COCEDA (Salem and El Puig)** contract various services from the Grupo Sifu special employment centre and use the ONCE Incorpora Foundation and ADECCO Foundation to publicise available job opportunities at the plants.
- **COCEDA (El Prat de Llobregat)** partners SaóPrat as part of its commitment to support occupational inclusion and the hiring of young people at risk of social exclusion.
- **Estrella de Levante** works with Feycsa, a flagship special employment centre in the Region of Murcia, to hire workers performing ancillary services and tasks for the running of the Estrella de Levante brewery.
- **Cervezas Victoria** has signed up to a paid work experience agreement with the Down's Association of Málaga.
- **Alfil Logistics** partners the CARES Foundation special employment centre, with the mission of integrating differently abled people and those at risk of social exclusion within the labour market, by including professionals from these organisations in various operations. During 2025, more than 52 people were registered.
- **Distribución Directa Integral** partners Grupo Lamont in putting together and distributing the Christmas hampers for all the distribution workforce at DDI.
- **Grupo Rodilla** collaborates with the A LA PAR Foundation, integrating interns and maintaining an agreement with this body as a special employment centre for the purchase of products made by people with disabilities, that are sold in the stores.
- **A Padaria Portuguesa** promotes the hiring and integration of people with disabilities through merit-based processes and partnerships with specialist entities (such as APSA, AMMA, CRINABEL and Fundação LIGA), relying on a progressive model with training and mentoring practices to foster sustainable integration and long-term employability.

# INTERNAL COMMUNICATION

We work to foster a strong sense of belonging so that those at our company feel a sense of identity and pride here. We therefore employ various internal communication channels allowing us to provide quality information to the greatest possible number of people.

- **iDamm.** The corporate intranet is the main instrument for internal communication, and a tool for administrative processes and the distribution of content about the different company businesses.
- **+Damm digital magazine.** Relaunched in 2024, the internal magazine +Damm includes current formats such as video reels, contests, as well as the role of the internal influencer. The magazine is available in Spanish, Catalan, Portuguese and English.
- **Damm Info, Alfil Info and Rodilla Info.** Internal announcements by email with corporate information about the companies.

- **Asegúrate Damm.** Newsletter distributed at the El Prat de Llobregat brewery to raise awareness about health and safety at work.
- **DDI Newsletter.** DDI has a newsletter: DDI Informa, a biweekly publication for internal communication.
- **Digital signage.** Television screens located at the different workplaces to present the latest news about the company, along with specific information of relevance to each site.
- **Offline communication.** This includes posters and roll-ups with corporate information.

Active listening is one of the main points we aim to promote via the internal communication area, with the legal representatives of our co-workers, both through trade unions and individual delegates, who serve as key partners in achieving corporate goals. Communication between the two parties is undertaken via the People area, in an approachable, fluid and constant manner.

## *+Damm on tour: internal communication and cohesion action*

+Damm on tour is a travelling internal communication action set up to publicise the corporate magazine +Damm at the different sites around the Iberian mainland, with a particular focus on people without a digital identity. The initiative combines information and face-to-face experiences to strengthen bonds and the sense of belonging, through an identifiable space and a participatory dynamic based on Polaroid-type photographs that participants receive there and then, and which are subsequently shared in the internal magazine. +Damm on tour began in May 2025 at the El Prat brewery, continued in October of the same year at the Estrella de Levante brewery, and will subsequently tour other sites during 2026.



# CORPORATE VOLUNTEERING

**#LIVE TO BE PART OF THE CHANGE**  
is Damm's volunteering programme through  
which the company's people actively help  
to generate a positive impact on society and  
the environment.

Set up in November 2021, Damm's  
volunteering programme was created with  
the aim of giving coherence and visibility to  
all the solidarity initiatives promoted by the  
company, under one single identity. This  
plan channels the voluntary participation  
of employees, encouraging their direct  
involvement in projects aligned with  
corporate values and the organisation's  
social and environmental commitments.

The programme is structured in the following  
areas of action:

- Social action and support for groups at  
risk of exclusion.
- Environmental action to minimise  
negative impacts on the natural world.
- Action to make culture accessible to all.
- Values-based outreach and sporting  
pursuits for vulnerable groups.

**+ 45**  
**partner entities\***

\* Cumulative figures since the launch of the programme.

**+ 4,000**  
**people involved, including**  
**company co-workers and the**  
**general public**

**+ 7,000**  
**hours of social action**

*#LIVE TO BE PART OF THE CHANGE,  
a volunteering scheme honoured with the  
Corresponsables Award*

Our Volunteering Plan received the 2025 Corresponsables Award in the Large Company category, an accolade granted within the context of the 16th edition of these awards that highlights a successful model based on the combination of social commitment, sustainability and corporate culture. Since its launch in 2021, the Plan has promoted the direct involvement of the people who make up the company and the surrounding area, involving over 4,000 people, including co-workers, family members and society at large, dedicating more than 7,000 volunteering hours and partnerships with over 45 entities in the regions where we operate.



## Social and environmental initiatives in 2025

- **Christmas Charity Letters.** For the fifth year running, the 2025 initiative allowed us to fulfil the wishes of more than 270 people in situations of vulnerability or loneliness, with the collaboration of DDI to handle the gift logistics.
- **Moments de Pel·lícula.** Charity event held for the third year running at the Estrella Damm Old Brewery, intended for elderly people in a situation of loneliness, involving more than 120 people accompanied by volunteers from the company.
- **Festa de la Platja.** Fourth edition of the El Prat beach clean-up, organised together with the CRAM Foundation to mark World Beach Day, with the participation of Damm volunteers, family members and the general public.
- **Charity padel tournaments.** Participation of 250 co-workers in tournaments organised in Barcelona, Valencia, Murcia and Madrid, the proceeds of which were donated to the Red Cross Extreme Vulnerability Plan.
- **Magic Line SJD.** Participation in the twelfth edition of this charity movement, involving more than 80 people who covered over 1,000 kilometres along routes organised in Catalonia and Salem (Valencia).
- **Involvement in the Murcia 90K.** For the fourth year running, a team from Estrella de Levante took part in the charity race along the Camino de la Cruz.
- **Christmas charity beer.** Donations made by Damm co-workers in Catalonia to the Food Bank, handing out a bottle of limited edition 2025 beer as a token of appreciation for their collaboration.
- **Charity tickets to the Damm Christmas Dinner.** Donation to the Amics de la Gent Gran Foundation from the charitable contributions collected from the sale of tickets to the Christmas dinner, in support of elderly people in a situation of loneliness.
- **Blood donation.** Biannual campaign held in April and October at the Estrella Damm Old Brewery and the El Prat de Llobregat brewery, involving a total of more than 1,400 people since 2005.
- **Charitable Sant Jordi.** Sale of roses and articles for charitable purposes during the Sant Jordi Musical event, with the proceeds going to the Red Cross Extreme Vulnerability Plan, further supplemented by an inclusive workshop and cultural and charitable actions.
- **Litter collection.** Individual challenge launched on the occasion of World Recycling and Environment Day to encourage litter collection in natural environments, with recognition for the person who collected the most rubbish.

For further information about environmental initiatives linked to the Volunteering Scheme #LIVE TO BE PART OF THE CHANGE, please see the subsection Protection of biodiversity.



# OUR FOOTPRINT IN SOCIETY

Through the work of the Damm Foundation, the Estrella de Levante Foundation and the patronage and sponsorship initiatives developed by the different group companies, we actively help generate a positive impact on our surroundings, supporting cultural, social, gastronomic, sporting and environmental projects.

## THE DAMM FOUNDATION, SUPPORTING CULTURE, SPORT AND SOCIETY

At the Damm Foundation we work to promote a more inclusive society, lending particular support to children and people in vulnerable situations. For more than twenty years, the Foundation has channelled Damm's patronage and philanthropy initiatives, collaborating with the sporting, cultural and social sectors of the surrounding region to generate a positive impact.

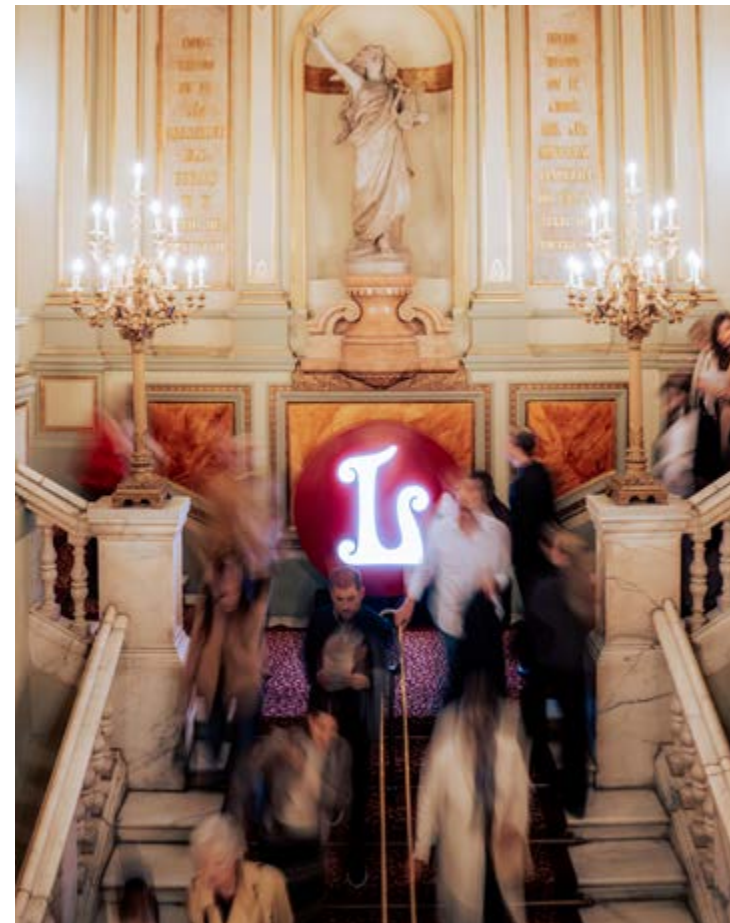
Further information about the work of the Damm Foundation can be found on its website: [fundaciodamm.cat/es](https://fundaciodamm.cat/es)



**71**  
organisations that the Damm Foundation  
has collaborated with (30 cultural  
and 41 social, educational and sporting)

**254**  
young athletes trained at Damm  
Football Club

**€4.43 M**  
assigned to own and third-party projects



## Main actions in 2025

### **Sport**

Through the Damm Football Club we encourage sporting pursuits, values and fair play among hundreds of young people, by partnering different institutions and bodies.

During 2025, the Damm Football Academy was launched, a project with the mission of further opening up Damm Football Club to the public. All the technical and sports training programmes were developed at the new Damm Sports City, reinforcing its role as a flagship centre for football coaching. For its part, Damm Football Club has consolidated its women's structure with the addition of two new teams and registered other major milestones, such as the Youth A men's team qualifying for the Copa del Rey for the fourth year running, second place in the top division, and the appointment of Joan Verdú as the new coach, bringing his professional experience to the club's training project.

### **Culture**

The Damm Foundation views culture as an essential element for the development and growth of both individuals and groups, and we therefore collaborate with cultural organisations and events throughout the country with which we share values and goals. Art, music, theatre, film and literature are just some of the artistic disciplines receiving active support through philanthropy and patronage.

The Damm Foundation works with institutions including the Gran Teatre del Liceu, Teatro Real, Museo Reina Sofía, Museu Nacional d'Art de Catalunya (MNAC), the Miró Foundation and the MACBA Foundation.

In 2025, the Damm Foundation received the Honorary Award for Best Patronage Initiative at the seventh edition of the Opera XXI Awards, held at the Palau de les Arts in Valencia, at a gala that brought together nearly 400 attendees from the national and international opera scene.

The award was collected by Ramon Agenjo, vice president and director of the Foundation, who highlighted Damm's commitment to culture and opera for almost 150 years, in an edition at which 18 awards were presented, attended by representatives of opera houses and festivals from more than 30 countries.

In addition, throughout 2025 Damm co-workers were able to enjoy plays and performances at the Gran Teatre del Liceu, the Teatre Nacional de Catalunya and the Auditori de Barcelona.

### **Society**

The Damm Foundation sees it as vitally important to support projects that contribute to the development and growth of society in the spheres of social action and education. With this aim in mind, it works with organisations throughout the country in these spheres, such as the Cruyff Foundation, Dáporis Foundation and FERRO Foundation, emphasising initiatives that support early childhood and vulnerable groups, as well as transferring knowledge and fostering talent.

The Damm Foundation assigned more than €4 M in 2025 to projects underpinning its commitment to sport, culture and society.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

**PASSION**

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



## ESTRELLA DE LEVANTE FOUNDATION, COMMITTED TO ITS LAND AND PEOPLE

The Estrella de Levante Foundation, created in 2021, works to strengthen its social impact in the provinces of Murcia, Alicante, Albacete and Almería. Its activities focus on promoting environmental protection — with a particular emphasis on the Mar Menor and the Segura river basin —, preserving local culture and traditions, supporting the most vulnerable groups and promoting regional gastronomy through training and talent development.

Further information about the work of the Estrella de Levante Foundation:  
[fundacionestrelladelevante.es](http://fundacionestrelladelevante.es)

### Main actions in 2025

#### **Society**

The Estrella de Levante Foundation has renewed its agreement with Feycsa (Federation of Entities for the Promotion of Employment and Social Inclusion), reinforcing its collaboration for training, employability and support programmes aimed at vulnerable groups in the Region of Murcia. This agreement represents the Foundation's largest financial contribution in the social area, underpinning its commitment to projects with a real impact on employment and social inclusion.

The Foundation continues to collaborate with such entities as the Murcia Region Red Cross, the Murcia Region Football Federation through the Súper 8 League for groups with disabilities, and Cirugía Solidaria, promoting programmes that facilitate the care and participation of people in vulnerable situations.

It also promotes accessible culture, strengthening its collaboration with Titeremurcia to facilitate access to theatre performances for people with disabilities at specialised centres, care homes and adapted spaces.

#### **Culture**

The Estrella de Levante Foundation has strengthened its cultural commitments through the renewal of its agreement as a patron of the Salzillo Museum, promoting the conservation of Murcia's baroque art and the promotion of regional identity.

#### **Environment**

The environmental efforts of the Estrella de Levante Foundation focus in particular on the ecosystems of the Mar Menor and

the Segura river basin. It is thus involved in several projects together with entities such as ANSE (Southeastern Naturalists Association), UCAM (San Antonio de Murcia Catholic University), ITAP (Provincial Agronomic Technology Institute), the Columbares Association and others. For further information about the initiatives supported, please refer to the environment section.

#### **Gastronomy**

The Estrella de Levante Foundation reaffirms its commitment to regional gastronomy, promoting the preservation of culinary traditions, professional training in the hotel and catering industry, and the promotion of local products. It maintains its collaboration with schools such as the Tourist Qualification Centre and takes part in outreach initiatives and seminars to support chefs and traditional products from the region. It has also renewed its support for the "Gastropaisajes" project in Calasparra, which promotes rice with a Designation of Origin through gastronomic, cultural and tourist routes and experiences, contributing to the development of local hospitality, agricultural tradition and rural tourism.

In addition, the Estrella de Levante Foundation has since the outset maintained an agreement with the Cáritas Hospitality School, provides training for more than one hundred professionals each year, mainly students in vulnerable situations. Although focused on the gastronomic field, this agreement has a broader approach, contributing directly to social action and inclusion.

## OTHER CHARITABLE INITIATIVES

Our efforts to extend our positive impact on society go beyond the initiatives promoted by the Damm Foundation, the Estrella de Levante Foundation and our sponsorships. We also develop our own projects and actively participate in external initiatives that help to generate social value.

- **Grupo Rodilla collaboration with the Querer Foundation.** In order to draw attention to underprivileged groups, products were provided for their charity market for families, held in late November.
- **Agreement with the A La Par Foundation.** Grupo Rodilla and the A La Par Foundation, who champion the rights and involvement of intellectually differently abled people within society, joined forces in 2023 to open the first Rodilla staffed by people with functional diversity. In December 2025 the "Corazón de roscón" campaign was once again staged, an initiative which donates 100% of the profits raised through the sale of traditional "roscón" cakes to of the Foundation's projects in 2026.
- **Redondeo solidario ("Charity rounding-up").** Collection through charitable rounding-up of receipts at Grupo Rodilla's point-of-sale terminals for the Margarita Salas Foundation, an organisation dedicated to promoting scientific education, awakening vocations and spreading knowledge, with a particular emphasis on gender equality and social inclusion.
- **Charitable product donation.** Grupo Rodilla and Grupo Cacaolat conducted controlled donations to social canteens of surplus produce still fit for consumption.
- **#1 TantoMás campaign.** Within the context of the Estrella Damm Padel Tour, padel balls are collected to be reused to soundproof educational classrooms for students with hearing difficulties.
- **Pall-Ex Iberia support for the Ronald McDonald Home in Valencia.** Pall-Ex Iberia sponsored the 1st Charity Padel Tournament, with all proceeds being donated to the maintenance of the Ronald McDonald Home, providing free accommodation for families with seriously ill children who have to travel to Valencia for medical treatment.
- **Collaboration in charity padel tournaments.** Rumbo Sport collaborated with various charity tournaments organised by the AON Foundation, the Numen Foundation and Pádel Silla Association.
- **1001 Esperanzas Family Day.** Rumbo Sport, with the collaboration of the Estrella Damm Padel Circuit, once again organised this event, donating the proceeds to the '1001 Esperanzas' association in support of children and teenagers undergoing cancer treatment and their families, raising more than €35,000.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# PRODUCTS



**We are committed to quality and excellence so as to offer the very best to those who trust us.**



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# EXCELLENCE, OUR DISTINCTION IN PRODUCTS AND SERVICES

Our consumers are the core of our business and the prime reason why we develop and offer products and services of the highest quality. In pursuit of this aim, we hold certification under the leading international regulations and standards for food quality and safety.

Our company undertakes comprehensive supervision of every stage of the production process and supply chain, from the acquisition of raw materials to delivery of the product to the end customer. All our production and operational processes are also subject to rigorous quality controls, both externally and internally.

In 2025, we boosted the integration of Artificial Intelligence solutions within Quality processes and Management Systems, incorporating tools to streamline administrative tasks, facilitate access to regulations and improve the presentation of information, moving towards a more efficient model focused on continuous improvement.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



## FOOD SAFETY

We have consolidated the management systems implemented and certified at our plants, with a particular focus on food safety.

Our Purchasing and Quality areas have implemented and monitored stepped control systems intended to ensure product quality, based on regular analyses and tastings.



### **IFS Global Markets Food**

- Aguas de San Martín de Veri, SL (Bisaurri and Run).
- Gestión Fuente Liviana, SL.
- Estrella de Levante Fábrica de Cerveza, SAU.



### **International Food Standard (IFS)**

- COCEDA, SL (El Prat de Llobregat, El Puig, Salem and Meres).
- COCEDA Portugal, SA (Santarém).
- El Obrador de Hamburguesa Nostra, SL.



### **BRCS (Brand Reputation Compliance Global Standards)**

- DAMM 1876 Ltd (brewery in Bedford, United Kingdom).
- COCEDA, SL (Meres). Version 9 update.

### **Hazard Analysis and Critical Control Points (HACCP)**

- At all production sites.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## QUALITY

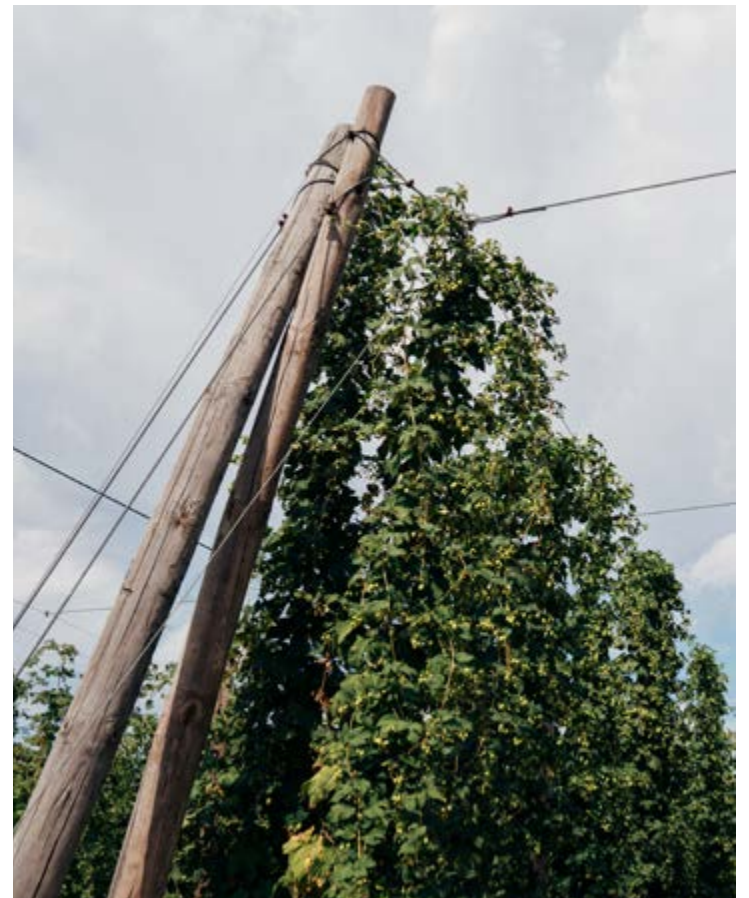
Quality is one of our priorities. We continuously strive to ensure that our products comply with the most demanding quality standards.

In 2025 we maintained our commitment to excellence and continuous improvement of ISO 9001:2015 certification at all our companies.

- SA Damm
- COCEDA, SL (El Prat de Llobregat, El Puig, Salem and Meres) and COCEDA Portugal, SA (Santarém)
- Damm Canarias, SL
- Estrella de Levante Fábrica de Cerveza, SAU
- Cervezas Victoria 1928, SL
- Maltería La Moravia, SL
- Aguas de San Martín de Veri, SA
- Gestión de Fuente Liviana, SL
- Font Major, SL
- Pall-Ex Iberia, SL
- Artesanía de la Alimentación

COCEDA (El Prat de Llobregat and El Puig), Estrella de Levante and Grupo Rodilla maintain their partnership agreement with FACE (Federation of Coeliac Associations of Spain) and work with supplier companies approved by the organisation to devise products suitable for the coeliac population.





## Product certification



### Certification under the European Licensing System (ELS)

Granted by the Federation of Associations of Coeliac-sufferers of Spain (FACE) and CoELIAC UK, for products marketed internationally. This authorises use of the symbol of an ear of wheat crossed out on our gluten-free products.

- Estrella Damm 0,0
- Estrella Damm Non Alcoholic
- Free Damm
- Free Damm Amber Lager
- Free Damm Lemon
- Daura Damm
- Daura Märzen
- Daura IPA
- Estrella de Levante 0,0
- Estrella de Levante 0,0 Amber Lager
- Victoria 0,0
- Victoria 0,0 Tostada
- Keler Non Alcoholic Tostada
- Turia 0,0 Tostada



### Halal Certification

Awarded by the Halal Quality Institute Europe and Halal Food and Quality for non-alcoholic products.

- Estrella Damm Non Alcoholic Malt Beverage 0.00 %
- Various products of COCEDA (EI Puig and Salem) and COCEDA Portugal (Santarém), according to customer requests.



### Kosher certificate

Granting recognition of suitability for sale to the Jewish market.

- Estrella Damm
- Daura Damm
- Damm Inedit
- Various products of COCEDA (EI Puig and Salem) and COCEDA Portugal (Santarém), according to customer requests.



### Certification of beers and soft drinks as suitable for vegans

Granted by the Vegan Society.

- Estrella Damm
- Estrella Damm Barcelona
- Free Damm
- Free Damm Lemon
- Free Damm Amber Lager
- Daura Damm
- Daura Märzen
- Daura Non Alcoholic
- IPA Daura
- Inedit
- Complot

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# Damm beers

## ESTRELLA DAMM



- **World Beer Awards**  
Gold Medal and Country Winners
- **World Beer Challenge**  
Gold Medal
- **European Beer Challenge**  
Gold Medal
- **Asia Beer Challenge**  
**Gold Medal**
- **Concours International de Lyon**  
Silver Medal
- **London Beer Competition**  
Silver Medal
- **Australian International Beer Awards**  
Gold Medal
- **Monde Selection**  
Gold Medal
- **World Beer Championship**  
Silver Medal
- **International Beer Challenge**  
Bronze Medal
- **Great Taste**  
One star
- **Superior Taste Awards**  
Three stars
- **Frankfurt International Trophy**  
Gold Medal
- **Melbourne International Beer Competition**  
Gold Medal
- **Berlin International Beer Competition**  
Silver Medal
- **Asia International Beer Competition**  
Gold Medal

### Lo mismo de siempre ('The same as always')

This new "Mediterráneamente" campaign by Estrella Damm pays tribute to endless summers through the story of five friends who decide for another year to share "the same as always". With the music of Josep Montero and Rita Payés reinterpreting Another Sunny Day, the piece highlights the beauty of repetition: the same plans, the same places and the same company, which year after year renew emotions, strengthen bonds and turn summer into much more than a season of the year.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## *La ilusión de volver a casa* *('The illusion of returning home')*

With the return of FC Barcelona to Spotify Camp Nou after more than two years away, Estrella Damm is launching a campaign in tribute to this reunion, the fans' shared expectation and excitement upon finally returning home.

Through the journey of a real delivery driver of the brand to the stadium, the piece symbolises the emotion of returning to the place where memories are born.



## *Mediterráneamente* *winter campaign*

In an unexpected twist, the spirit of Estrella Damm's Mediterráneamente campaign is framed in the middle of winter, showing that it is bounded by no calendar. Through the eyes of photographer Mariano Herrera, the brand is presented in winter settings that embellish the product and break with the usual conventions, arguing that the Mediterranean —and the way we enjoy it— can also be lived to the full in winter.



LETTER FROM THE CHAIRMAN

2025 AT A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT INDEX

## VOLL-DAMM



- **World Beer Awards**  
Bronze Medal
- **World Beer Challenge**  
Gold Medal
- **European Beer Challenge**  
Double Gold
- **Asia Beer Challenge**  
Gold Medal
- **London Beer Competition**  
Silver Medal
- **Australian International Beer Awards**  
Bronze Medal
- **Monde Selection**  
Gold Medal
- **World Beer Championship**  
Gold Medal
- **International Beer challenge**  
Silver Medal
- **Superior Taste Awards**  
Three Stars
- **Melbourne International Beer Competition**  
Bronze Medal
- **Berlin International Beer Competition**  
Bronze Medal
- **Great International Beer, Cider, Mead & Sake Competition**  
Silver Medal

### El otro lado ('The other side')

VollDamm's new campaign breaks with the stereotype of toughness associated with double malt beers, suggesting a more sensitive aspect. Through the character of Luis Tosar, accompanied by Carolina Yuste, the story reveals that behind a gruff appearance there may lurk delicacy, arguing that strong character and sensitivity are not at odds, but complementary.

### Voll-Damm x FSTVL:B

Voll-Damm once again led the largest edition so far of FSTVL:B, with 25,000 attendees and 17,900 litres of beer. The brand launched an unprecedented activation: the "2025 Official Shirt", designed with BYLEGUARD, the first official shirt of a festival available via Damm's ecommerce store. Three years of partnership and a new milestone that consolidates Voll-Damm as a reference in music and culture.

## DAMM LEMON



### ¿Quién gana? ('Who wins?')

Damm Lemon's summer campaign invites you to rethink the idea of success in a world of endless hustle. Starring Marc Soler and set on the Costa Brava, the story invites us to stop, enjoy the present, and drink a toast to shared moments, a reminder that winning sometimes means knowing when to stop competing.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## INEDIT



- **World Beer Awards**  
Bronze Medal
- **World Beer Challenge**  
Gold Medal
- **Asia Beer Challenge**  
Gold Medal
- **Asia International Beer Competition**  
Bronze Medal

Created by Ferran Adrià, the master brewers at Damm, and the team of sommeliers at elBulli, this is a different kind of beer, specially devised to pair with contemporary cuisine, full of contrasts and aromatic nuances.



## INEDIT ROSÉ



### Inedit Rosé in China

Inedit Rosé refreshes its image on the Chinese market with more vibrant, dazzling and elegant packaging, reinforcing its premium, aspirational positioning. This evolution enhances its visibility at the point of sale and strengthens the brand's identity on a key market, reaffirming the commitment to innovation, local adaptation and excellence.



## CERVEZA DE NAVIDAD



### Limited edition

Made with 100% natural ingredients, it offers an aromatic profile with subtle hints of fruit. The combination of flavours makes it the perfect pairing for traditional dishes during the Christmas festivities.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## FREE DAMM



- **World Beer Awards**  
Silver Medal
- **World Beer Challenge**  
Gold Medal
- **European Beer Challenge**  
Silver Medal
- **Asia Beer Challenge**  
Double Gold
- **London Beer Competition**  
Gold Medal
- **Australian International Beer Awards**  
Bronze Medal
- **Monde Selection**  
Gold Medal
- **World Beer Championship**  
Gold Medal
- **International Beer challenge**  
Silver Medal
- **U.S Open Beer Championship**  
Silver Medal
- **Superior Taste Awards**  
Two Stars
- **Frankfurt International Trophy**  
Silver Medal
- **Melbourne International Beer Competition**  
Double Gold
- **Berlin International Beer Competition**  
Gold Medal
- **Free From Food**  
Silver Medal
- **Asia International Beer Competition**  
Double Gold

*¿Qué pasa con  
nuestro anuncio?  
(‘What’s up with  
our ad?’)*

Free Damm's new campaign puts the focus back on the essentials, leaving behind extraordinary scenarios to celebrate everyday moments. Starring Pere Arquillué and Julio Manrique, the story takes place on a sunny terrace where two ice-cold Free Damm 0.0s are enough to remind us there is no need for artifice to enjoy a beer with all its flavour.



## FREE DAMM AMBER LAGER



This is a beer full of nuance, with hints of roasted grain, caramel, coffee and cocoa to the fore. The hops also give it a mild bitterness, to create a fresh, balanced beer.

## FREE DAMM LEMON



0.0% alcohol-free beer with ripe lemons and tangy limes.

## COMPLOT IPA



### *True crime*

Complot launches a campaign inspired by the tone and aesthetics of true crime series, set in Prades and put together like a real case. With an atmosphere of mystery amid the hop fields, witness statements and nods to the programme 'Crims', the piece combines humour, intrigue and the essence of the birthplace of its most characteristic ingredient: Nugget hops.



## COMPLOT IPA SESSION



A 4.3% version of the original Complot, launched for the UK and Italy.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## DAURA



- **World Beer Awards**  
Bronze Medal
- **World Beer Challenge**  
Gold Medal
- **European Beer Challenge**  
Double Gold
- **Asia Beer Challenge**  
Gold Medal
- **London Beer Competition**  
Silver Medal
- **Australian International Beer Awards**  
Silver Medal
- **Monde Selection**  
Gold Medal
- **World Beer Championship**  
Silver Medal
- **International Beer Challenge**  
Bronze Medal
- **Great Taste**  
One Star
- **Superior Taste Award**  
Two Stars
- **Berlin International Beer Competition**  
Silver Medal
- **Free From Food**  
Gold Medal
- **Asia International Beer Competition**  
Silver Medal

### Daura in the USA.

Daura launches new posters in U.S. supermarkets to present its gluten-free range —Lager, IPA and NonAlcoholic— designed by Mario Eskenazi. The action highlights its identity, its presence on the shelf and its commitment to quality and innovation.

### Jenny Slate & Daura

Actress and comedian Jenny Slate has boosted Daura's notoriety in the US with a reel and several stories that clocked up over 4.4 million views, increasing the brand's visibility in cities such as Miami, Los Angeles, Denver, Atlanta, Austin and New York, and authentically showing how Daura fits into everyday life.



## DAURA MÄRZEN



The first gluten-free double malt. This is a unique and special beer, with greater strength, body and flavour, but the same quality guarantee as Daura and under 3 ppm of gluten.

## DAURA NON ALCOHOLIC



- **World Beer Challenge**  
Gold Medal
- **U.S. Open Beer Championship**  
Gold Medal

### New

Gluten-free beer now available in a non-alcoholic version for the international market.

## DAURA IPA



— **International Beer challenge  
Silver Medal**

A genuine *India Pale Ale* with pronounced hop character. Made from natural, local and Mediterranean ingredients, with a blend of hops including Summit (spice), Citra (citrus), Simcoe (pine) and Mosaic (fruity).



## XIBECA



*La cerveza no oficial*  
*('The unofficial beer')*

Xibeca launches its new campaign as a tribute to those who enjoy life authentically and spontaneously, without unnecessary fuss or posturing. The brand celebrates simple hangouts —neighbourhood parties, impromptu picnics on the beach or games at home with friends— and champions the value of sharing unique, fun moments, having a good time the "unofficial" way.



## BOCK DAMM



Munich-style stout made with three different types of malt: roast, caramel and pilsen.

## A. K. DAMM



100% malt beer made only with water, barley malt, hops and yeast.

# Estrella de Levante

## ESTRELLA DE LEVANTE



A high-quality golden lager with a sparkling, free-flowing appearance, and light and hugely refreshing style.

## ESTRELLA DE LEVANTE 0,0



Standing out for its freshness and balanced bitterness, it retains all the originality of Estrella de Levante thanks to a unique de-alcoholisation and flavour recovery process.

## ESTRELLA DE LEVANTE 0,0 AMBER LAGER



High-quality 0.0% amber lager, brewed with a combination of pilsen malt and with all the subtleties of caramel and roasted malts.

## ESTRELLA DE LEVANTE TOSTADA (PUNTA ESTE)



Elegant amber lager made from painstakingly selected varieties of barley, malted at our malt house.

## ESTRELLA DE LEVANTE LIMÓN (VERNA)



Sparkling and highly refreshing shandy, made with Estrella de Levante and lemons from La Vega del Segura.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



## ESTRELLA DE LEVANTE IPA



### Limited edition

An India Pale Ale which stands out for its refreshing, fruity taste, thanks to a painstaking selection of the finest aromatic hops, with hints of orange and mango.

## ESTRELLA DE LEVANTE TRIGO



### Limited edition

A highly aromatic and refreshing wheat beer presented in 20-litre keg format for the hospitality trade. Made to a traditional German recipe with 100% natural ingredients, it combines wheat malt with barley malt, revealing fruity hints of banana and slightly spicy nuances of cloves.

## ESTRELLA DE LEVANTE SIN FILTRAR



### Limited edition

In 30-litre keg format for the hospitality trade, this is a special lager beer, slightly cloudy, inspired by traditional brewing processes and placing the emphasis on suspended yeast and unhurried ageing.

## ESTRELLA DE LEVANTE NEGRA



### Limited edition

Special lager made with five types of malt and different levels of roasting, making for a complex and balanced beer. It can only be sampled on draft at the Estrella de Levante brewery and at hospitality trade venues in Albacete, Alicante, Almeria and the Murcia Region.

# Cervezas Victoria

## VICTORIA



### Nations League

Communication campaign to coincide with the 2025 Nations League, inspired by a real event that took place at the final of Euro '24. The moment when Mikel Oyarzabal's goal caused minor earth tremors registered by seismographs in Madrid and Barcelona, turning the emotion experienced during the match into a symbol of shared passion, and reinforcing the brand's bond with the Spanish National Football Team.

### Pintadas ('Graffiti')

To mark Euro '25, this campaign features images of the positive messages conveyed by the brand and fans expressing all their encouragement and support for the Spanish Women's National Football Team. From a story built up via social media through to the main ad, the campaign highlights the bond between team, fans and shared emotion.

### Cervezas Victoria x TVBoy

Special edition designed by urban artist TVBoy to support the Spanish National Football Team in the 2025 European competitions. The new packaging reflects values such as togetherness, diversity and strength, and is presented with a campaign showing the artist's creative process in his studio.

### La playlist de la Victoria ('The Victory Playlist')

Campaign for the sponsorship of the Spanish men's national football team at Euro '24.

#### **Eficacia Awards**

- Silver in Branded Content
- Brand Building Finalist

#### **FIAP**

- Bronze in Own Media
- Bronze in Video Platform
- Bronze in Audio

#### **CdeC**

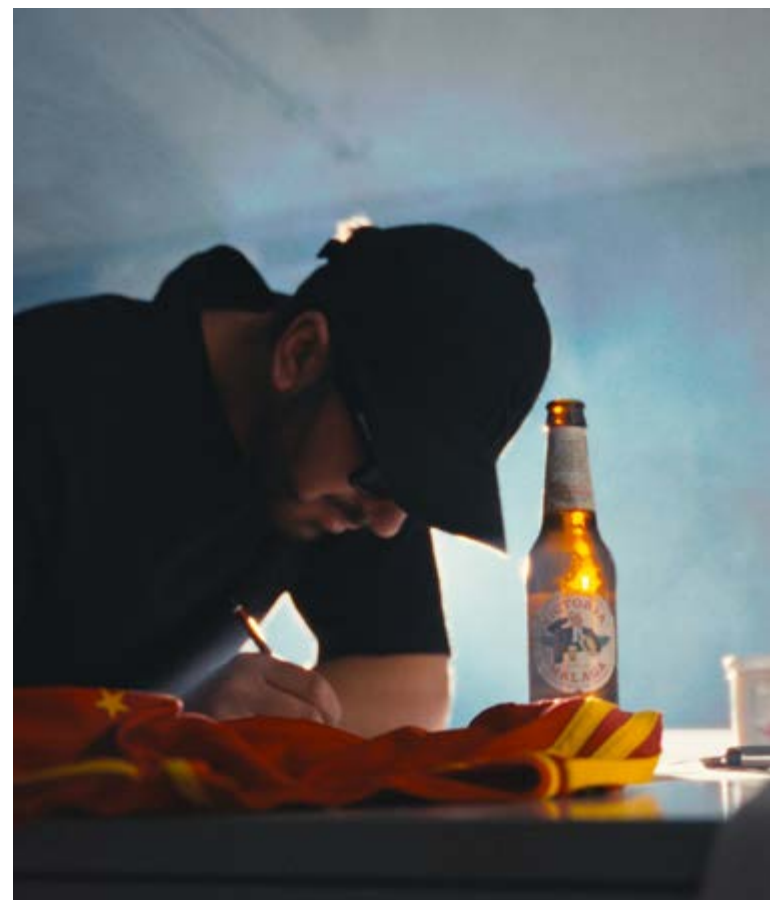
- Bronze in Interactive Digital Content

#### **Best!N Food**

- Silver in Activation
- Silver in Branded Content
- Bronze in Media
- Bronze in Digital Innovation

#### **El Sol**

- Shortlist in Branded Content
- Shortlist in Sound Content



## VICTORIA 0,0%



During production we recover the natural flavours that are typically lost in the de-alcoholisation process, avoiding the use of added flavourings, and thus retaining all the beer's flavour and taste.

## VICTORIA 0,0% TOSTADA



It stands out for its intense flavour and roasted coffee and cocoa aromas, along with a delightful sense of caramel. On the palate, it combines hints of sweetness with a slight herbal touch to add freshness.

## VICTORIA PASOS LARGOS



This is an shandy with 100% natural ingredients made with Victoria Beer and lemons from southeast Spain. Its name honours the memory of the last bandit of the Serranía de Ronda, still engraved in Andalusian history.

## VICTORIA MALACATÍ



A highly aromatic and refreshing wheat beer with 100% natural ingredients. It combines fruity notes of banana and light spicy hints of clove. 'Malacatí' defines a brave or daring person, as well as being a synonym for someone from Malaga.

## VICTORIA VENDEJA



IPA beer paying tribute to the "Vendejas", the workers employed in their droves in the 19th century to get the local harvest produce ready for Málaga's port, one of Spain's most important.

## VICTORIA DIEZ



A special beer in the *Helles Bock* style, inspired by the brand's first master brewer, Henrich Dietz, who set up the first brewery and produced the earliest Victoria beers

## VICTORIA MARENGO



A stout brewed with five types of malt, inspired by traditional recipes, with toasted notes and hints of chocolate. 'Marengo' is a tribute to tradition and the seafaring trades that abounded in El Perchel, the neighbourhood where Cerveza Victoria was first founded.

## CERVEZAS VICTORIA x ANDRÉS INIESTA



### Special edition

Cervezas Victoria celebrated the 15th anniversary of Andrés Iniesta's historic goal with a special edition of 116 commemorative bottles. The brand welcomed the soccer player as an ambassador with the message "Legends aren't forgotten over time. They grow bigger", and with packaging that features on the back label some notes written by Iniesta himself, recalling the move that led the Spanish National Football Team to win its first World Cup title.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# Other beers

## TURIA MÄRZEN



### *Els amants ('The Lovers')*

The Cervezas Turia summer campaign is one of the brand's most in-depth pieces to date. The ad blends the poem *Els Amants* by Vicent Andrés Estellés and the song *Mediterrània* by La Fúmiga, both of which belong to the popular imagination and culture of Valencia, reinforcing Turia's link with the pride of belonging to the Valencia Region.

### *No hay agua que apague nuestro fuego ('No water can put out our fire')*

The 2025 Fallas campaign is based on the motto *No hi ha aigua que apague el nostre foc*, a message of resilience, unity and pride in the Fallas tradition. It features iconic names from Valencia, such as the comedian, actor and presenter Arturo Valls. Through figures representative of Valencian culture and the crafts that give life to the festival, the piece highlights the collective spirit and love for traditions.

## TURIA 0,0



### *Sí a todo ('Yes to everything')*

#### **New**

Turia expands its range with the launch of Turia 0,0, the brand's first alcohol-free and gluten-free beer, an amber lager that retains all its characteristic flavour. With a clear message of "Yes to everything", the campaign celebrates the freedom to enjoy every moment, anywhere and at any time, reflecting the authenticity of Turia and the Valencian lifestyle.



## TURIA STARK



*Turia Stark. Nostra. De Sempre*  
*('Ours. As ever')*

**New**

Fifty years after winning over an entire generation, Cervezas Turia brings back its flagship lager, Turia Stark, and does so hand in hand with of a campaign laden with nostalgia. The protagonist's return to a familiar home and a reunion with friends evokes memories shared around a Turia Stark, accompanied by a new version of the song *Cómo hemos cambiado* by Presuntos Implicados, courtesy of Jimena Amarillo.



## ORO



Malted and unfiltered, it emphasises the identity of the original Oro beer from 1912, and its long-standing tradition. The brewing process gives it an authentic flavour, alongside the typically intense aromas of roasted malts.



## ROSA BLANCA



*Hi diu una*  
*('It says')*  
*Rosa Blanca*

Campaign focused on celebrating contemporary Mallorcan lifestyle, from preparing *panades* with friends to enjoying a *torrada* in the countryside.

## ESTRELLA DEL SUR



A sparkling, light amber beer with a pale, lasting head, and hints of yeast and hops.

## ESTRELLA DEL SUR 0.0



A highly refreshing beer, meant especially for the heat of the south. The painstaking selection of ingredients lends it a fine, subtle flavour.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## KELER



- **World Beer Challenge**  
Gold Medal
- **European Beer Challenge**  
Gold Medal
- **Monde Selection**  
Gold Medal and Diamond Trophy
- **World Beer Championship**  
Gold Medal
- **Berlin International Beer Competition**  
Gold Medal
- **World Beer Awards**  
Silver Medal
- **Superior Taste Award**  
Two stars



## KELER 0,0 TOSTADA



*Aquí, el carácter no se negocia  
('Character is a given here')*

Keler presents a media campaign in the North highlighting the concept of "character" or "nortasuna" as the brand's core value. Through such everyday settings as a gastronomic society, a pelota court and the sea, the campaign highlights an authentic identity, with personality and character, deeply linked to the territory.



## GRIMBERGEN



Made with one single yeast, our beers are known for their flavourful signature taste. From delicious lagers to double malt brews, along with refreshing white beers and other fruitier versions.



## SKOL



### **One of the world's best-selling beers**

A light, refreshing lager, perfect to enjoy at any time. It has a mild and balanced flavour, with a touch of bitterness. The name comes from the Swedish word *skål*, meaning "Cheers".

## SKOL 0,0



### Alcohol-free lager.

Light, and with a touch of bitterness, it retains the same spirit as the alcoholic lager.

## SKOL 0,0 TOSTADA



### **New**

Refreshing and balanced beer, amber colour with golden highlights, creamy and lasting head. It has aromas of grain and a malty taste in the mouth, with a subtle touch of honey.

## SKOL ESPECIAL



### **New**

A lager beer with a more intense character, designed for those who are after a flavour with more presence, without sacrificing smoothness.

## SKOL SHANDY



### Shandy beer

with a lemon flavour.

## RADEBERGER



German Pilsner-style beer known for its refreshing flavour. It reveals a bright, golden colour, with a highly persistent head. Malty aromas combine with hoppy hints, and a bitterness which stands out from the other flavour notes.

## TAGUS



Elegant, traditional premium Portuguese beer, created to make a lasting impression on consumers, identifying all the values of Portugal.

## CARLSBERG



We have produced and bottled Carlsberg since 2021 at the El Prat de Llobregat brewery.

## OLDE ENGLISH

Olde English is a traditional medium dry cider, made with a unique blend of English dessert and cider apples, giving it its distinctive and well-loved flavour, and deliciously refreshing character

# Bottled natural mineral waters and other beverages

## VERI



Natural mineral water with low mineralisation sourced from the meltwater and rainwater of the High Pyrenees, far from any urban and industrial encroachment. It rises spontaneously, fresh and pure, at an altitude of 1,235 m.

*\*Change of image in 2026.*

## PIRINEA



Balanced water with low mineral content from the Pirinea spring in the heart of the Pyrenees.

## FUENTE LIVIANA



An age-old water renowned for its low sodium and mineral content, and its great taste.

## FONT MAJOR



Enriched over the years with minerals and trace elements from the subsoil of the Sierra de Tramuntana mountains in Mallorca, giving this water its unique and highly balanced composition.

## FONT MAJOR SPARKLING



Natural mineral water with added carbon dioxide.

## SUREO



The first contemporary sangria: a drink with all the flavour, but much lighter and more refreshing.

## NESTEA



- Nestea Limón
- Nestea Limón sin azúcar
- Nestea Melocotón
- Nestea Mango-Piña
- Nestea Maracuyá

Damm is the manufacturer and distributor of Nestea in Spain, Andorra and Gibraltar. The entire range of flavours and formats is produced at the Salem plant near Valencia.

### Hay Nestea ('We now have Nestea')

A campaign with a youthful spirit, in a fresh and casual tone, which uses humour to illustrate the rumour that "We have no Nestea", and the celebration unleashed when they find out that "We now have Nestea", involving the famous streamer AuronPlay.



## MÁS+ BY MESSI



- Miami Punch
- Limón Lime League
- Berry Copa Crush
- Orange d'Or

Más+ by Messi arrived in Spain with a canvas created by TV Boy in the heart of Barcelona to celebrate the launch of "the drink of champions". The première featured a pop-up space, live DJ, freestyle and interactive activations, including a quiz to win bottles signed by Messi. Made with a balanced blend of electrolytes, vitamins and antioxidants, with natural flavours, no artificial colours or sweeteners and only 10 calories per bottle.



## FEVER-TREE



- Premium Indian Tonic Water
- Mediterranean Tonic Water
- Raspberry & Rhubarb Tonic Water
- Elderflower Tonic Water
- Refreshingly Light Indian Tonic Water
- Premium Ginger Beer
- Premium Ginger Ale
- Sicilian Lemonade
- Premium Soda Water
- Pink Grapefruit Soda

Drinks made with natural ingredients, free of artificial flavours and sweeteners, to serve up products of the finest quality.

## PARKOUR ENERGY DRINK



- Original
- Pineapple and coconut
- Mango Rush
- Watermelon

Parkour Energy Drink is the energy drink for those who want to break their own boundaries and take their energy to the next level.

# Dairy & coffees

## CACAOLAT



- Original: PET 1 L, PET 200 ml, Minibrik, Glass 200 ml, Cup 200 ml, PET 275 ml and Kids
- 0%: PET 1 L, PET 200 ml, Minibrik
- Lactose-free: Minibrik
- Mocca: PET 200 ml Pack x4, PET 275 ml individual
- Powdered original
- Pastelito: pack of 10 and RTS box of 20
- **New** Cacaolat PRO
- **New** Cacaolat Veggie drinks: Brik 1 L and Minibrik 250 ml

### Co-brandings:

- Baqué: Cacaolat Mocca capsule
- Torras: chocolate bar and chocolate candy bar
- La Menorquina: ice cream sticks and ice cream cones
- Delaviuda: chocolates and praline nougat
- El Almendro: nougat
- Frit Ravich: popcorn
- BIG: Iso Zero, Only Whey Zero and Micellar Casein (bar)
- Gelats de territori: ice cream

A commitment to innovation with the launch of Cacaolat PRO (25 g of protein) and the entry into the plant-based segment with an oat and cocoa drink. There is also a boost to the children's range with the new Cacaolat Kids collection and a limited edition Snoopy in Minibrik format.

## LETONA



- UHT milk for hospitality: Grand Crème, Special for Hospitality, 0% mg and Lactose-free
- Fresh milk: Whole and Semi-skimmed
- UHT Milk Brik 1 L: Whole, Semi-skimmed and Skimmed
- Whole UHT milk in returnable glass 1 L

## LACCAO



- Glass bottle 200 ml
- Brik 1 L
- Plastic bottle 1 L
- Minibrik 200 ml
- 0% lactose-free Brik 1 L
- 200ml cup

### Co-brandings:

- Murmui ice cream Lacciao milkshake flavour (glass jar 550 ml)
- La Menorquina stick ice cream

## COLACAO



- Original: PET 750 ml, PET 188 ml, CUP 200 ml, Glass 195 ml, Minibrick 200 ml
- 0% PET 188 ml, CUP

Launch of a new communication platform for ColaCao Milkshakes with a 360° brand campaign under the concept "ON THE TU QUIERAS".

## LA LEVANTINA



- Oat drink 1 L
- Soya drink 1 L
- Almond drink 1 L

A new almond drink has been added to strengthen the plant-based offering.

## OKEY



- Chocolate: PET 750 ml, PET 188 ml
- Strawberry: PET 750 ml, PET 188 ml
- Vanilla: PET 750 ml, PET 188 ml

## CAFÈS GARRIGA

- Pure Arabica Selection
- Pure Arabica Intense Selection
- Decaffeinated Selection
- Natural Crème Selection
- Natural Express Selection
- Natural Superior Selection
- Colombia Selection
- Decaffeinated Selection with water
- Cafès Garriga capsules

Tradition in the craft production of 100% natural coffee, offering a painstaking selection of high quality coffees and maintaining the hallmark of craft roasting.

# Restaurants

## GRUPO RODILLA

Grupo Rodilla has continued its collaboration with the Basque Culinary Center, to develop innovation in accordance with the 2023-2025 agreement.

### Rodilla

**RODILLA**  
DESDE 1939

### Hamburguesa Nostra

HN  
CARNICEROS DESDE 1908  
**HAMBURGUESA  
NOSTRA**

### Café de Indias



### A Padaria Portuguesa

**A  
PADARIA  
PORTUGUESA**

### Jamaica Coffee Experience

**JAMAICA**  
COFFEE-EXPERIENCE

### Vaca Nostra

**VACA NOSTRA**  
RESTAURANTE DE CAFEES

### Zeta Smash Burger

**ZETA  
SMASH  
BURGER**

### Zeta Smash Burger

The new Zeta Smash Burger eatery opened its doors in 2025 on Plaza de Chueca, in Madrid, with the aim of revolutionising the smash burger segment and connecting with Generation Z, offering burgers made with fresh 100% Spanish meat, pressed on the spot with the smash technique, premium ingredients and handmade brioche bread. Zeta has also been set up as a concept designed for a young audience who are after a unique dining experience in a digital and dynamic environment, with its own kitchens, home-made fries and an urban environment designed to become the new meeting point for Generation Z.

### A Padaria Portuguesa

Grupo Rodilla reached an agreement to acquire 100% of A Padaria Portuguesa, one of Portugal's leading restaurant chains. With 84 establishments and nearly 1,000 employees, the Portuguese company joined the group in 2025, marking its entry into the Portuguese market. This operation represents Grupo Rodilla's second international move, following its arrival in Miami in 2019, underpinning its long-term growth plan. The integration is being carried out while maintaining the character and local identity of A Padaria Portuguesa, and at the same time promoting its expansion within the group's international project.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# Logistics and distribution

## DISTRIBUCIÓN DIRECTA INTEGRAL (DDI)

In line with its commitment to building a solid, sustainable and innovative portfolio, DDI has continued to strengthen, adapt and improve its portfolio of products, services and strategic agreements.

In 2025, DDI has expanded its offering in the Horeca channel, highlighting key agreements such as the national distribution of Fritz-kola, the inclusion of Hallazgo Rioja Alavesa in its wine portfolio, and the distribution of PepsiCo products in Córdoba. It has also expanded its collaboration with Nestlé Profesional in coffee and added Nestea and Proeza to its portfolio, strengthening its leadership in cold beverages and products for the hospitality industry.

## ALFIL LOGISTICS

Integrated logistics services, in both transportation and distribution.

## PALL-EX IBERIA

Pall-Ex Iberia coordinates all its operations from the different hubs or consolidation centres located on the Iberian Peninsula. It offers express distribution services for palletised goods in Spain and Portugal, and operates with the rest of the European networks of the Pall-Ex Group.

In 2025, the company further continued progress in improving its branch network and expanded its international operations, especially in the United Kingdom and Ireland. It has also developed new products to optimise shipments, and made preparations to expand into new markets, such as France and Italy.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

**PRODUCTS**

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# Sports event organisation

## SETPOINT EVENTS

In 2025, Set Point Events managed communication and social media for the Pickle Pro Tour, the first national pickleball circuit. It organised six tournaments in Spain with more than 70 hours of broadcasting on YouTube, Teledporte and RTVE Play, achieved a presence in media outlets such as TVE and Marca, and reached 6 million views and 881,000 accounts on social media, creating an active community on Instagram, TikTok, YouTube, X and Facebook.

## RUMBO SPORT

Rumbo Sport boosted its operations in 2025 as the organiser of padel tournaments for companies, aimed at building loyalty, brand positioning and team bonding. It also manufactures sports equipment and includes the organisation of golf tournaments within its strategy.

During the year it organised 43 express tournaments, including events for Damm companies, corporate tournaments and the Estrella Damm Padel Circuit, which included 27 express tournaments, the #MasterFinal2025 and a charity Family Day.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# TERRITORY

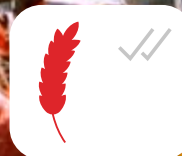
6 CLEAN WATER  
AND SANITATION



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



13 CLIMATE  
ACTION



**We care for the land,  
its ingredients, the community,  
the culture and the environment.**

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# INTEGRATED ENVIRONMENTAL MANAGEMENT

We foster a circular model that reuses natural raw materials and other materials used, and the life-cycle of natural and energy resources.

Our cross-cutting environmental management system establishes the framework that guides and regulates all our processes and operational approaches. This allows us to identify the impacts generated throughout the value chain and to incorporate the most appropriate mitigation and reduction measures. The Energy Optimisation and Environment department ensures compliance with the current legal framework and maintains a focus on the most advanced environmental standards and commitments at all our production plants, packaging and logistics centres.



**€6.9 M**  
Investment in environmental  
improvement actions and activities

# STRANDS OF OUR ENVIRONMENTAL POLICY

- Apply sustainability criteria in all company activities.
- Favour the use of local resources.
- Minimise environmental impact and prevent pollution as an aspect included throughout the life-cycle of products and services.
- Promote actions aimed at reducing, reusing and recycling.
- Promote the acquisition of energy efficient goods and products.
- Protect and preserve biodiversity.

## Sustainability indicators and sustainability indicator goals

- **"KPI 1": The waste recovery rate.**  
Non-recoverable waste will be understood as any waste the management of which does not guarantee reuse, recycling or waste-to-energy use, and which ends up in landfill. The aim is in particular to reduce non-recoverable waste (in kilogram terms) per hectolitre (hl) of packaged beer, soft drinks and water product.
- **"KPI 2": Green energy or energy produced from renewable sources (solar, wind and biogas).**  
In particular, the percentage of green energy generated out of the total consumed at the Damm production plants: COCEDA (El Prat de Llobregat, El Puig and Salem), COCEDA Portugal (Santarém), Maltería La Moravia (Bell-lloc d'Urgell), Estrella de Levante (Espinardo), Aguas de San Martín de Veri (Bisaurri), Aguas de San Martín de Veri (El Run, Castejón de Sos) and Gestión Fuente Liviana (Huerta del Marquesado).

## Environmental certifications in 2025



### ISO 14001:2015 Environmental Management System

- COCEDA, SL (El Prat de Llobregat, El Puig and Salem breweries)
- Estrella de Levante Fábrica de Cerveza, SAU
- Maltería La Moravia, SL
- Aguas de San Martín de Veri, SA
- Gestión Fuente Liviana, SL



### Water footprint verification certificate of conformity according to the Water Footprint Network

- COCEDA, SL (El Prat de Llobregat brewery)
- Estrella de Levante Fábrica de Cerveza, SAU
- Maltería La Moravia, SL



### ISO 14064-1:2019 Carbon footprint verification

- COCEDA, SL (El Prat de Llobregat brewery)
- Estrella de Levante Fábrica de Cerveza, SAU
- Maltería La Moravia, SL



### ISO 50001 Energy management system

- Estrella de Levante Fábrica de Cerveza, SAU
- Maltería La Moravia, SL



### AENOR Zero Waste

- COCEDA, SL (El Prat de Llobregat, El Puig and Salem breweries)
- Estrella de Levante Fábrica de Cerveza, SAU
- Maltería La Moravia, SL
- Gestión Fuente Liviana, SL
- Aguas de San Martín de Veri, SA



### Aluminium Stewardship Initiative (ASI) Performance Standard and Chain of Custody Standard

- SA Damm
- COCEDA, SL (El Prat de Llobregat brewery)
- Estrella de Levante Fábrica de Cerveza, SAU

*Certifications applicable to the cans used in the production lines at both plants, provided that they are sourced from certified supplier companies.*

DESCRIPTION	2022	2023	2024	2025
<b>KPI 1: Waste recovery rate</b> (kg per hl packaged)	0.0222	0.0252	0.12	0.11
<b>KPI 2: Green energy or energy produced from renewable sources</b>	4.82%	5.65%	8.28%	6.50%

DESCRIPTION	2022	2023	2024	2025
<b>Electricity consumed in production (kWh)</b>	171,436,028	191,209,208	203,509,637	217,496,009
<b>Renewable electricity generated (kWh)</b>	7,951,860	9,220,496	16,844,308	14,348,674
<b>Renewable electricity generated / total consumed (%)</b>	4.64%	4.82%	8.28%	6.60%

*Note: The environmental data presented in this chapter corresponds to the following companies: COCEDA, SL (El Prat de Llobregat, El Puig, Salem and Meres breweries); COCEDA Portugal, SA; Estrella de Levante Fábrica de Cerveza, SAU; Cervezas Victoria 1928, SL; Damm 1876 LTD; Aguas de San Martín de Veri, SA; Gestión Fuente Liviana, SL; Maltería La Moravia, SL; Distribución Directa Integral, SL; Alfíl Logistics, SA; Grupo Rodilla (including Hamburguesa Nostra); A Padaria Portuguesa Lda.; and Agama Manacor 249, SL.*

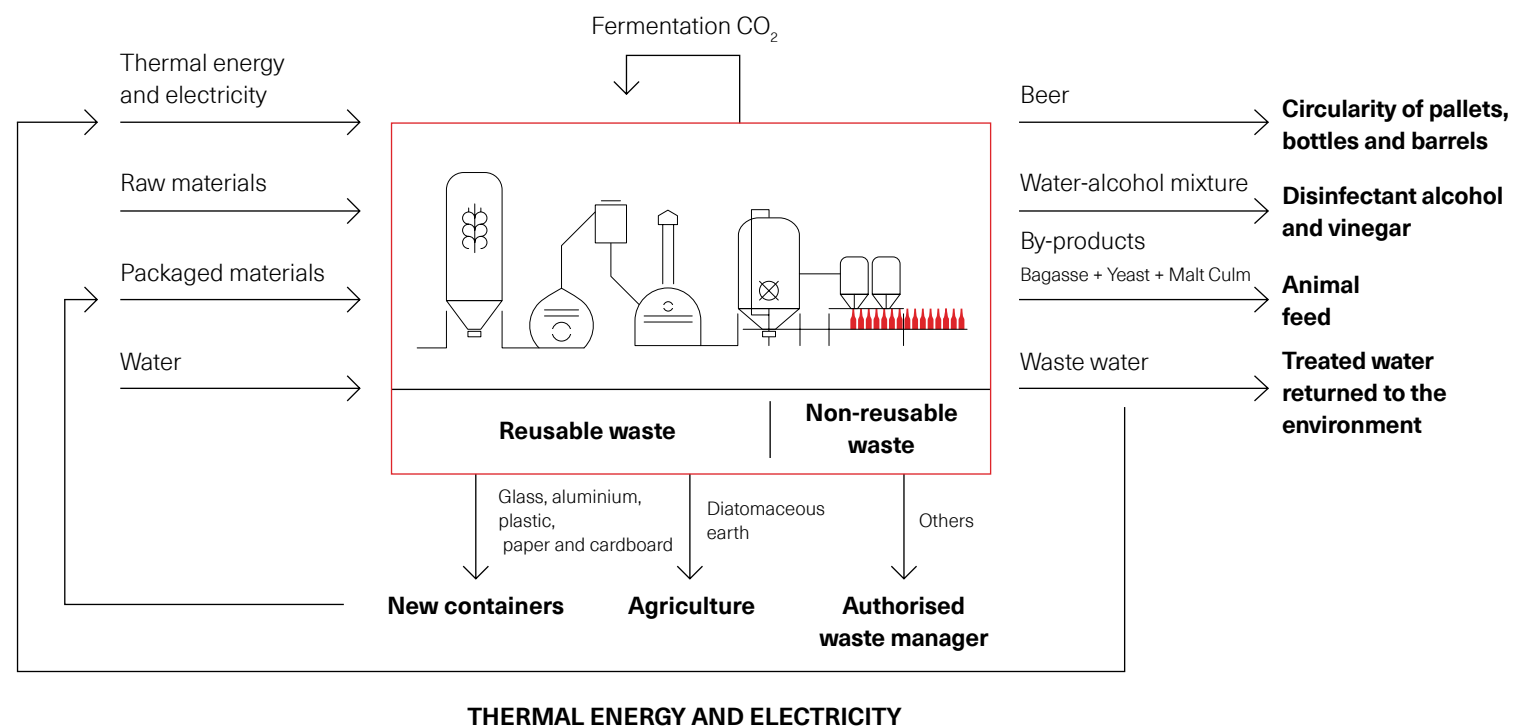
# CIRCULAR USE OF RESOURCES

We promote the circular economy in all our activities and processes, reinforcing a business model that prioritises recovery, reuse and full utilisation of resources. This approach allows us to reduce waste generation, extend the useful life of materials, and move towards more efficient and sustainable management of our impact.

The circularity of packaging, together with the promotion of eco-sustainable and efficient designs, represents a strategic focus for the sector in terms of environmental sustainability, backed by demanding compliance standards. At our production sites, we implement measures to ensure alignment with the EU Circular Economy Action Plan. We are likewise committed to various initiatives promoting the transformation of the sector and the circular economy.

In line with such good practice, Grupo Rodilla has signed up to the Ecoembes Corporate Prevention Plan (2024-2028), promoting measures such as the inclusion of recycling symbols on packaging to raise consumer awareness, reduced use of ink and the use of materials from certified renewable sources, among other actions.

## Circularity of materials and energy in beer production



**100%**  
of Damm containers  
are recyclable

**65%**  
of beer containers  
are returnable<sup>1</sup>

**90%**  
of waste recovered at  
breweries, water and soft  
drinks plants

1. The figure refers to beer, soft drinks and water  
containers sold via the Horeca channel.



## PACKAGING CIRCULARITY INITIATIVES

### — Returnable packaging management system

We manage a returnable packaging system as an essential part of our sales process. We handle the transportation of full bottles and barrels from our factories to the establishments, and then carry out the reverse logistics to return the empty containers, which we treat for reuse. In addition, in 2025 we continued to expand our Beer Drive system, designed for hospitality establishments with high levels of consumption, allowing beer to be distributed in tankers and reducing CO<sub>2</sub> emissions from transportation.

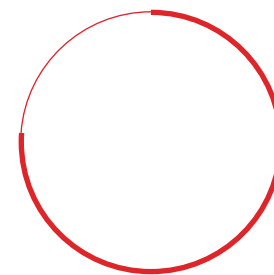
### — Can crushers on the Mediterranean

This pioneering initiative, in place for more than 30 years now through the installation of nearly 400 crusher devices in coastal towns, helps to properly separate waste and promote an efficient and accessible recycling model. This has already allowed us to recover more than 6 tons of aluminium for the second year running.

### — Recycling plan at production plants and offices

The aim is to give continuity to all initiatives connected with proper waste management. Waste separation points and plastic bottle crushers are in place at the offices of the Estrella Damm Old Brewery in Barcelona and at the El Prat de Llobregat brewery, to collect PET plastic from water bottles at source.

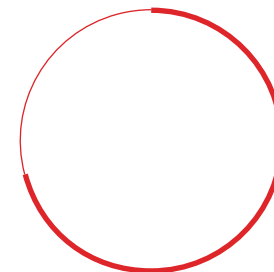
### — We collaborate with entities that manage the systems for selective collection and recovery of used containers and packaging waste (Ecoembes and Ecodivrio).



**76.3%**

Recycling rate of the containers  
managed by Ecoembes.

Source: Ecoembes 2024 Annual Report



**71.1 %**

Recycling rate of glass containers managed  
by Ecodivrio (Eurostat 2020).

Source: 2024 Ecodivrio sustainability report

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# RAW MATERIALS AND WASTE MANAGEMENT

We continue to promote the eco-design of containers and packaging so as to reduce the consumption of materials, improve recyclability and increase the proportion of recycled raw materials in their composition.

To further reduce the consumption of raw materials and materials, it is essential that we constantly promote innovation and efficiency in our processes. This approach allows us to respond to the demands of the markets where we operate and ensure compliance with current regulations. At every stage of production, from ecodesign to the creation of more sustainable packaging, we incorporate the circular economy concept. This is achieved by optimising the use of materials and integrating recycled and recyclable materials.



# ACTIONS TO FOSTER CIRCULARITY IN THE USE OF RAW MATERIALS AND IN MANUFACTURING PROCESSES, AND USE OF SUSTAINABLE MATERIALS

- **Aluminium Stewardship Initiative (ASI) certification at the El Prat de Llobregat and Estrella de Levante breweries.** Performance standard guaranteeing the integration of environmental, social and ethical matters throughout the life-cycle of the aluminium used for the cans (production, manufacturing, brewing and recycling).
- **Paper and card with Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certification.** 100% of the paper and card used for beer and bottled water container labels at the El Prat de Llobregat, Estrella de Levante, Cervezas Victoria, Aguas de San Martín de

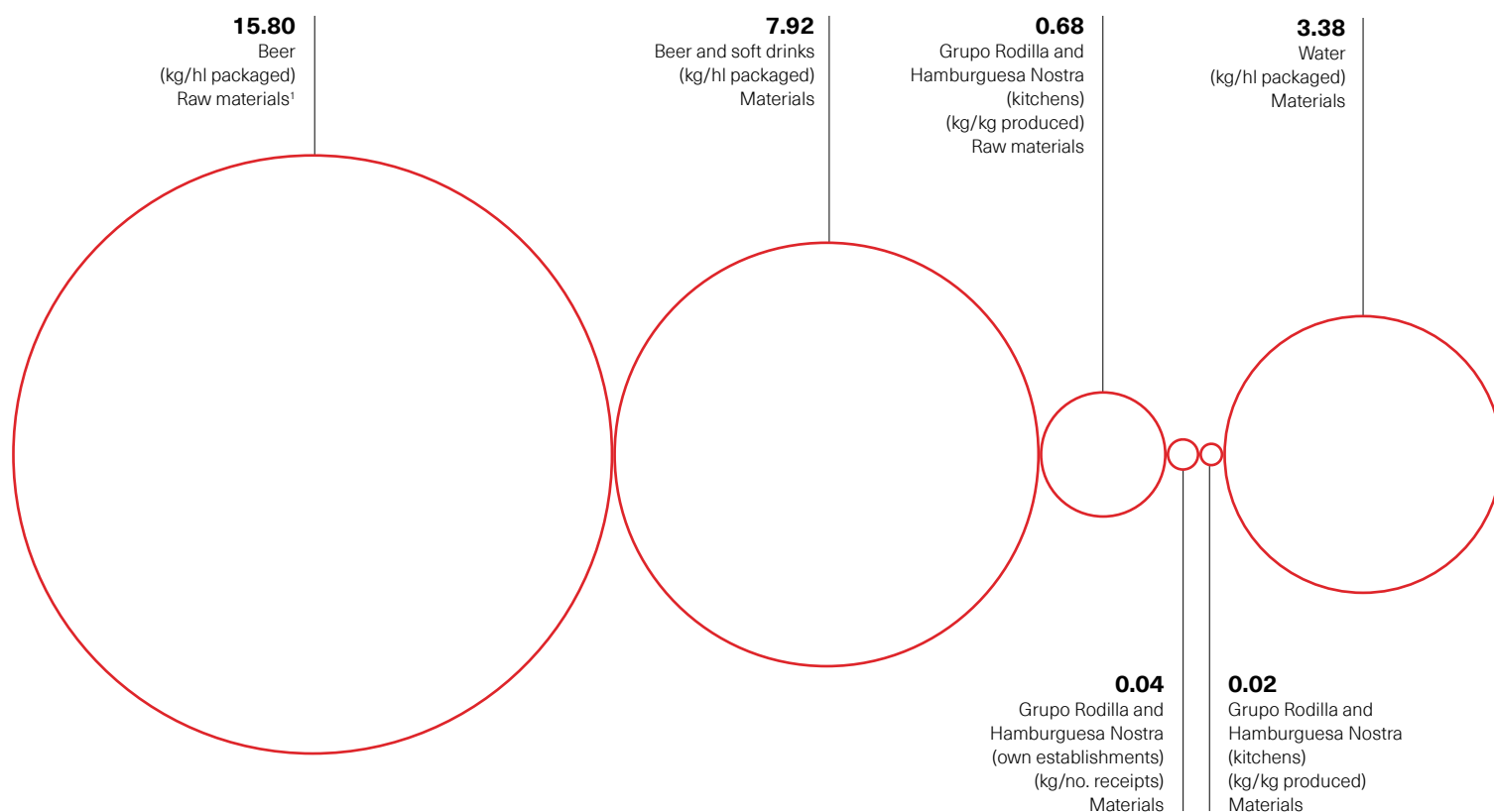
Veri, Gestión Fuente Liviana and Font Major plants comes from sustainably and responsibly managed forests. Furthermore, 100% of the card used in the water business is recycled. We likewise demand that supplier companies hold both certificates. Grupo Rodilla also prioritises the use of materials with both certifications.

- **Advances at restaurants.** Grupo Rodilla promotes sustainability in its packaging through a number of initiatives: it encourages the use of reusable packaging such as cloth bags and refillable cups, reduces the thickness of film for refills, and at special events, prioritises alternatives with a lower environmental impact, in place of single-use packaging. It also

incorporates FSC- or PEFC-certified materials, replaces plastics with paper and card, and reduces the amount of material used in different formats. The Hamburguesa Nostra kitchen has managed to achieve a level of 70% of supplier companies delivering their orders in cardboard boxes, with plastic baskets being exchanged between the two parties for constant re-use.

- **Use of recycled materials.** The main glass supplier companies for the bottles used by Damm brands employ at least 70% glass from other bottles. Meanwhile, the shrink wrap used on both the company's brands and white label brands contains 70% recycled material. We also continue to make progress in reducing the use of plastic in packaging, promoting the optimisation of materials to improve their recyclability, cut resource consumption and reduce waste by improving plastic film, reducing thicknesses and optimising the materials used in packaging and groupings.
- **CO<sub>2</sub> recovery.** Recovery of carbon dioxide from fermentation, to be used as gas for pushing and filling processes.

## Consumption of materials and raw materials 2025



1. The figures include the El Prat de Llobregat, El Puig, COCEDA Portugal and Estrella de Levante Fábrica de Cervezas plants. Note: the Grupo Rodilla headquarters consumed 0.341 tonnes of paper and card. 100% of the paper and card consumed is of recycled origin.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# WASTE AND BY-PRODUCTS

El Prat de Llobregat, El Puig, Salem, Estrella de Levante, Fuente Liviana, Veri plants and Maltería La Moravia hold AENOR Zero Waste certification, demonstrating that they reuse more than 90% of the waste generated, preventing it from ending up in landfill. By 2027, the Meres plant is also expected to have this certification.

At all our production sites, measures have been implemented to optimise waste segregation and management, favouring recovery and allowing it to be reincorporated into new production cycles. Thanks to this approach, more than 90% of the waste generated in our operations is already recoverable, and we continue to promote the circularity of materials such as glass from bottles and aluminium from cans. We also recover 99% of by-products, such as bagasse and yeast.





## ACTIONS TO COMBAT FOOD WASTE

2025 saw the initial design of a Food Waste Prevention and Reduction Framework Plan, with the aim of systematising and reinforcing the actions already implemented in the company's different business models – including water bottling and malting plants, breweries, logistics, catering and other activities - as well as complying with the Food Loss and Waste Prevention Act.

### **Beer**

- Supply of 100% of bagasse from wort production during the brewing process to be used as animal feed on farms. In 2025 we reused 151,000 tonnes of bagasse generated at the El Prat de Llobregat brewery. We likewise performed a similar process with the yeast extracted from the fermentation process.
- Damm and Ametller Origen, together with CEBAS-CSIC and Abonos Orgánicos Pedrín, have developed the BEER-SOIL project, which transforms beer bagasse into organic fertilisers and natural biofumigation agents for agriculture, boosting the circular economy. Trials have shown that these by-products improve soil fertility, increase crop yields and reduce the use of fertilisers and phytosanitary products by up to 80%, contributing to a more sustainable agricultural model.
- Estrella de Levante is promoting a regenerative agriculture project based on the use of brewery waste, such as bagasse and yeast, transforming this

into biofertilizers and biostimulants that improve soil quality and fertility, facilitate the recycling of organic waste, and help adapt agriculture to climate change.

### **Restaurants**

- Adaptation of the purchasing formats for raw materials in accordance with the quantities of ingredients required for each recipe.
- Application of new use-by dates both for prepared products and ingredients, taking into account more appropriate conservation methods and formats.
- Donation of surplus food fit for consumption from the chain's various establishments to a number of charitable canteens.
- Comprehensive monitoring of expiry dates and proper handling of rotation.
- Granting of several extensions authorised by supplier companies with reference to the best before date on safe products.
- Customers informed of the availability of containers to take uneaten food with them.
- Development and implementation of the "Surprise Pack" as a new initiative to reduce food waste, initially in Rodilla's own stores, and expected to be extended to franchise stores in 2026, allowing customers to purchase unsold products via the Rodilla website or app at the end of the day. This action is supplemented by continued collaboration with the Too Good To Go app at 13 stores (7 Rodilla and 6 Café de Indias).

- Hamburguesa Nostra safely and sustainably manages animal by-products not intended for human consumption via authorised managers, allowing them to be reused in sectors such as pharmaceuticals, animal feed, leather and energy production.
- A Padaria Portuguesa recovers used oil from frying processes, reuses bread not sold in the stores to make toast internally and uses coffee grounds, which are delivered to its partner Nãm, which uses them as fertiliser to harvest mushrooms, which are then incorporated into the production of vegetarian pies.

# WASTE CIRCULARITY INITIATIVES

Design of a non-food surplus management plan, with the aim of managing materials such as sunshades, tables and other elements, promoting reuse and giving them a second life.

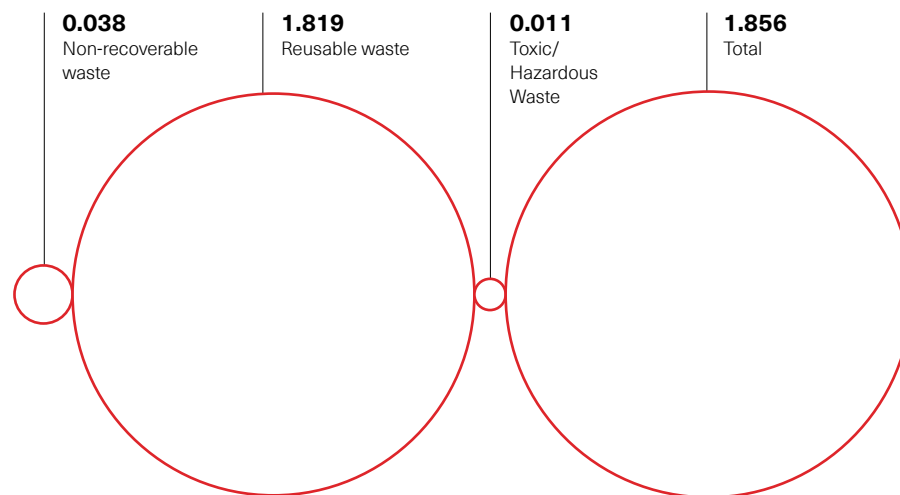
- Use of the final residue from the beer filtration process as a natural organic soil improver for crops.
- Transformation of the organic matter in wastewater into energy that we use in the production process itself.

- Procedure for the repair of obsolete barrels within the company's stock to extend their useful life.
- Development of an innovation project for the reuse of the nets removed from Inedit bottles, exploring their incorporation into furniture manufacturing through collaboration with a third-party company.
- Promotion of the VE-BEER project by Estrella de Levante, focused on a pilot process for the recovery of by-products and waste from the brewing industry for the culture of bacteria producing

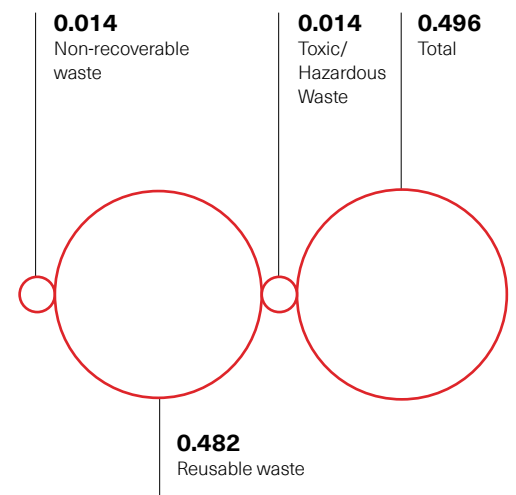
- bioplastics. Within the framework of the regional RIS4 program, it is furthermore promoting a food recovery project to produce crackers from bagasse for human consumption, fostering the circular economy through the use of by-products from the brewing process.
- At Grupo Rodilla, replacement of cardboard boxes with returnable plastic boxes; periodic collection of frying oil by an authorised manager and training for co-workers in the proper separation of waste streams.

## Generation of waste 2025

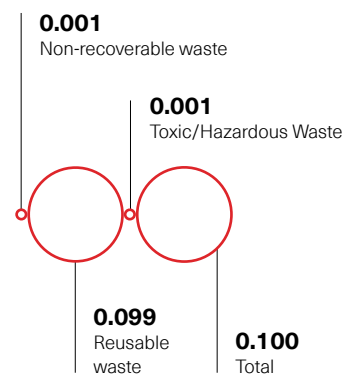
**Beers<sup>1</sup>**  
(kg/hl packaged)



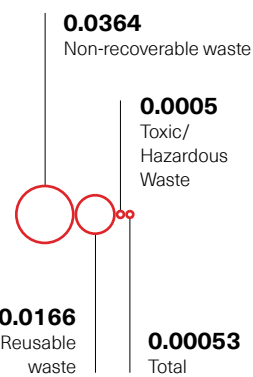
**Soft drinks<sup>2</sup>**  
(kg/hl packaged)



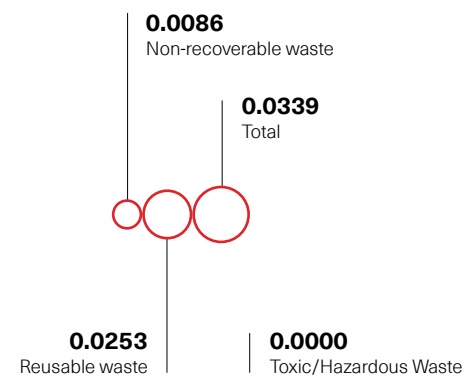
**Water<sup>3</sup>** (kg/hl packaged)



**Grupo Rodilla & Hamburguesa Nostra (kitchens)** (kg/kg produced)



**Grupo Rodilla & Hamburguesa Nostra (establishments)<sup>4</sup>** (kg/no. of receipts)



1. Beer includes COCEDA (El Prat de Llobregat and El Puig), COCEDA Portugal, Estrella de Levante and Cervezas Victoria.

2. Soft drinks includes COCEDA (Salem).

3. Water includes Aguas de San Martín de Veri (Bisaurri and El Run) and Gestión Fuente Liviana.

4. The figures include waste generated at 100% of the establishments owned by Rodilla, Café de Indias and Hamburguesa Nostra.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# WATER FOOTPRINT

We have since 2019 been assessing the water footprint at all our production sites and developing research and development initiatives aimed at reducing the amount of water required per hectolitre of packaged product.



Water, mostly from springs and underground aquifers, is an indispensable resource for brewing beer, mineral water and soft drinks. Aware of its value, we work continuously to optimise use throughout the entire production process, promoting improvements that allow us to control and reduce consumption at each stage, and the impact on the value chain.

The El Prat de Llobregat and Estrella de Levante breweries and Maltería La Moravia hold certification from the Water Footprint

Network, along with certification of the water footprint under standard ISO 14046:2016. These certifications demonstrate a commitment to responsible water resource management, through the evaluation and metering of water consumption and the identification of opportunities for improvement.

Since 2021, the El Prat de Llobregat and Estrella de Levante breweries have held the EsAgua Platinum seal, in recognition of the

efforts made to calculate their water footprint and publicise the results obtained via the EsAgua platform. At both breweries we have implemented specific measures to reduce their water footprint in particular areas, as verified by periodic calculations. The aim of this measure is to raise awareness as to the importance of water management and to publicise the concept of the water footprint among all stakeholders, both within and beyond the organisation.

Since 2009, we have invested almost 2 million euros with the aim of reducing water consumption at the El Prat de Llobregat brewery. This has allowed us to bring current water consumption per litre of packaged beer down below the level 14 years ago, from 6.78 to 4.26 hl per hl of packaged beer.



## ACTIONS TO REDUCE THE WATER FOOTPRINT AND IMPROVE THE QUALITY OF WASTEWATER

### **Beer**

- Advanced water consumption control and monitoring systems in real time using specialised software, allowing us to identify savings opportunities and immediately detect incidents in the process.
- Optimisation of groundwater collection and treatment, including high-efficiency reverse osmosis systems that recover up to 90% of the process water and reduce extraction from the aquifer.
- Reuse and recovery of water at different stages of the production process, such as pasteurisation, sterilisation, equipment cleaning and packaging lines, improving overall water efficiency.
- Implementation of high-efficiency equipment and technological improvements that enable reductions of more than 70% in water consumption, while also minimising cooling requirements and optimising operating times.
- Environmental protection and spill control measures, such as the installation of safety systems in drains, reduction of solids and optimisation of chemical product management to ensure regulatory compliance and environmental protection.

### **Water**

- Plans for the sustainable use of water resources and the establishment of aquifer protection perimeters for responsible water management in factories.
- Implementation of water purification and treatment systems prior to final discharge, guaranteeing the protection of river ecosystems.
- Application of technological improvements in production processes and in catchment and pumping systems to optimise the use of natural water, reduce the need to extract groundwater resources and minimise the impact on river headwaters.

### **Restaurants**

- The Grupo Rodilla continued to improve its water consumption per kilogram of water in practically every month of the year. In addition, the condenser water cooling system has been optimised, improving atomisation and reducing total consumption time.
- At the Hamburguesa Nostra kitchens, production has been organised to manufacture similar products consecutively, avoiding intermediate cleaning and reducing water consumption, together with the use of a tunnel washer that minimises the water used to clean containers.
- At A Padaria Portuguesa, the taps in the customer service areas of the 74 stores were replaced with self-closing timed models, reducing flow time without compromising hygiene.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

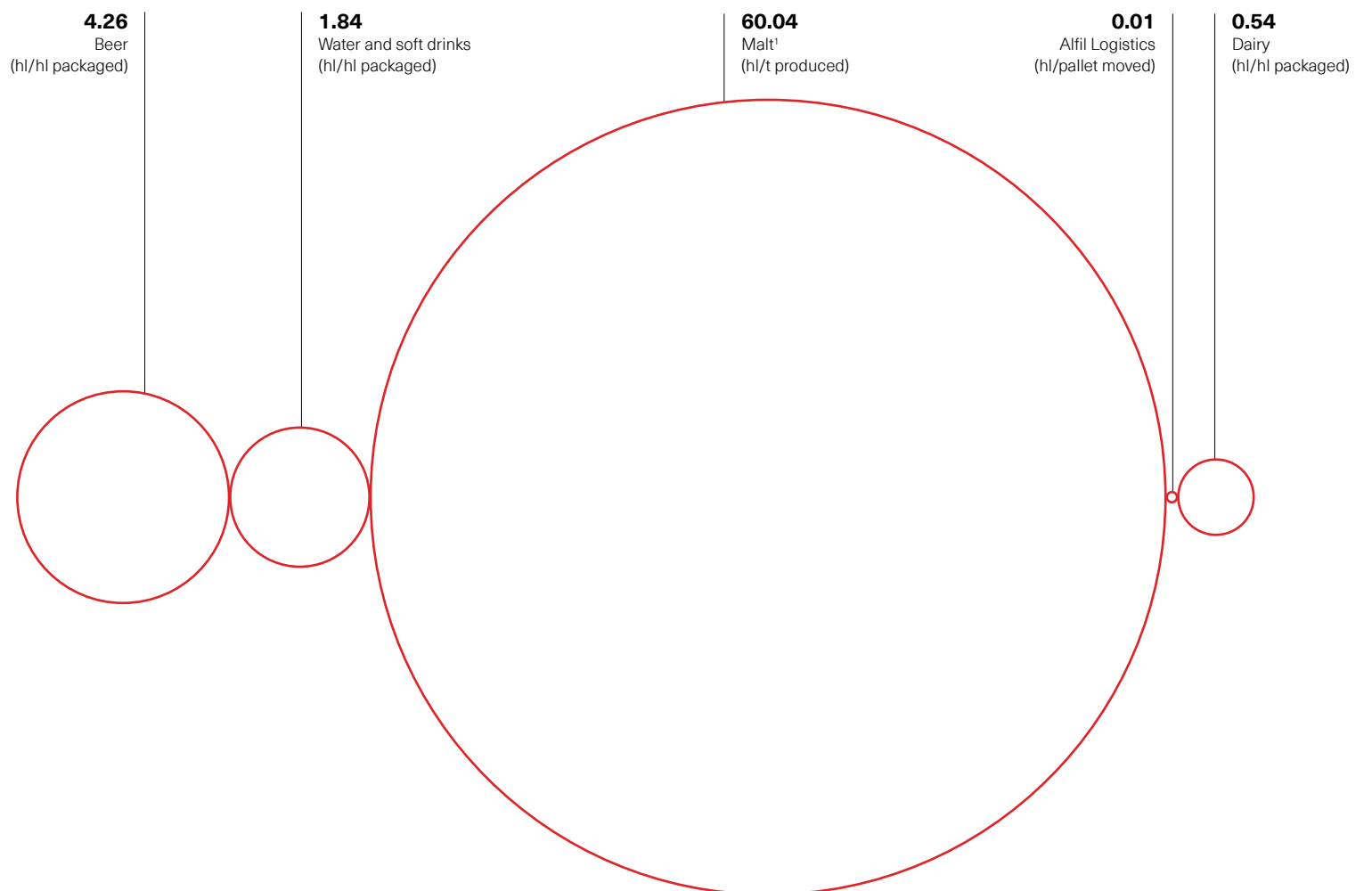
GRI CONTENT  
INDEX

## *We promote the recharge of the Llobregat aquifer to offset our water footprint*

We participate, together with Ciments Molins and the Community of Users of the Llobregat Delta, in the Llobregat River aquifer recharge ponds project in Molins de Rei, approved by the Agència Catalana de l'Aigua and linked to the INTERREG SUDOE AQUIFER programme. These infrastructures allowed us to infiltrate 138,595 m<sup>3</sup> of water over the course of last year, helping to offset our corporate water footprint. The project will be reinforced with the future connection to the reclaimed water collector at the Baix Llobregat wastewater treatment plant, scheduled for 2026, and with the increase in the pond conservation budget. This positive impact has also been evaluated through the Positive Water Credits ('CAP') methodology, audited and validated by DNV and submitted to the ACA for official recognition.



### Water consumption 2025



1. Malting water consumption includes only Maltería La Moravia, SL. The malt house within the Estrella de Levante brewery (Espinardo) is therefore not included.  
Note: The water consumed at headquarters (Carrer Rosselló 515, 08025 Barcelona) amounted to 4,280 m<sup>3</sup> in 2025.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



**453,376.6** m<sup>3</sup>

of water recycled at the  
El Prat de Llobregat and Estrella  
de Levante breweries and Maltería  
La Moravia

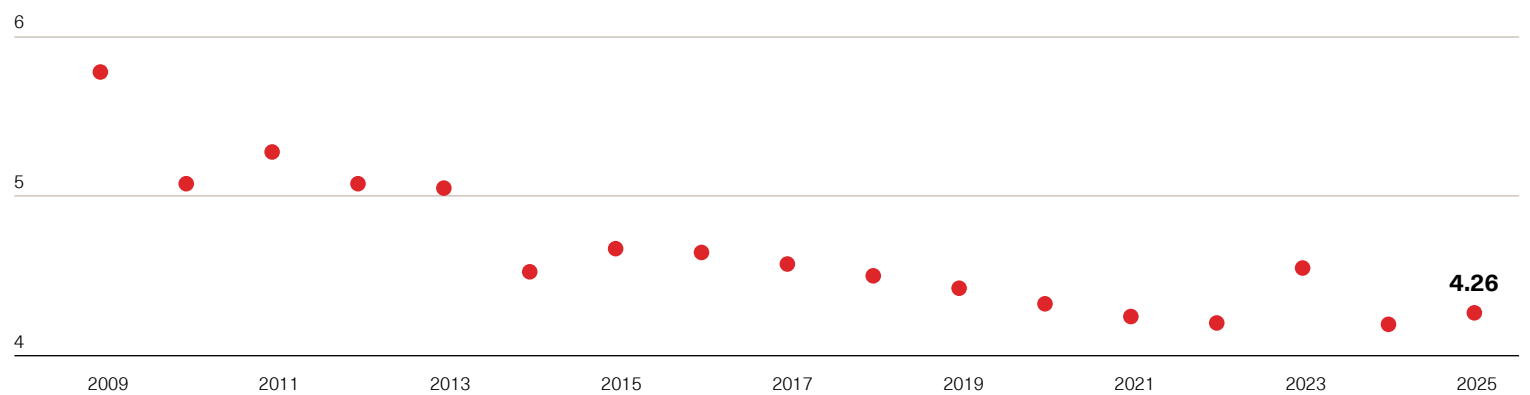
**932.47** m<sup>3</sup>

of water reused from pasteurisation  
treatment at Grupo Rodilla kitchens

## Evolution of water consumption 2009-2025

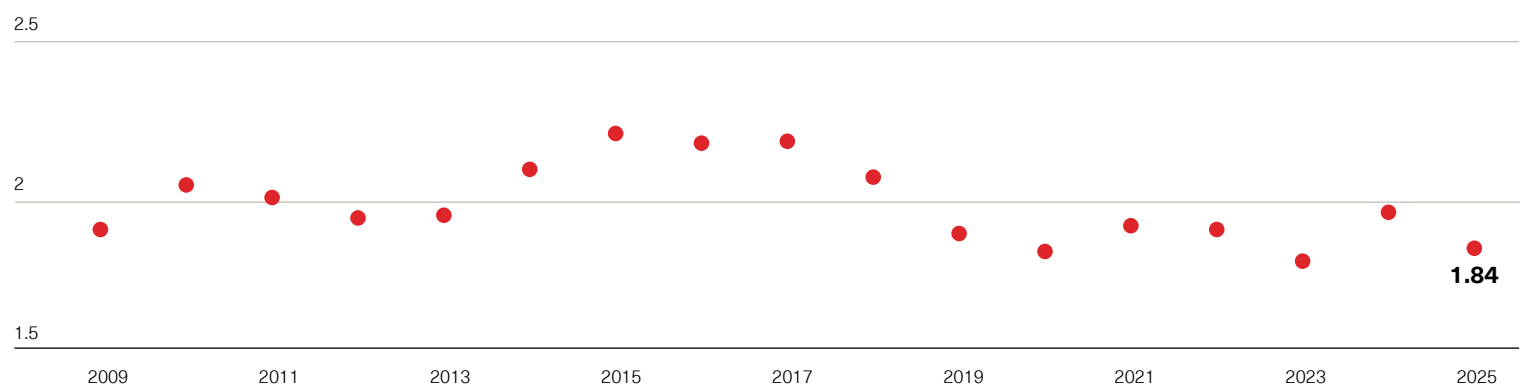
### Beer

(hl/hl packaged)



### Water and soft drinks

(hl/hl packaged)



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# FIGHT AGAINST CLIMATE CHANGE

Internal production of renewable energy enabled us to cover nearly 7% of our energy consumption in 2025 contributing to significant emissions reductions, avoiding around 7,000 tons of CO<sub>2</sub> per year.

Our commitment to climate action is reflected in the promotion of initiatives aimed at improving energy efficiency, reducing water and energy consumption, promoting the use of renewable sources and minimising the carbon footprint throughout the value chain.

To minimise greenhouse gas emissions, we calculate the carbon footprint of all our production plants, aiming to achieve continuous improvements in processes, and implementing specific measures to help us reduce emissions.

We likewise continuously analyse the reports of the Intergovernmental Panel on Climate Change (IPCC) and the future climate scenarios provided by the Spanish State Meteorology Agency (AEMET) to identify key risks, such as variations in the cost and availability of barley, and water management in situations of drought.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## *We anticipate climate risks to strengthen our strategy*

We have made progress at Damm in identifying and managing the risks and opportunities associated with climate change, aligning our analysis with the Task Force on Climate-related Financial Disclosures (TCFD) framework. We have conducted a comprehensive assessment under different climate scenarios, incorporating the probability and severity of impacts through a participatory process with teams from different areas of the company. This exercise has allowed us to anticipate relevant risks —such as drought, thermal stress, extreme weather events or regulatory changes— and to prioritize mitigation and adaptation measures focused on water efficiency, energy transition and greater operational resilience, thus consolidating our long-term decarbonisation strategy.



## EFFICIENT AND RENEWABLE ENERGY

In recent years, we have strengthened our commitment to renewable energies by adopting measures that optimise energy consumption and reduce emissions associated with electricity use. The organisations that make up Damm are in fact committed to co-generation and tri-generation from biogas, used to generate energy at the El Prat de Llobregat, Espinardo, El Puig, Salem and Santarém plants.

Investment in efficient generation technologies, such as co-generation, tri-generation and photovoltaic solar energy, allow us progressively to reduce the energy consumption needed to produce each hectolitre of beer.

### **Electricity generation using biogas**

Estrella de Levante Brewery treatment plant

### **Cogeneration of heat and electricity**

El Puig, Salem and Santarém breweries

### **Tri-generation of electricity, heating and refrigeration**

El Prat de Llobregat brewery.

### **Solar photovoltaic**

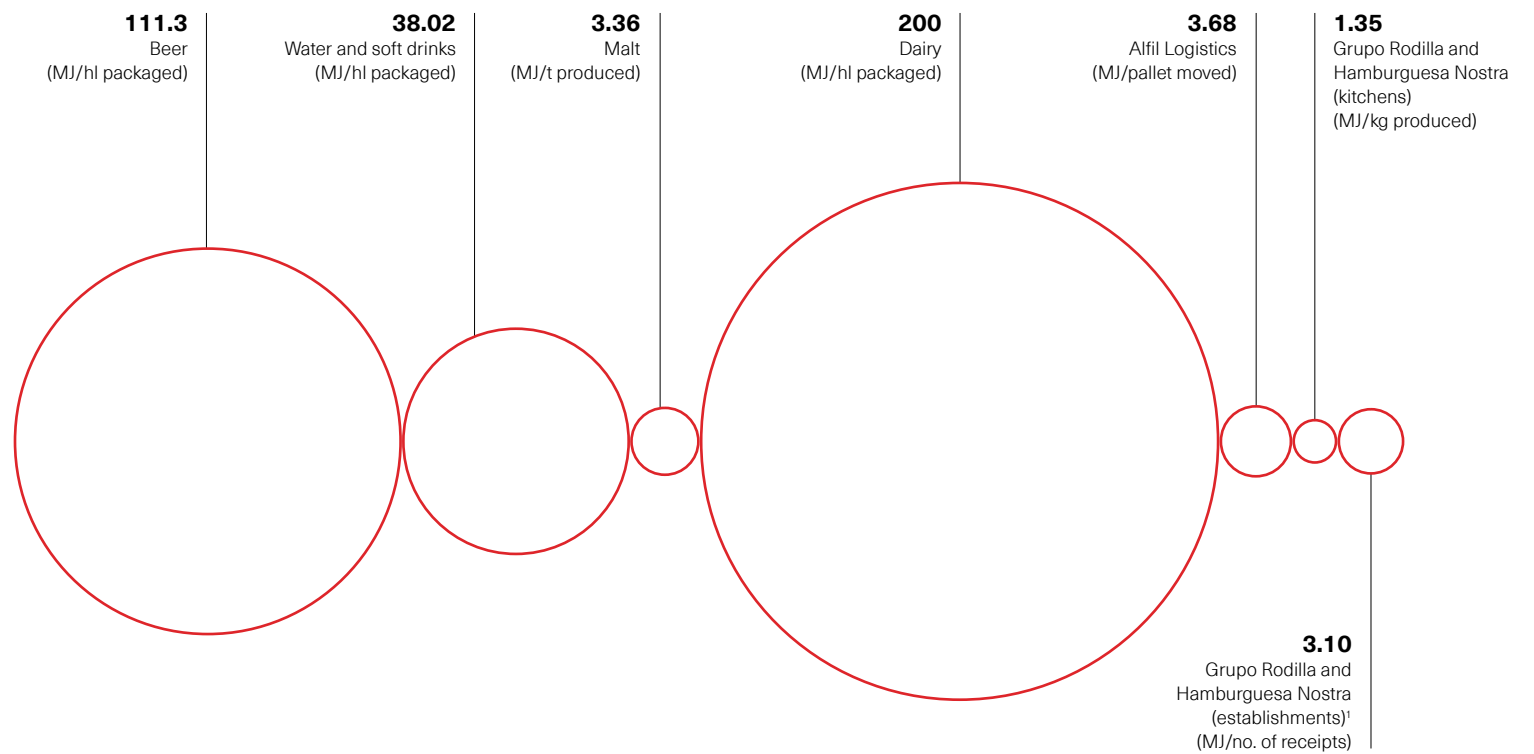
El Prat de Llobregat, El Puig, Salem, Estrella de Levante, Cervezas Victoria, Aguas de San Martín de Veri and Fuente Liviana plants, Port of Barcelona ZAL logistics platform, Maltería La Moravia, Santarém, Southeastern Logistics Platform (Murcia), Marvila (A Padaria Portuguesa).

## ACTIONS FOR ENERGY EFFICIENCY

- **El Prat de Llobregat:** Installation of an economiser in the steam boiler to recover waste heat from flue gases and to preheat feed water, resulting in a 3.5% energy improvement and estimated annual savings of 4,500 MWh, in addition to reducing CO<sub>2</sub> emissions. At the same time, progress has been made in the use of 100% of the biogas generated, reducing the use of natural gas, while the investment to recover energy from the revaporised condensate tanks has been approved, with an expected saving of 1,144,150 kWh HHV of gas and 2,413 m<sup>3</sup> of water.
- **Salem:** Start-up of the biogas microturbine installed in 2024, saving 445 MWh of electricity for self-consumption and producing 223 MWh HHV in the form of 100% renewable thermal energy, consolidating the use of clean energies at the plant.
- **Meres:** Installation of an exchanger in the pasteuriser to recover heat and reuse water, achieving direct savings in natural gas of more than 1,500 MWh HHV of the factory's annual consumption.
- **Estrella de Levante:** Improvement of thermal energy recovery in production processes and launch of the project for the start-up, in January 2026, of a biogas upgrading plant in Murcia that will produce 7 GWh per year of biomethane, avoiding approximately 1,200 tons of CO<sub>2</sub> compared to the use of fossil gas.
- **Maltería La Moravia:** Incorporation of glass batteries in the malt drying process to recover energy from the humid air expelled and reuse it in the process itself, reducing the necessary thermal consumption and improving overall efficiency.
- **Grupo Rodilla:** Consolidation of the selective shutdown of the boiler during off-peak hours thanks to improvements in the installation, adjustment of the defrosting phases in freezing chambers to reduce energy consumption, replacement of lighting fixtures with LED technology and scaling of production to more efficient machinery, optimising baking times and temperatures to reduce diesel consumption.
- **Fuente Liviana:** Optimisation of water use and energy efficiency through the installation of a turbidity meter and the replacement of the frequency converter, as well as the incorporation of a state-of-the-art refrigerant gas that improves the performance of the cooling systems and reduces their climate impact.
- **Obrador de Hamburguesa Nostra:** Implementation of measures to improve energy efficiency, such as repairing the freezing chamber, disconnecting the refrigeration system when the rooms are empty and optimising the use of containers to reduce movements and energy consumption.
- **A Padaria Portuguesa:** Installation of a photovoltaic system at the Marvila plant, with a capacity of 169 kWp (140 kW). Thanks to this implementation, approximately 14% of the plant's total consumption is covered by renewable energy generated on site, allowing for improved energy efficiency and reduced dependence on external electricity.



## Electrical and thermal energy consumption 2025



1. Electricity consumption by Grupo Rodilla's own establishments covers 71%, while natural gas consumption corresponds to four premises, accounting for 100% of those which consume gas. Note: The electrical energy consumed at the corporate headquarters (Carrer Rosselló 515, 08025 Barcelona) was 1,463.24 MWh in 2025.

## *We are making progress in our decarbonisation*

In 2025 we approved our 2025-2030 Decarbonisation Plan, with a base year of 2022, aligned with the Paris Agreement and aimed at progressively reducing our carbon footprint through clear objectives, concrete measures and continuous monitoring. The plan prioritises actions in the areas where we have the greatest capacity to act, promoting energy efficiency, the use of 100% renewable electricity and the reduction of Scope 1 emissions by replacing fossil fuels and refrigerant gases with lower-impact alternatives, achieving progressive advancements in managing emissions along the entire value chain.



LETTER FROM THE CHAIRMAN

2025 AT A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT INDEX

# 100%

of electrical energy purchased at all production and packaging centres, as well as Damm warehouses, Artesanía de la Alimentación kitchens and owned Grupo Rodilla establishments, has a certificate to prove it is from renewable sources.

# 79,686 MWh

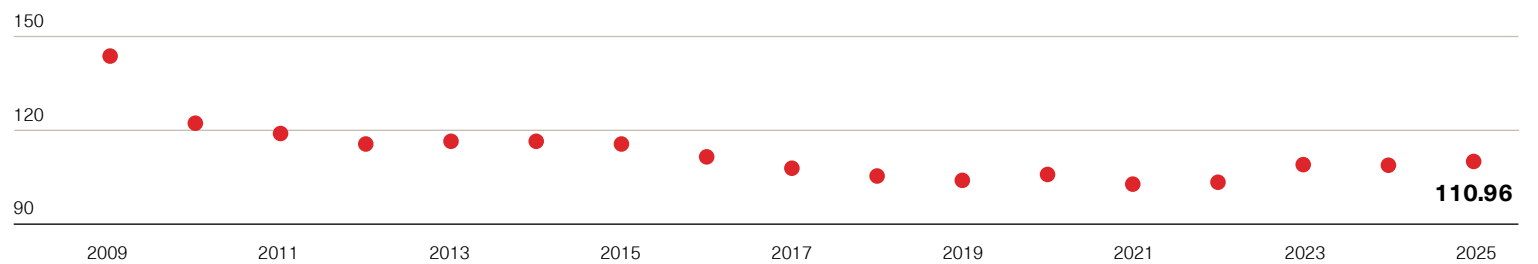
energy generated by Compañía de Explotaciones Energéticas (CEE)



## Evolution of energy consumption 2009-2025

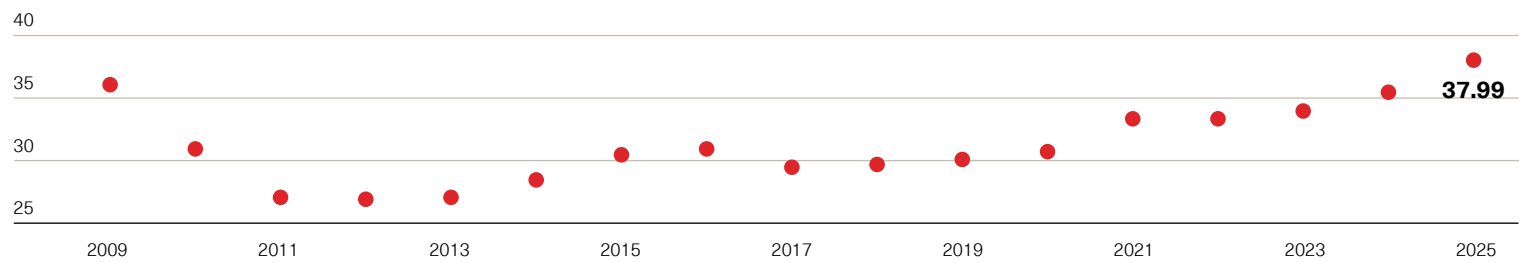
### Beer

(MJ/hl packaged)



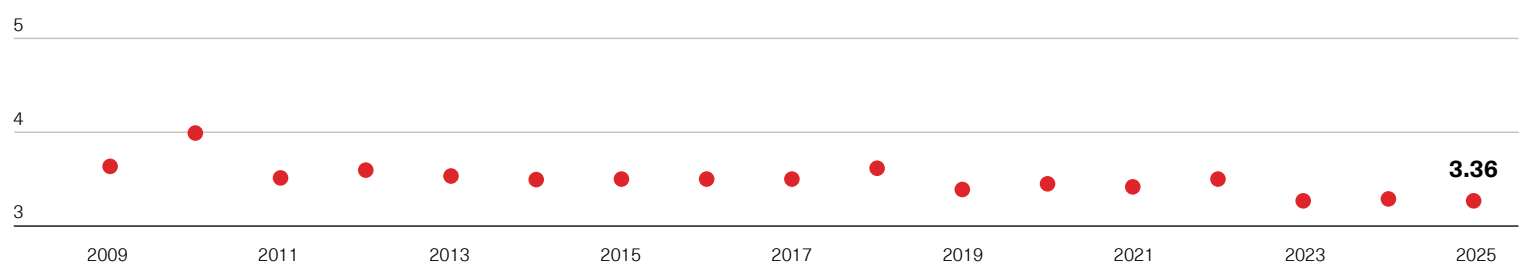
### Water and soft drinks

(MJ/hl packaged)



### Malt

(MJ/kg produced)



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## *We promote sustainable mobility through our green warehouse model*

Our green warehouse model integrates sustainable mobility across the board as a key element in more efficient and lower-carbon logistics. Fleet electrification, the incorporation of electric trucks and vehicles powered by natural gas, the introduction of the first duo-trailer in our fleet (reducing the carbon footprint per trip by 25% and avoiding 105 tons of CO<sub>2</sub> per year), and the optimisation of logistics routes have served to reduce emissions per trip by around 20%. These measures are supplemented by the increasing use of rail on strategic routes such as Barcelona-Madrid, the implementation of 100% electric forklifts with lithium ion batteries at all sites, avoiding 390 tons of CO<sub>2</sub>, and the support of energy-efficient infrastructures powered by more than 2.5 million kWh per year of solar energy. This comprehensive approach has allowed us to reduce CO<sub>2</sub> emissions from our logistics activity by more than 30% since 2016, consolidating green warehouses as a key lever for more sustainable mobility.



## SUSTAINABLE MOBILITY

It is vital to promote more sustainable mobility so as to make progress in reducing our carbon footprint. We are therefore developing new solutions aimed at minimising our environmental impact.

- Three of the trucks that make the trip between the **Estrella de Levante** brewery and the Southeast Logistics Centre in Murcia are zero-emission electric vehicles. A total of 180,511 km were covered by electric trucks, avoiding the emission of 125 tons of CO<sub>2</sub> compared with the use of conventional vehicles.
- Local production in **Bedford**, both of draft and canned beer, saves on the tanker trucks that used to transport the beer from the El Prat de Llobregat brewery to be bottled in Bedford, resulting in lower logistical costs, and more environmentally sustainable operations.
- **DDI** has reinforced its operational sustainability by renewing its fleet, increasing the use of vehicles with higher environmental certification and reducing the most polluting units. In addition, Comabe (DDI Mallorca) has obtained official certification of its carbon footprint in accordance with Balearic Islands regulations, setting a precedent for other distributors and consolidating DDI's commitment to transparency and responsible environmental management.
- **Grupo Rodilla** has improved the efficiency of its logistical operations. Thanks to the change of distribution platform, it has cut transport routes from 26 to 11 on peak days for El Obrador de Hamburguesa Nostra.
- At **A Padaria Portuguesa**, the 15 logistics centre vehicle use biodiesel (B7), reducing the environmental footprint by recovering waste and replacing fossil fuels with renewable alternatives. At the corporate level, electric and hybrid vehicles have been added to the management fleet, which currently has two electric and two hybrid vehicles.

## CARBON FOOTPRINT MITIGATION STRATEGY – CALCULATION AND REDUCTION

We promote initiatives focused on reducing our carbon footprint.

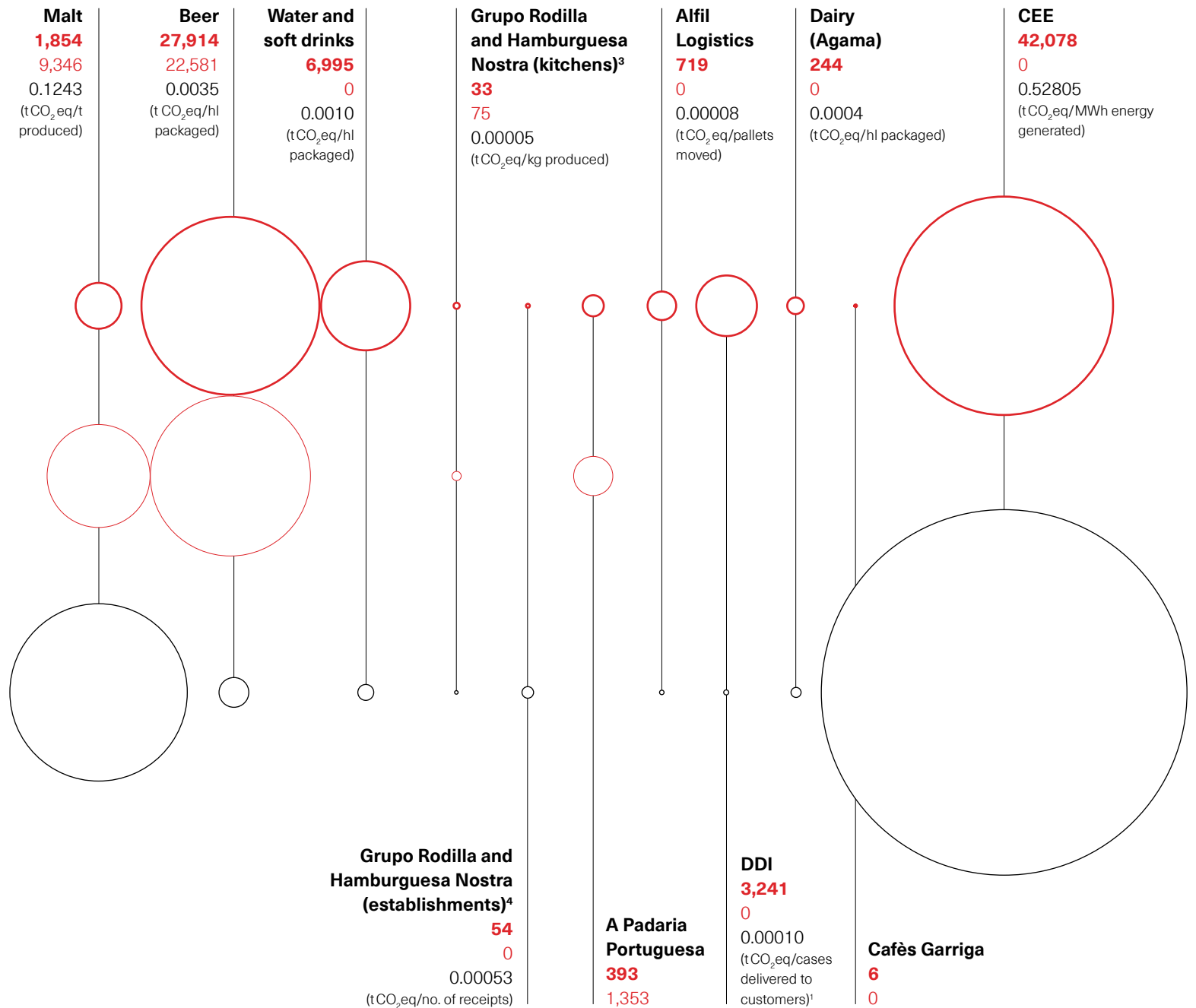
- **Lean & Green.** SA Damm and Pall-Ex Iberia are members of the Lean & Green initiative promoted in Spain by the AECOC (Association of Manufacturers and Distributors). This initiative recognises organisations that verifiably reduce emissions from their logistics activities through a continuous improvement model. SA Damm has two Lean & Green stars, certifying a cumulative reduction of 30% in its logistics emissions. For its part, Pall-Ex Iberia has three Lean & Green stars, in recognition of a reduction of more than 35% in emissions associated with its logistics hubs.
- **MITECO seals.** The El Prat de Llobregat brewery has the Calculo seal, while Estrella de Levante holds the Calculo and Reduzco seals. These certifications, awarded by the MITECO OECC, recognise those organisations that calculate and reduce their carbon footprint.

## Calculation of our carbon footprint

Since 2013, we have measured the carbon footprint generated as a result of our activity and quantify greenhouse gas emissions in tonnes of CO<sub>2</sub>eq.

### Carbon footprint (tCO<sub>2</sub>eq) 2025<sup>1</sup>

- Direct greenhouse gas emissions<sup>2</sup>
- Indirect emissions of greenhouse gases from imported electricity



## Reduction in CO<sub>2</sub> emissions

The self-consumption of renewable energy, the purchase of electrical energy from renewable sources, increased energy efficiency and good environmental practices are the main actions that we undertake to reduce our carbon footprint.

### Intensity of greenhouse gas emissions 2025

- Direct and indirect emissions from imported electricity

1. Sources of emission factors used: Catalan Office of Climate Change, MITECO, DEFRA and Ecoinvent.

2. Includes emissions derived from stationary combustion, mobile combustion, emissions connected with the production process (water treatment plant), fugitive emissions and emissions through land use, changes of land use and woodland.

3. 100% of the energy consumed at the Grupo Rodilla (Artesanía de la Alimentación) bakeries comes from renewable sources. In the case of Hamburguesa Nostra's kitchens, since they are not managed by the company itself, it has so far not proved possible to guarantee that the electricity supply has guarantees of origin (GoO).

4. The scope of the data corresponds to the company's own establishments. 100% of the electricity consumed at Grupo Rodilla's own establishments is of renewable origin. On rented premises, the energy is renewable when the company is able to administer the electricity contract.

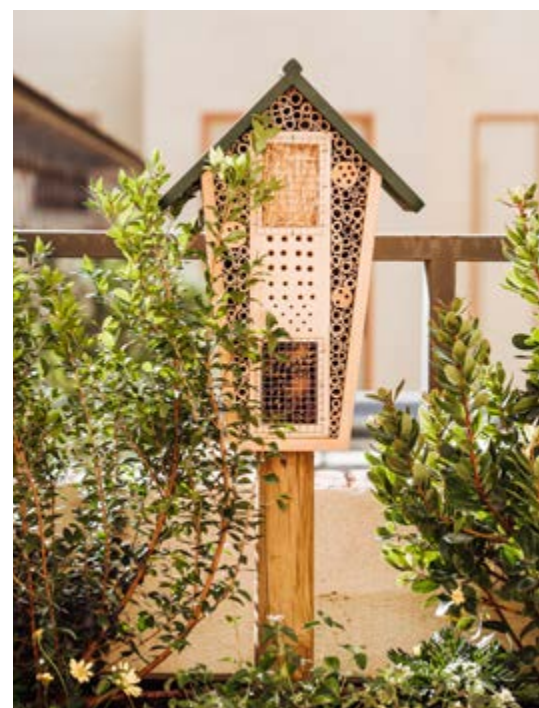
# PROTECTING BIODIVERSITY

In order to expand our spheres of action and positive impact in the environmental field, we promote initiatives to support biodiversity.

We actively participate in numerous projects together with local organisations and entities. Environmental volunteering initiatives involve our team in the protection of biodiversity and promote our own awareness-raising activities, such as the Estrella Damm Guide, intended to increase awareness of environmental protection and Mediterranean culture.

## ACTIONS TO PRESERVE BIODIVERSITY

- **Restoration of a marine forest in the Cap de Creus Nature Park.** Estrella Damm is collaborating with the Blance Centre for Advanced Studies (CEAB-CSIC, in Girona) on the reintroduction of brown algae of the genus *Cystoseira*, specifically the species *Gongolaria barbata*, in its natural habitat in Port Lligat, Girona, after four decades of extinction. The aim is to restore one of the most significant marine ecosystems for biodiversity and productivity in the Mediterranean.
- **Mallorcan midwife toad.** The project continued in 2025, monitoring the specimens of this small amphibian released in 2021.
- **Recovery of the Spanish toothcarp.** Continuity of the project, monitoring the specimens released in June 2024. This initiative is covered by the collaboration agreement in force between Damm, the Barcelona Zoo Foundation and the Delta del Llobregat Consortium, and forms part of the educational plan "Salvem el fartet", intended to raise awareness as to the situation of this Mediterranean fish, declared as endangered.
- **Second release of the turtle Complot, for World Oceans Day.** After its return to CRAM in 2023, the Damm-sponsored turtle was re-released after recovering from its injuries.
- **Crayfish.** Fuente Liviana has continued to collaborate with the Department of Sustainable Development of Castile-La Mancha in the repopulation of the Tejadillos River (Cuenca) with this native species, which has been practically extinct for half a century. The project includes monitoring the repopulation and analysis of the evolution of the populations using environmental DNA (eDNA) techniques, a non-invasive method developed by the CSIC capable of assessing risks and studying aquatic ecosystems beyond the simple counting of specimens.
- **Naturalisation of the Estrella Damm Old Brewery.** We maintained and enhanced the naturalisation actions undertaken the previous year at the facilities of the Estrella Damm Old Brewery, with the aim of continuing to enrich biodiversity in the area.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## Estrella de Levante Foundation

- Collaboration with the Hippocampus association on educational itineraries.
- Support for ANSE (the Southeastern Association of Naturalists) in the comprehensive restoration of the Marchamalo salt flats within the RESALAR project, reviving salt production and improving the biodiversity of the site.
- Collaboration with ANSE in the restoration of wetlands and sandbanks of the Mar Menor and the Segura Basin to restore the brown teal and improve biodiversity in mountain areas.
- Promotion of ecological restoration actions in the Los Pelaos forest-agricultural estate in Murcia with the Columbares Association, helping to improve the natural environment.
- Support for initiatives of the Museo de la Huerta and Columbares for environmental awareness and improvement in the Huerta de Murcia and River Segura areas.
- Promotion of social inclusion and sustainability projects with AFEMAC (Águilas and District Association of People with Mental Illness and Their Relatives), AIDEMAR (Mar Menor Association for the Integration of Disabled People) and APCOM (Murcia Association of Families of People with Intellectual Disability), including collection of cans, agricultural training and production of recycled tote bags.
- Continuation of barley trials with ITAP (Provincial Technical Agronomy Institute) to optimise fertilisation and use of water and phytosanitary products, reducing impacts and improving agricultural sustainability.
- Advances with Universidad Católica San Antonio de Murcia (UCAM) to monitor discharges into the Mar Menor through image analysis and development of an electrochemical probe to measure flow, nitrates and pH in real time.
- Research with the Polytechnic University of Cartagena (UPCT) on barley as a green filter to reduce nitrates in the subsoil of the Mar Menor, with optimal results.
- Participation in the AgriConCiencia project to apply science-based agricultural practices, reduce impact on the Mar Menor and harvest 100,000 kg of malting barley capable of absorbing nitrates.
- Development of the RemediOS2 project to promote restoration aquaculture of the flat oyster in the Mar Menor, with the first biodegradable reef and more than 50,000 larvae to improve water and biodiversity.

## *We integrate nature into our decision- making*

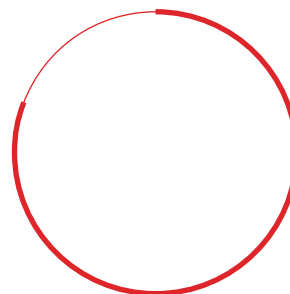
At Damm, we have strengthened our approach to nature and biodiversity by applying the Taskforce on Nature-related Financial Disclosures (TNFD) framework, integrating this consistently with the climate methodology. We employ the LEAP (Locate, Evaluate, Assess, Prepare) approach to assess our dependencies and impacts on critical ecosystem services and identify physical, transitional and systemic risks, as well as opportunities linked to resource efficiency, ecosystem restoration and access to sustainable financing. This analysis allows us to anticipate new regulatory requirements, manage risks associated with water use, raw material availability or ecosystem degradation, and move towards a more resilient business model aligned with the preservation of natural capital.

# COMMITTED SUPPLIER COMPANIES

We prioritise supplies from local resources, allowing us to promote economic and social development in the regions where we operate, while at the same time reducing our environmental footprint by minimising transportation distances.

Collaboration with supplier companies is an essential element in promoting sustainability in our company's value chain. We therefore build stable, lasting and trusting relationships through cooperation in projects and initiatives focused on maximising our positive impact on people and the planet.

## Supplier companies 2025

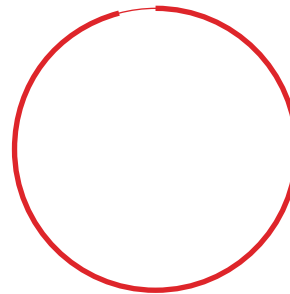


**81%**

**Damm**

Iberian Peninsula  
(Spain and Portugal)  
(excluding Grupo Rodilla  
and A Padaria Portuguesa)

**4,397 active**

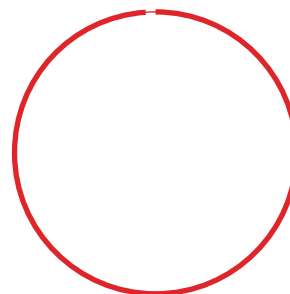


**96%**

**Grupo Rodilla**

Spain

**900 active**



**99%**

**A Padaria Portuguesa**

Iberian Peninsula (Spain  
and Portugal)

**900 active**

# RESPONSIBLE PURCHASING

Partnerships are vital in maximising positive impact, and Damm therefore works in close collaboration with committed supplier companies aligned with our corporate values and who fulfil the requirements we have established at every stage of production and distribution, in order to achieve the goals we set in terms of sustainability.

## DAMM

The company has a sustainable purchasing strategy in place, in order to identify, adopt and accelerate environmental and social improvements throughout the supply chain, fulfilling the internal Code of Conduct in handling all negotiations with supplier companies. Meanwhile, as a result of Damm's signature of the UN Global Compact, we include compliance with the ten principles established by this initiative among our requirements.

The company has implemented an approval and monitoring system for supplier companies, which establishes performance standards and requirements in areas such as quality, service, logistics, technology, environment and finance, tailored to the type of product or service required.

In 2025, Damm consolidated its sustainable sourcing strategy with actions aimed at strengthening traceability, quality and

lower emissions at source. A plan has been designed to measure emissions generated in the field and work with suppliers to move towards a more transparent and decarbonised model, accompanied by a digital platform that connects field to factory to manage the field notebook, ensure crop traceability and calculate the footprint at source. An audit protocol has also been implemented at barley warehouses, alongside a pilot project to control temperature and humidity, reducing risks and emissions. Annual workshops with farmers have once again been organised to promote innovation and resilient practices to address climate change, consolidating a collaborative network based on transparency and sustainability.

Damm's Purchasing team have variable objectives built into their remuneration structure, related to environmental criteria for their Purchasing categories.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

True to our commitment  
to sustainable agriculture,  
we make our products  
from 100% natural  
ingredients, mostly from the  
Mediterranean region.

Supplier companies are evaluated under the EcoVadis methodology, which includes 21 sustainability criteria covering aspects of the environment, employment, human rights, ethics and sustainable purchasing. By the end of 2025, a total of 268 direct and indirect materials suppliers had been evaluated, accounting for some 80% of expenditure. The evaluation scorecard proved positive, with the final figures indicating above-average performance in the field of sustainability according to the EcoVadis database, which evaluates thousands of supplier companies worldwide:

**79%**  
of supplier companies consume  
100% renewable electricity.

**93%**  
report their CO<sub>2</sub> emissions.

**76%**  
have action plans in place  
to reduce energy consumption  
and pollutant gas emissions.

**72%**  
have documented action plans  
to reduce water consumption.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



## *Damm boosts the resilience of barley to climate change*

Maltería La Moravia, together with Semillas Batlle, Cupasa and Agrotecnio, has launched the ResOrMa project, which researches agronomic solutions to improve the resistance of barley and malt to extreme phenomena such as heat stress and pre-harvest sprouting. This initiative, supported by the Generalitat de Catalunya, will develop predictive models and tools to plan more sustainable crops, ensuring the quality of key raw materials for brewing.

## GRUPO RODILLA

The group has a purchasing policy and supplier company evaluation procedure in place in accordance with ISO 9001:2015 certification. The promotion of various initiatives continued in 2025 to foster a more sustainable supply chain:

- Implementation of measures to reduce materials and minimise waste, such as the reduction of cardboard in cups, optimisation of trays and the use of returnable baskets. In addition, plastic packaging has been replaced by sustainable alternatives (kraft, cardboard, compostable), inks have been reduced in delivery and events, and the range adjusted to avoid wastage and simplify management.
- Combination of on-site and remote audits, prioritising plants with IFS certification or high ratings, along with remote digital documentation reviews for non-critical suppliers and quarterly evaluations to guarantee standards and improve processes.

SA Damm, COCEDA (El Puig and Font Salem) and COCEDA Portugal fulfil the requirements of the Walmart Responsible Sourcing and Supply Chain Security programmes.

COCEDA (El Prat de Llobregat) holds SEDEX AUDIT SMETA (Pillar 2) certification, renewed in 2023, the aim of which is to guarantee greater transparency with regard to employment standards, health and safety, as well as environmental management, throughout the supply chain.

## 100% NATURAL, LOCAL INGREDIENTS

Varieties, supply chain, sustainability and digitalisation. These are the four fundamental cornerstones on which we develop our barley supply and purchasing strategy for the 2021-2025 harvests. We aim to ensure that at least 80% of barley must come from farms located within 200 km, and the remaining 20% from a maximum of 400 km from the production site. We are also working to strengthen certifications of our water footprint, carbon footprint, among other aspects.

- **Rice.** Of Mediterranean origin, from the regions of Andalusia, Extremadura, Catalonia and Valencia.
- **Maize.** From Monzón (Huesca). We ensure a local and GM-free supply of maize.
- **Hops.** From regions where the crop has traditionally been grown, such as Leon, and other more recent additions such as Prades (Tarragona), to encourage local farming.
- **Barley and malt.** The barley we use comes mainly from the regions of Huesca, Lleida, Zaragoza and Albacete, as well as Navarra, Madrid and southern France. We produce malt at our two malt houses: La Moravia, in Bell-lloc d'Urgell (Lleida) and Espinardo (Murcia).

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# STRATEGIC ALLIANCES WITH ORGANISATIONS IN THE SECTOR & SURROUNDING AREA

Through joint efforts and the exchange of experiences, knowledge and initiatives, we help to identify challenges and opportunities for economic and social development within the context of our activity. Damm thus engages with different associations and organisations aligned with its strategy and values.



LETTER FROM THE CHAIRMAN

2025 AT A GLANCE

PURPOSE

PASSION

PRODUCTS

**TERRITORY**

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

GRI CONTENT INDEX



## Alliance with the Barcelona Chamber of Commerce

Damm has become an institutional partner of the Barcelona Chamber of Commerce to promote projects that strengthen the Catalan business sector. This strategic agreement seeks to generate synergies with leading companies and promote initiatives that enhance the competitiveness and sustainability of the business ecosystem in Catalonia.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

**IMPROVEMENT**

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# IMPROVEMENT



We are constantly innovating so as to improve our products and processes.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

**IMPROVEMENT**

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

# DELIVERING VALUE TO OUR CUSTOMERS

Damm has promoted more than 250 technological projects that have transformed its operating model and consolidated an innovation-oriented culture since 2016.

Thanks to this evolution, key processes in areas such as production, logistics and marketing have been optimised, creating the required context to integrate data analysis and artificial intelligence into strategic decisions. Along the way, we accompany our customers in their digitalisation process by developing new projects and improving existing solutions.

## Main goals in 2025

- Capitalize on the value of available data, enriching it with external data.
- Develop and implement AI models, algorithms and practices that solve business needs and generate new opportunities.
- Use data in a cross-cutting manner, not in silos, making it essential to implement data governance to ensure proper use and interpretation.
- Train co-workers in the use of data and AI tools in the workplace, increasing adoption in day-to-day business and identifying opportunities for improvement.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

**IMPROVEMENT**

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## Main actions in 2025

### FORMATS

- **Beer Drive.** This system allows us to optimise transportation and reduce CO<sub>2</sub> emissions. The project continues to grow and expand its presence on the Iberian Peninsula. In 2025, the Beer Drive system was extended to such provinces as Cádiz and Huelva, with Victoria. In addition, the company continues to promote a more environmentally friendly format by distributing directly from the factory to the retailer, which facilitates storage and eliminates racking and tapping operations at the bar.

### SERVICES

- **Segunda Vida Terrazas (Terrace Second Life) project.** We have continued our efforts to reduce purchases of terrace furniture by recovering items from contract cancellations and establishment closures, giving them a second life. The initiative will continue to expand in 2026.

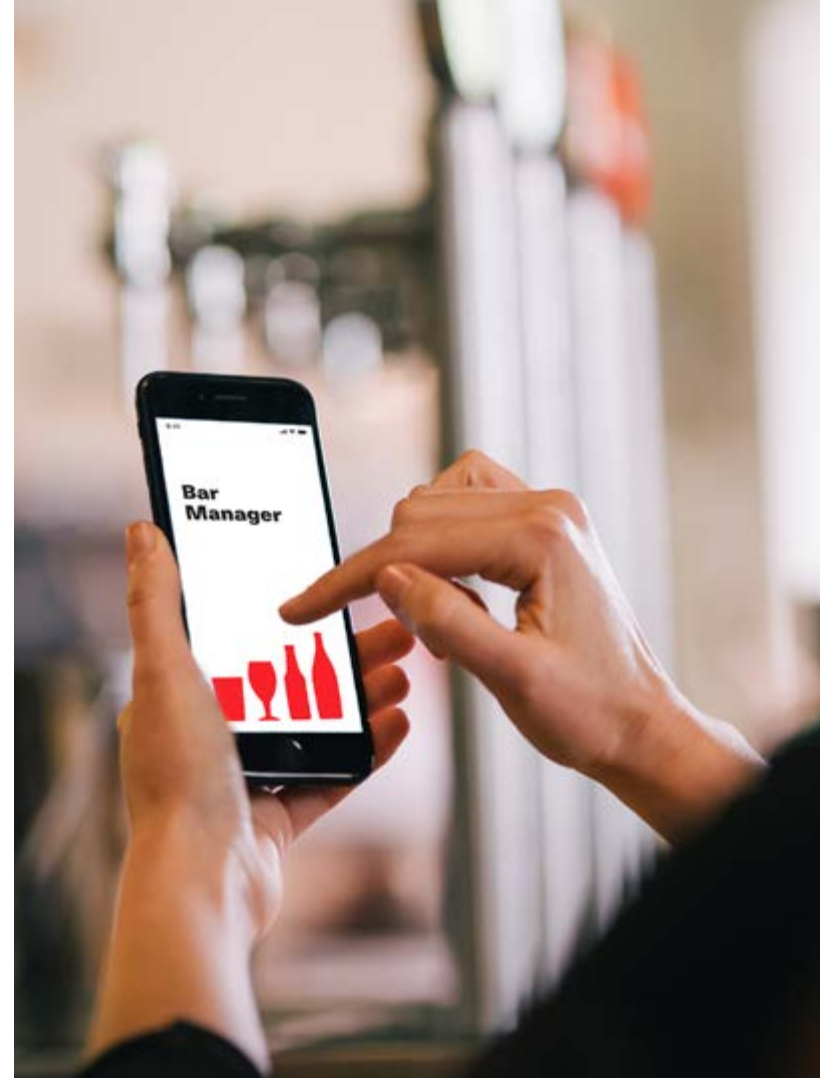
**+34,000**  
units recovered

- **Gastronosfera.** Our culinary blog, through which we provide end consumers with content, while also delivering value to our clients: the bars and restaurants. The image is inspired by Mediterranean colours, with a natural photographic style, and features a logo alluding to the Earth's axis.

**706,961**  
followers on social media

**58,873**  
subscribers to the newsletter

- **Lookal project.** Through this consultancy service, Damm provides a comprehensive solution in the Madrid Region for those hospitality business owners looking to relocate their establishment, by searching for premises that meet their needs and expectations, and have the potential for success. This project arose out of LAB1876 Talent, the open innovation programme focused on internal talent at the company.



- **Bar Manager.** This app keeps Damm in constant connection with its baristas, while giving them the chance to manage their daily business affairs through functionalities such as technical assistance, access to personalised commercial actions, and other elements. It also provides them with access to relevant news about the hospitality trade, and tips to improve their business.

**34,955**  
registered users

**16,131**  
unique users

- **Development of ad hoc digital charts for retailers.** We continue to drive digitalisation at Horeca establishments by developing customised digital menus for each retailer. This format serves to replace paper, encouraging a more environmentally friendly option, and boosts the visibility and development of our specialities within Horeca establishments.

**1,750**  
active menus

**+9 M**  
point-of-sale scans

# INNOVATION & DEVELOPMENT

Our Brewing Research area promotes the development and optimisation of numerous recipes, working with special malts, different types of hops and yeast varieties that provide our beers with unique aroma and flavour profiles.

At Damm we take a holistic view of innovation, as the main element allowing us to improve our processes and services and drive the company forward in its commitment to advance and help create a present and future centred on sustainability. Meanwhile, we aim to use innovation for increased efficiency in response to the different challenges faced by our company.

## BEERS AND OTHER BEVERAGES

- New beer launches: Turia Stark (5.5% lager), Turia Tostada 0.0%, a Brown Ale presented as a corporate gift in a 1 litre bottle, a new shandy-style beer, as well as the development of the Bohemia Damm 150th anniversary.
- Development of low-alcohol Session Lager beers for third parties, as well as reformulation and adjustment of the alcohol content of lager beers for the hospitality sector.
- Reformulation of sangría and tinto de verano wine and fruit blend recipes, along with the improvement of carbonated and non-carbonated beverages.
- Development of new soft and energy drink recipes for third parties.
- Launch of new ciders, apple juices and a new range of kombucha.

### *We promote agricultural innovation with the Mediterranean hop project in Prades*

We reinforce our commitment to innovation at source through the Mediterranean hops growing project in Prades. This is consolidated as a pioneering model of agronomic innovation, sustainability and commitment to the territory, with a harvest of over 7 tons expected next season.

We promote this production model, from the stage of identifying the potential of the site and researching varieties suited to the Mediterranean climate, to the application of regenerative agriculture and process digitalisation. We thus guarantee the quality and traceability of our ingredients, while strengthening the crop's resilience to climate change.

This project also generates shared value through collaboration with farmers, cooperatives and local authorities, making a decisive contribution to the economic and social development of the rural environment.



During 2025, innovation and development continued to grow in terms of projects, especially in the International Business Unit (IBU), in response to the increase in requests from international clients, in line with our internationalisation strategy.

## BARREL INSTALLATIONS

- Consolidation of the 20-litre barrel format for practically all Damm specialities, as a lighter and more ergonomic format to facilitate distribution and transfer tasks, and/or barrel changing in the bar.
- Development of the 20-litre Keler Tostada keg in 2025 and planned extension of this format in 2026 to all amber lagers in the 0.0% category.

## PACKAGING AND DESIGN

- New packaging and format developments: launch of new bottles and expanded ranges (Victoria 1L, Inedit Magnum, Turia Stark and Turia Tostada 0.0%), 0.0% and low-alcohol products for international markets, new beverages (Más+ by Messi) and industrial facilities in Bedford (United Kingdom).
- Special projects and brand visibility: developments linked to sports and music sponsorships (Spanish national soccer team, LaLiga clubs and Rels B tour), brand restylings (Damm Lemon, Oro, Rosa Blanca and Veri) and improved visibility at the point of sale.
- Adaptation for packaging regulations and sustainability: adaptation to new regulations and sectoral commitments, optimisation of materials and processes, improved recyclability, reduced glass and cardboard, simplified SKUs and significant reduction in the use of plastics.

## TEA

- Industrialisation and internalisation of the original recipes of the Nestea brand in Spain and Portugal for a range of five iced tea flavours (black tea with lemon, sugar-free black tea with lemon, green tea with passion fruit, black tea with mango and pineapple, and black tea with peach) for our domestic customers, and new soft drinks recipes for export. Nestea has had a successful launch, surpassing 200,000 hectolitres in its first year and achieving significant nationwide coverage.

## WATER

- Development and execution of various projects in the water business aimed at minimising the environmental impact of products, such as the restyled labelling of all glass and PET formats.

## AGRONOMY

- Promotion of innovation projects and adaptation to climate change, with the approval of new varieties of hops and barley that are more resistant and efficient, guaranteeing quality and continuity of supply.
- Development of a regenerative agriculture pilot project on 20 hectares of barley, comparing conventional and sustainable practices to assess their impact on the carbon footprint using digital tools, with plans to expand in 2026 through certified products and specialised technical advice.
- Direct management of hop fields in Catalonia and Valencia, applying regenerative practices such as mulching, biological control and reduction of chemical inputs, contributing to improved soil health and biodiversity, and generating inclusive employment in rural areas in collaboration with local cooperatives.



# TRANSFORMATION AND INNOVATION IN DATA AND AI

Damm is committed to becoming a data-driven company. In 2025, we made efforts to get more out of the company's data, incorporating additional information to help us make better decisions. We also promoted new uses of data in the hospitality channel, defined a management model to ensure proper use, and trained teams so that they could use data and artificial intelligence tools on a regular basis in their day-to-day work.



The Damm data and artificial intelligence hub is driving our evolution towards a fully data-driven model. Our goal is for the company to function as a true data-driven organisation, leveraging the potential of artificial intelligence to make our processes and resources more efficient. To move in this direction, we work on initiatives that involve the entire organisation and transform the way we operate at the organisational, operational, technological and cultural levels.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

**IMPROVEMENT**

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX



*We were the most  
innovative brewery  
in Spain in 2025*

We were recognised as the most innovative brewery at the 3rd edition of the Spanish Innovation Index 2025, a recognition that endorses our constant commitment to innovation in products, processes and sustainable solutions, as well as our commitment to quality and continuous adaptation to new consumer trends, consolidating our leading position in the brewing sector.

## Main actions in 2025

At Damm, we are committed to the global open innovation platform LAB1876, aimed at entrepreneurs, corporations, universities, start-ups and other agents of the innovation ecosystem. In 2025 we promoted the following projects:

- **HackIamm**, a hackathon aimed at exploring innovative solutions with technology and artificial intelligence for the future of consumption. Eight multidisciplinary teams participated and developed proposals to boost the consumption of Damm products, increase traffic to bars and restaurants and building customer loyalty. Ideas have included gamified reward platforms, geolocation-based campaigns, integrations with delivery apps and interactive in-store experiences, along with data-driven solutions to personalise offers.
- **4th edition of LAB1876 Talent**, Damm's open innovation programme that empowers in-house talent to solve strategic business challenges. This edition was characterised by a shorter three-month duration, focused on creativity and ideation by means of design thinking.
- **Filling Good**: A smart glass that enables direct payment and enhances the consumer experience at events.
- **Dammian**: Evolution of the digital menu for the hospitality industry in chatbot format based on artificial intelligence.
- **DDI pilots**: These include the Drop and Roll platform to facilitate the unloading of barrels and the automatic pallet prototype to automate beer transportation from the truck to the premises.
- **Aiflow**: Project aimed at automating and digitalising quality control by means of artificial vision.
- **Ddiane**: Virtual agent designed to help users resolve incidents and reduce the number of tickets opened.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

**IMPROVEMENT**

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

We have also promoted strategic initiatives in the different business units and transversal programmes, most notably the following:

- **August Programme:** Initiative to create a comprehensive commercial management model by digitising the entire sales and contract cycle on one single, automated platform connected to SAP and Salesforce.
- **Revenue Growth Management (RGM):** Strategy to maximise revenue and profitability through advanced analytics and Machine Learning, optimising promotions and prices by product and customer.
- **PoS DB synchronisation:** Project to unify point-of-sale databases so as to improve the quality, integrity and use of data for more efficient decision-making.
- **Copilot Workplace:** Integration and deployment of Copilot M365 in the workplace to accelerate daily tasks from Teams, Outlook, Word, PowerPoint and Excel within the corporate environment. The focus is not only on the tool, but also on adoption and scaling: support for business units and best practices for use within the security framework.
- **Smart agents:** Design and implementation of specialised agents, both productive and conversational, to automate specific functions and respond in natural language based on corporate knowledge, simplifying access to information and standardising responses and processes
- **Gen AI tools:** Incorporation of platforms such as Magnific, OpenAI and GitHub to generate visual content aligned with the brand and enhance creativity and technological efficiency.



## *We present IAmM, our data and artificial intelligence hub*

We took a key step in our evolution towards becoming a data-driven company with the creation of IAmM, our data and artificial intelligence hub, a centre of excellence comprising nearly 100 professionals located at our headquarters in the Estrella Damm Old Brewery in Barcelona. IAmM promotes data and artificial intelligence projects in all areas of the company to optimise processes, improve operational efficiency and strengthen decision-making, consolidating a transformation based on robust technological architecture, a data-oriented culture and talent as a driver of innovation and sustainable growth for Damm.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

**IMPROVEMENT**

ENJOYMENT

IMPACT

REPORT

GRI CONTENT  
INDEX

## *Iamm Xperience: Exploring the potential of AI*

We organised Iamm Xperience, an event aimed at Damm employees to explore how artificial intelligence can transform our professional and personal lives. Over the two days we combined inspiration, hands-on learning and immersive experiences with talks from experts and members of our team on AI-based projects. This initiative reinforces our commitment to integrate AI and the use of data throughout the value chain, as key tools to continue innovating and growing.



## WE KEEP INVESTING TO CONTINUE GROWING

- **Refurbishment and expansion of the new beer and soft drinks production plant in Bedford**, United Kingdom, which includes the refurbishment of the brewing area, the implementation and start-up of the syrup plant and the installation of a new canning line with a capacity of 90,000 bph, to increase production capacity and improve the facilities.
- **Development of other maintenance, asset replacement and regulatory compliance projects** at several plants, aimed at ensuring the proper operation and safety of the facilities.

# €10.9<sub>M</sub>

invested in research, development and technological innovation, product development and digital transformation

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

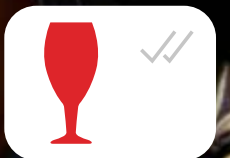
**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

# ENJOYMENT



We accompany people during  
their moments of leisure.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

# SPONSORSHIP & COLLABORATIONS

We have an active presence in numerous fields, allowing us to establish a wide range of collaborations and sponsorships linked to culture, gastronomy and sport. This involvement serves to strengthen our relationship with society and create platforms to share the values and commitments that represent us.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX



## Gastronomy

We promote Mediterranean cuisine locally and internationally.

### National events

- Tast a la Rambla
- El Nacional
- Mercat de Mercats
- Time Out Fest
- Andorra Taste
- Disfrutar
- Meat&Fire
- Alicante Gastronómica
- Mojácar 5 estrellas
- Burger LumberFest
- Alacroqueta
- Encuentro de los Mares
- Costa del Sol espeto competition

### International events

- Estrella Damm Top 50 Gastropubs Awards (United Kingdom)
- Asia's 50 Best Restaurants (South Korea)
- Les Lauriers (Canada)
- World's 50 Best Restaurants (Italy)
- National Restaurant Awards (United Kingdom)
- Taste Port Douglas (Australia)



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

## Culture

We promote culture through our involvement in cultural activities and events held nationwide.

### National events

- Primavera Sound
- La Mercè Festival
- Sónar
- Cruïlla Festival
- Vida Festival
- Canet Rock
- Brunch Electronik
- Cabró Rock
- Sant Jordi Musical
- Festival B
- MIRA
- Coordinadora de Colles Castelleres de Catalunya (CCCC)
- Festival Acústica
- Porta Ferrada
- Cap Roig
- Warm Up Estrella de Levante
- Spring Festival
- Rock Imperium Festival
- Cooltural Fest
- Murcia On
- Área 12
- Cartagena Suena
- La Mar de Músicas
- Fan Futura
- BSide Festival
- Animal Sound
- Welcome Estrella de Levante
- Fortaleza Sound
- Hermosa Fest
- FestiElx
- Festival Murmura
- Otoño y Sal
- Microsonidos
- La Laguna Sound
- Epicentro Cultural Mula
- Sala Garaje
- Sala REM
- Sala Mamba
- Sala The One
- Málaga Cinema Festival
- Espacio Cultural La Térmica
- Málaga Carnival
- Brisa Festival
- Brunch Electronik Málaga
- Weekend Beach Festival
- Pop Caac
- Degusta Fest
- Oleosónica

### International events

- Sonidos de Miami
- Grammis Awards, held in Stockholm (Sweden)



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX



## Sport

We are sponsors of leading clubs, and are involved at a range of different sporting events at the national and international level.

### Pickleball

- Pickle Pro Tour

### Football

- FC Barcelona
- Girona FC
- RCD Espanyol
- RCD Mallorca
- Real Sociedad
- Spanish National Football Team (men and women)
- Valencia FC
- UD Almería
- Elche CF
- CD Castellón
- CE Sabadell
- UD Ibiza
- Nàstic de Tarragona
- CE Europa
- UE Sant Andreu
- Federació Catalana de Futbol
- Real Murcia CF
- UCAM Murcia CB
- FC Cartagena
- Hércules de Alicante CF
- Jairis CB Women
- Alhama CF Women

### Sailing

- Ocean Race Cartagena
- Sailing Copa del Rey (Sailing Team)

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX



#### **Padel**

- Estrella Damm Padel Tour

#### **Basketball**

- Club Joventut Badalona
- Bàsquet Andorra
- Bàsquet Manresa
- Bàsquet Girona
- Bàsquet Menorca
- Cadí La Seu
- UNI Bàsquet Girona

#### **Tennis**

- Mutua Madrid Open
- ATP Mallorca
- Gonet Geneva Open

#### **Golf**

- LIV Golf UK
- LIV Golf Valderrama
- Betfred British Masters
- HP Grand Finals Mallorca

#### **Otros eventos**

- Anella Olímpica (events at Palau Sant Jordi and Estadi Olímpic)
- FGC ski resorts
- MWC Barcelona (Mobile World Congress Barcelona)

## *Special edition of Estrella Damm for the 125th anniversary of RCD Espanyol*

Estrella Damm, the official beer of RCD Espanyol, launched a special edition to commemorate the Blue and Whites' 125th anniversary, a commemorative bottle celebrating more than three decades of shared history between the two organisations. The launch highlighted Espanyol's history, identity and sentiment in a particularly significant year for the club.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

# VISITS AND ACTIVITIES AT OUR BREWERIES

Every year, the Estrella Damm Old Brewery, Estrella de Levante and Cervezas Victoria assemble a wide range of activities integrating sport, culture, gastronomy and initiatives linked to innovation. These events also allow us to give the public a closer look at the process of brewing our beers, offering a first-hand overview of how we work.

Brewery visitors in 2025

**16,828**

visitors to the Estrella Damm Old Brewery (Barcelona) and El Prat de Llobregat brewery

**6,230**

visitors to Estrella de Levante (Espinardo)

**8,336**

visitors to Cervezas Victoria (Malaga)



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

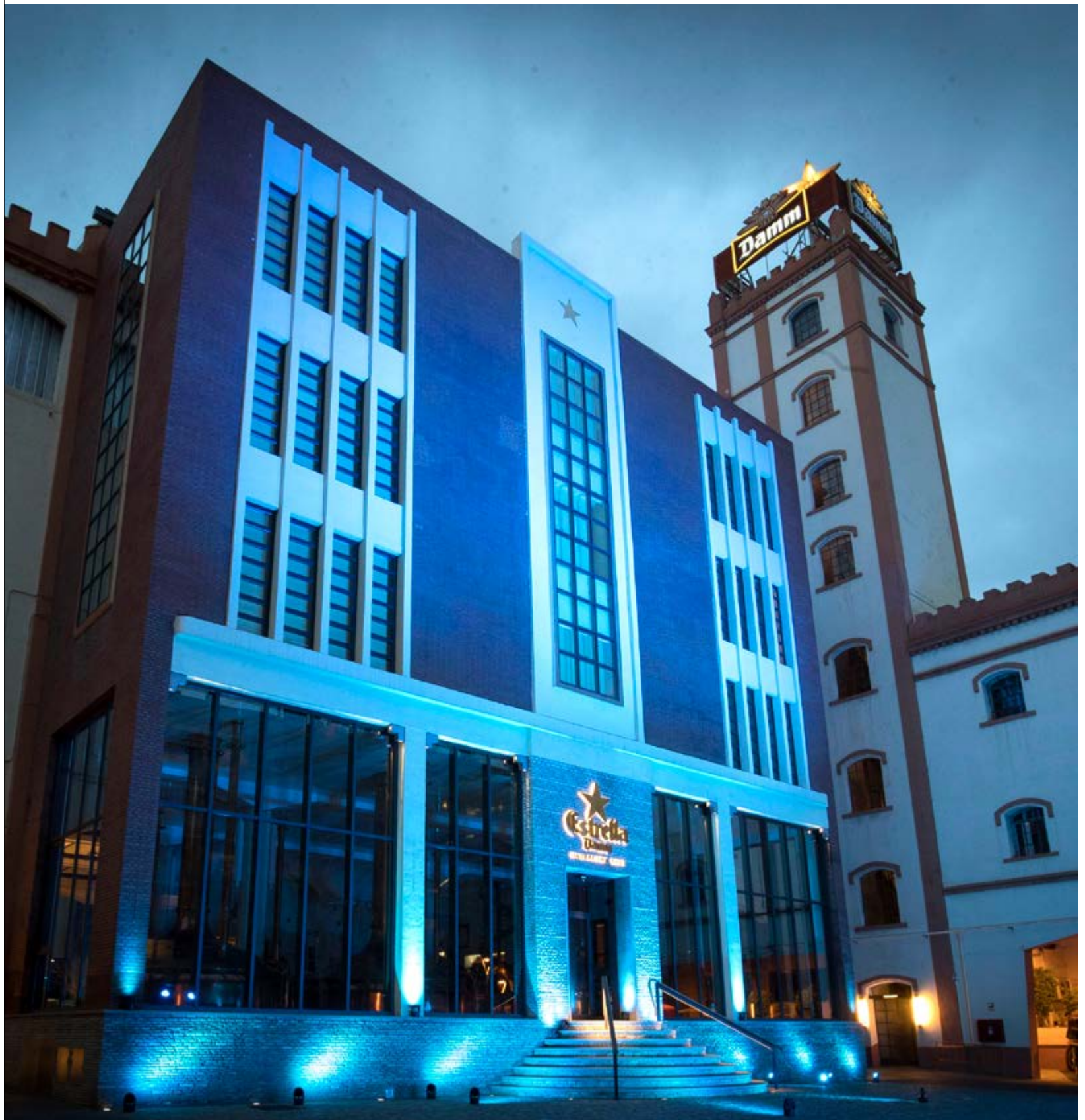
IMPACT

REPORT

GRI CONTENT  
INDEX

During the year, we lit up our  
façades to lend visibility and  
support to a range of initiatives.

The façades of the Estrella Damm Old Brewery (Barcelona), the El Prat de Llobregat Brewery (Barcelona), Cervezas Victoria (Málaga), Estrella de Levante (Espinardo) and Plataforma Continental (Madrid) were all lit up to mark the following days: International Women's Day, World Water Day, World Autism Day, World Recycling Day, World Environment Day, World Oceans Day, International Breast Cancer Awareness Day and World AIDS Day.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

## ESTRELLA DAMM OLD BREWERY

The Estrella Damm Old Brewery maintains its prominent role in Barcelona thanks to the great diversity of activities it hosts throughout the year. Culture, gastronomy, sports, charitable and even innovation-themed initiatives find a venue here. In addition, guided tours —covering both the facilities and the historical archive— remain one of the most popular outings for visitors in the city, whether residents, Spanish tourists or international visitors.

**106,000**  
attendees in 2025

**228**  
events held in 2025



### Main events in 2025

#### Cultural

- Sant Jordi Musical
- La Mercè
- FestiFest
- Time Out
- Fira de Segells Heliogàbel
- Sant Jordi de Nadal
- NetCom 2025
- GSMA Press Conference
- Diada Castellera Sagrada Família
- Start of the Casteller Season
- Radio Primavera Sound
- Gaudí Awards Festival
- Enderrock Sona
- Delicatessen Concerts
- Sónar press conference
- Cruilla press conference
- Canet Rock press conference
- Sona 9

#### Gastronomy

- Macarfi Act
- Àlbum Gourmet
- Kibuka

#### Sport

- Pickle Pro Tour presentation
- CF Damm presentation
- Panenkafest
- European Women's Football Gala
- Catalan Football Stars Gala
- SportBiz
- Marnaton
- Relats Solidaris de l'Esport
- Connecting Talks & Business Padel Tour
- Premis Periodisme Esportiu
- Presentation of the book *125 lluces del RCD Espanyol. El ADN del pionero*

#### Charity

- Federació Catalana de Futbol charity awards
- 19th edition of the book Relats Solidaris de l'Esport
- Relats Solidaris press conference

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

# ESTRELLA DE LEVANTE BREWERY

Visitors to the Estrella de Levante brewery have the chance to discover the whole brewing process, from malting the barley to final bottling, while also enjoying a tasting. Meanwhile, the Estrella de Levante Tasting Room inside the brewery hosts a wide range of events throughout the year.

**9,721**  
attendees in 2025

**141**  
events held in 2025



## Main events in 2025

### Cultural

- Sala de catas podcasts
- Open House Murcia
- La Barra
- Generación Estrella Awards
- Sala de Bandas
- Sala de Barras
- Secret Show Cooltural with La Habitación Roja

### Sport

- Aperitivos Deportivos con Estrella de Levante gatherings
- Inaugural event at Costa Cálida Región de Murcia Sport Business convention

### Gastronomy

- Sala de Autor
- Comersaciones

### Charity

- Charity snack with the Red Cross
- Christmas Market



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

# CERVEZAS VICTORIA BREWERY

The brewery opens its doors to reveal how Victoria beer is brewed, on a 90-minute tour of its facilities. These days it also serves as a meeting point hosting a range of cultural, sporting and culinary events.

**12,951**  
attendees in 2025

**80**  
events held in 2025



## Main events in 2025

### Cultural

- Diario Sur Aula de Cultura
- Cervezas Victoria concert season
- Renewal of the sponsorship agreement for the Malaga Carnival and Carnival Night
- Jazz Festival Concert
- Málaga Type
- Noche en Blanco

### Sport

- Pickle Pro Tour presentation
- Events with the Association of Sports Journalists of Malaga
- RFEF Sponsors Meet&Greet

### Gastronomy

- Dúo de Diez
- Andalusian Beer Pouring Competition Final
- Costa del Sol espeto competition presentation

### Other

- Technological Gatherings with El Español de Málaga
- Outstanding with Málaga Tech



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX

# FOLLOWERS ON SOCIAL MEDIA

Social media plays a fundamental role in our brand communication. We strive to cultivate strong relationships and offer quality content via these platforms, so as to provide gratifying experiences and build communities in harmony with our values.



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

**ENJOYMENT**

IMPACT

REPORT

GRI CONTENT  
INDEX



Followers

	f	x	ig	yt	in	tk	Followers
<b>DAMM</b>					189,242		<b>189,242</b>
<b>BEER</b>							
<b>Estrella Damm</b>	896,000	129,941	341,330	108,300		3,473	<b>1,479,044</b>
<b>Voll-Damm</b>	160,000	17,100	23,500	4,340		2,190	<b>207,130</b>
<b>Free Damm</b>	2,415	323	2,092	893		39	<b>5,762</b>
<b>Inedit</b>	27,000	5,035	6,673				<b>38,708</b>
<b>Daura</b>	51,000	725	5,949	8			<b>57,682</b>
<b>Damm Lemon</b>	8,279	87	1,695	1,254		9	<b>11,324</b>
<b>Complot</b>	1,027	412	1,924	294			<b>3,657</b>
<b>Estrella de Levante</b>	73,075	25,719	34,848	1,940	16,862	186	<b>152,630</b>
<b>Cervezas Victoria</b>	47,220	44,443	22,780	7,270	7,279		<b>128,992</b>
<b>Keler</b>	10,635	4,257	9,956	778	413		<b>26,039</b>
<b>Oro</b>	845	172	418	61			<b>1,496</b>
<b>Turia</b>	51,739	16,032	28,126	1,020	1,787	858	<b>99,562</b>
<b>Rosa Blanca</b>			10,200				<b>10,200</b>
<b>Xibeca</b>	557	555	1,926	651		41	<b>3,730</b>
<b>OTHER BEVERAGES</b>							
<b>Nestea</b>			12,200			14,700	<b>26,900</b>
<b>Fever-Tree</b>			10,200				<b>10,200</b>
<b>Parkour</b>			1,466			1,116	<b>2,582</b>
<b>LOGISTICS</b>							
<b>Pall-Ex Iberia</b>	849		386		2,841		<b>4,076</b>
<b>Alfil Logistics</b>					7,297		<b>7,297</b>
<b>Distribución Directa Integral</b>			4,439		6,364		<b>10,803</b>
<b>RESTAURANTS</b>							
<b>Rodilla</b>	114,000		29,510	379	9,400	2,865	<b>156,154</b>
<b>Hamburguesa Nostra</b>	75,000		24,900			500	<b>100,400</b>
<b>Jamaica Coffee</b>			1,350			680	<b>2,030</b>

Source: Data drawn from each of the social media platforms as at 31 December 2025.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

**IMPACT**

REPORT

GRI CONTENT  
INDEX

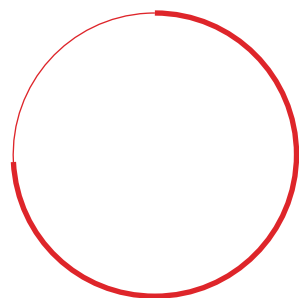
# IMPACT



# ECONOMIC RESULTS

Damm achieved robust results in the financial year 2025, supported by the prominent position of its broad portfolio of products and businesses, fulfilment of the guidelines of its strategic plan and the continued strengthening of its financial position.

## Asset structure



**74.3%**

### Fixed assets

20.9% Current assets

4.8% Cash and cash equivalents

In 2025, the Spanish economy grew above the euro zone average, driven by domestic demand, investment and the recovery of consumption. This growth was supported by moderate inflation and a dynamic labour market, with record levels of employment. The moderation of inflation, especially in the energy sector, has contributed to a more stable economic environment for companies and consumers, leading to the adoption of prudent monetary policy, with stable interest rates after the cuts initiated the previous year.

2025 was also another great year for tourism in Spain, with record numbers of visitors. These figures consolidate the country as a top-tier tourist destination, with the leadership of Damm's products representing a sound base for the development of its brands.

Within this context, Damm once again surpassed 2,000 million euros in turnover and achieved an operating profit of more than 173 million euros.

Regarding the revenues of Damm's beverage businesses, in global terms, the volumes achieved the previous year were maintained, highlighting the contribution of new brands and categories added to the product portfolio. We would once again this year emphasise the performance in both volume and public profile terms of Damm's operations on such international markets as the United

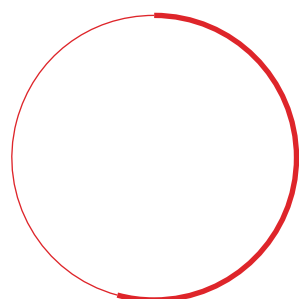
Kingdom, Portugal, China, United States and Canada, which together with the remaining countries are currently contributing 20% of the volume of beverage sales, with more than 500 employees focused solely on international operations.

Furthering the internationalisation strategy, one notable event in 2025 was the acquisition of the A Padaria Portuguesa chain, integrated into the restaurant business unit with more than 60 stores and over 900 employees in Portugal.

As for production costs, performance during 2025 was favourable in terms of the annual average. Raw material costs showed a slight downward trend, especially for grains such as malt, rice and maize. This reduction was partially offset by increases in packaging materials, mainly cardboard and plastic. On the other hand, logistics costs fell, driven both by the drop in energy prices and the implementation of an internal process of optimisation and reorganisation of Damm's logistics operations.

Marketing investment was higher than in the previous year, driven by the increase in marketing, trade marketing and sponsorship of high-visibility events, underpinning the Damm strategy of boosting the national and international development of its brands. Other operating expenses remained stable in overall terms.

## Liability structure



**54.2%**

### Net equity

21.7% Non-current liabilities

24.1% Current liabilities

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

**IMPACT**

REPORT

GRI CONTENT  
INDEX



The activities carried out throughout the year and the results obtained adequately fulfil Damm's main goal as a global beverage company, marketing and distributing its products in more than 130 countries, with constant and profitable growth that ensures sustainability and commitment to all stakeholders, including the workforce, customers, consumers, shareholders, supplier companies and society as a whole, alongside a clear vocation to protect the environment.

## Main financial figures

In millions of euros	2025	2024	Variation	Constant annual growth rate
				(Last 5 years) 2025 vs. 2020
<b>BALANCE SHEET FIGURES</b>				
Fixed assets	1,720	1,637	83	<b>3.5%</b>
Current assets	594	678	-84	<b>1.6%</b>
Total assets/liabilities	2,314	2,316	-2	<b>3.0%</b>
Net equity	1,254	1,328	-74	<b>4.6%</b>
Financial liabilities	258	237	21	<b>-10.2%</b>
Other liabilities*	802	751	51	<b>7.6%</b>
<b>INCOME STATEMENT FIGURES</b>				
Operating income	2,010	2,025	-15	<b>10.4%</b>
EBIT (operating profit)	173	188	-15	<b>37.7%</b>
Profit (loss) attributable to the parent company	155	175	-20	<b>31.1%</b>
Earnings per share (€/share)	0.6	0.7	-0.10	<b>30.3%</b>
<b>OTHER DATA AND INDICATORS</b>				
Accumulated industrial investments (since 2008)	1,492	1,452	40	<b>3.2%</b>
Level of net debt	11.51%	2.10%	9.4%	<b>-11.6%</b>
Number of shares (thousands)	268,939	270,876	-1,937	
Number of shares in treasury stock (thousands)	13,449	3,530	9,919	

\* In 2025-2024 this includes the balance of "Lease liabilities under IFRS 16".

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

**REPORT**

GRI CONTENT  
INDEX

# REPORT



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

**REPORT**

GRI CONTENT  
INDEX

# TECHNICAL DATA & MATERIALITY MATRIX

## PERIOD REVIEWED

2025 (from 1 January to 31 December).

## REFERENCE STANDARDS

This report has been drawn up on the basis of the GRI Standards (GRI 1: Foundations 2021).

## SCOPE

This information covers all the companies controlled and managed by Damm:

A Padaria Portuguesa, Lda; Agama Manacor 249; Aguas de San Martín de Veri, SL; Alfil Logistics, SA; Artesanía de la Alimentación, SL; Australia Damm; Bebidas Ugalde, SL; BecDamm, SL; Bizkaiko Edari Komertzialak, SL; Cafès Garriga 1850, SL; Cerbeleva, SL; Cervecera del Turia, SL; Cervezas Victoria 1928, SL; COCEDA, SL; COCEDA Portugal, SA; Comercial Mallorquina de Begudes, SLU; Corporación Económica Delta, SA; Damm 1876 LTD; Damm Atlántica, SL; Damm Brewery (Australia) Pty Ltd; Damm Brewery Sweden AB; Damm Canarias, SL; Damm Global Barcelona, SLU; Damm Italia, SRL; Damm Morocco, SASU; Damm Restauración, SL; Damm Taiwan/Taipei; DDI Canal Impulso, SL; DDI Nexia, SL; DDI Provea, SL; Dismenorca, SL; Distrialmo, SL; Distribución Directa Integral, SL; Distribuciones de Begudes de Marina

Alta, SL; Distribuidora de Begudes Movi, SL; DistriDamm, SL; El Obrador de HN, SL; Envasadora Mallorquina de Begudes, SL; Estrella Damm Chile SpA; Estrella Damm Guinea Ecuatorial, SL; Estrella Damm Services Canada, Inc; Estrella Damm Trading Co, Ltd; Estrella Damm US Corporation; Estrella de Levante, SA; Gasteiz Banaketa Integrala, SL; Gestión Fuente Liviana, SL; Intercervecera, SL; Maltería La Moravia, SL; Minerva Global Services, SL; Nabrisa Distribuciones, SL; Nennisiwok, SL; Nostra Restauración, SLU; Pallex Iberia, SL; Plataforma Continental, SL; Pumba Logística, SL; Rodilla Sánchez, SL; Rodilla Sánchez, US, LLC; Rumbosport, SL; SA Damm; Sadiga; Setpoint Events, SA.

This exercise was conducted in line with the requirements and recommendations of the Universal Standard GRI 3: Material Topics 2021

The analysis was approached as an update to the materiality study conducted in 2021, which covered a comprehensive consultation process involving almost 150 internal and external Damm partners. Individual online interviews were conducted to produce this study with executive figures from Damm and external partners. Each interview included a dual quantitative and qualitative evaluation of the impact topics by means of a quantitative survey and open, exploratory questions to elicit shades of perception in each case.

During 2025, an update of the double materiality analysis was begun, to comply with the new CSRD requirements. Following its completion, the results will be used as the basis for the next reporting period.

## CONTACT POINT

comunicacion@damm.com

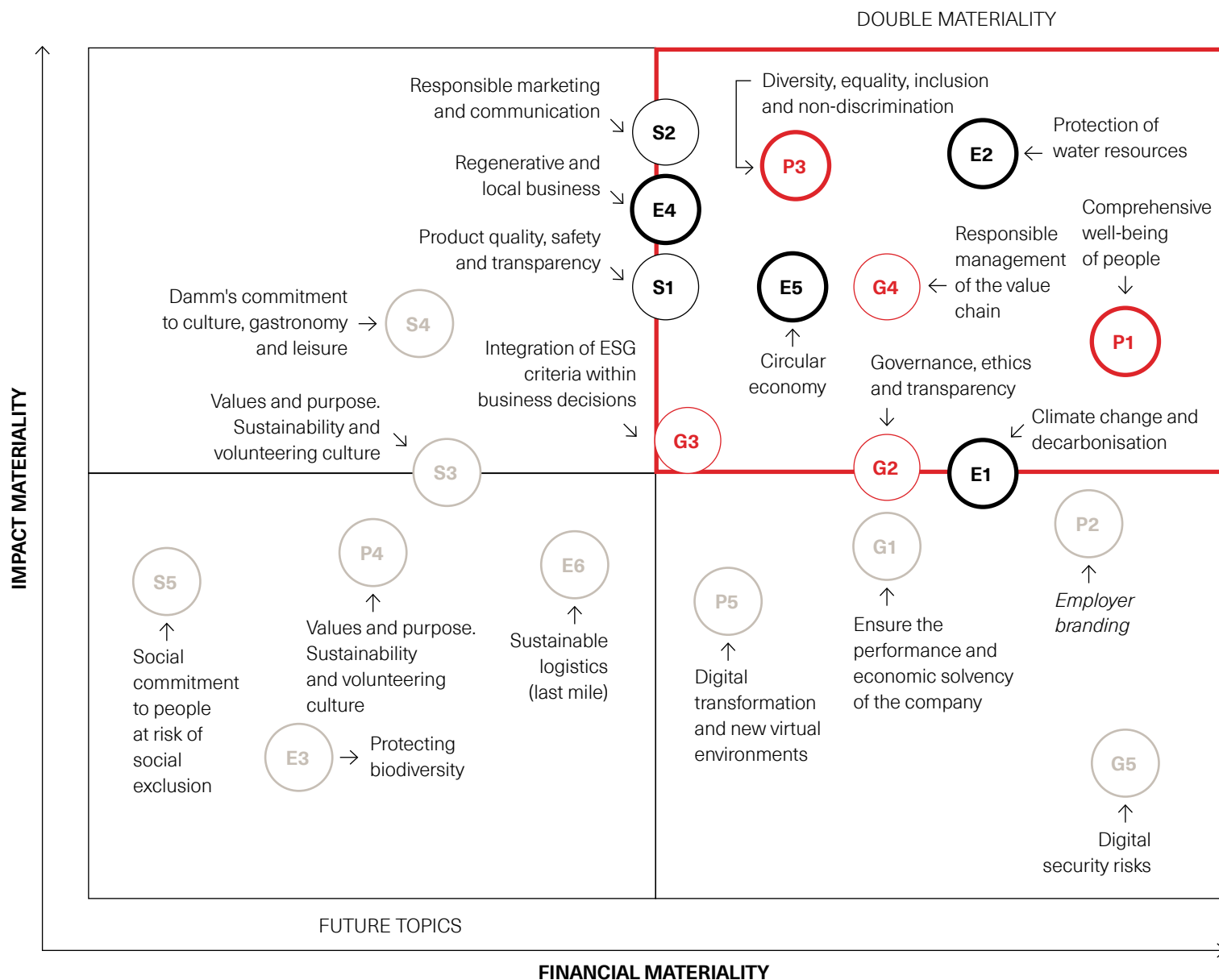
## DOUBLE MATERIALITY ANALYSIS

In 2023 we updated the materiality analysis, incorporating the double materiality perspective, which covers both financial materiality and impact materiality. Financial materiality is the impact of the environment on development, performance and evaluation of the business, while impact materiality is the level of the organisation's impact on the environmental, social and economic context.



## DOUBLE MATERIALITY MATRIX

- People
- Environment
- Governance
- Social commitment



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

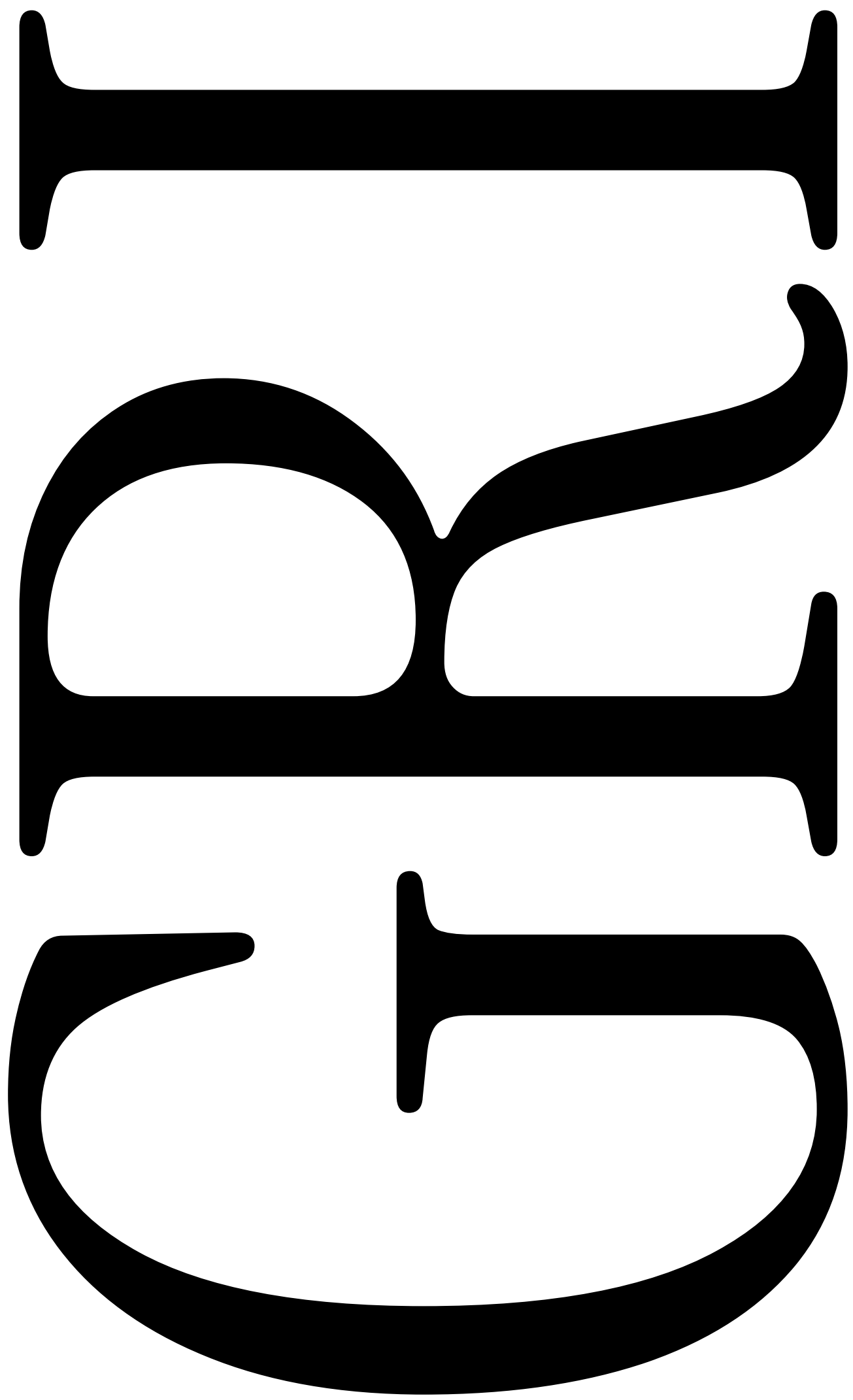
IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**



LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

**GRI CONTENT INDEX**

Statement of use	Damm has presented the information cited in this GRI content index for the period from January 1 to December 31, 2025, using the GRI Standards as a reference.
GRI 1 Used	GRI 1: Fundamentals 2021

GRI STANDARD INDICATOR	PAGE/DIRECT ANSWER
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**GRI 2 GENERAL DISCLOSURES 2021**

THE ORGANIZATION AND ITS REPORTING PRACTICES

2-1 Organizational details	10, 16-18, 122
-------------------------------	----------------

2-2 Entities included in the organization's sustainability reporting	122
---	-----

2-3 Reporting period, frequency and contact point	Annual
--	--------

ACTIVITIES AND WORKERS

2-6 Activities, value chain and other business relationships	40-66, 90-93
---	--------------

Activity Sectors	Customers Typology
<b>Beverages (beers, waters and soft drinks) and food (dairy products)</b>	<b>Clients.</b> Based on the distribution channel: major hospitality accounts (organized restaurant chains and collectives), traditional hospitality (distribution companies), major food accounts (national and regional supermarkets, cash-and-carry, and wholesalers), and online sales (individual customers purchasing products through Damm Shop). Based on the retail customer, there are two consumption categories: food for off-premise consumption and hospitality for on-premise consumption. These categories are further divided into two types of clients: independent (the majority of establishments in Spain) and organized (clients in the major hospitality accounts channel). <b>Consumers.</b> End consumers of the products.
<b>Restaurants</b>	<b>Franchises.</b> Individual or legal person who has the right to market and exploit the brand. <b>Consumers.</b> Final consumers of the products at the establishments.
<b>Logistics and capillary distribution services</b>	<b>Customers.</b> Companies from different sectors and other logistics operators.
<b>Event management</b>	<b>Clients.</b> Companies or organizations that wish to organize competitions and sporting or cultural events of any kind.

2-7 Employees	20, 21
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Workforce as at 31 December		2023	2024	2025
Own personal	Food and beverages	3,012	2,858	3,039
	Logistics and distribution	1,443	1,364	1,229
	Restaurants	1,131	1,188	2,115
	Event management	39	13	10
<b>Damm</b>		<b>5,625</b>	<b>5,423</b>	<b>6,393</b>

Workforce by hire type and gender (as at 31 December)	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
<b>% Permanent</b>	<b>94%</b>	<b>94%</b>	<b>94%</b>	<b>98%</b>	<b>100%</b>	<b>97%</b>	<b>97%</b>	<b>97%</b>	<b>98%</b>	<b>100%</b>	<b>90%</b>	<b>96%</b>	<b>98%</b>	<b>76%</b>	<b>100%</b>
<b>Permanent</b>	<b>5,315</b>	<b>2,819</b>	<b>1,353</b>	<b>1,104</b>	<b>39</b>	<b>5,271</b>	<b>2,768</b>	<b>1,328</b>	<b>1,162</b>	<b>13</b>	<b>5,728</b>	<b>2,912</b>	<b>1,200</b>	<b>1,606</b>	<b>10</b>
Men	3,575	2,105	1,096	346	28	3,495	2,043	1,082	362	8	3,679	2,128	986	559	6
Women	1,740	714	257	758	11	1,776	725	246	800	5	2,049	784	214	1,047	4
<b>Temporary</b>	<b>310</b>	<b>193</b>	<b>90</b>	<b>27</b>	<b>0</b>	<b>152</b>	<b>90</b>	<b>36</b>	<b>26</b>	<b>0</b>	<b>665</b>	<b>127</b>	<b>29</b>	<b>509</b>	<b>0</b>
Men	233	133	87	13	0	97	52	33	12	0	295	73	28	194	0
Women	77	60	3	14	0	55	38	3	14	0	370	54	1	315	0

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

Workforce by workday type and gender (as at 31 December)	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
<b>% Full-time</b>	<b>84%</b>	<b>97%</b>	<b>97%</b>	<b>33%</b>	<b>100%</b>	<b>82%</b>	<b>94%</b>	<b>97%</b>	<b>34%</b>	<b>92%</b>	<b>83%</b>	<b>97%</b>	<b>98%</b>	<b>54%</b>	<b>100%</b>
<b>Full-time</b>	<b>4,720</b>	<b>2,913</b>	<b>1,398</b>	<b>370</b>	<b>39</b>	<b>4,422</b>	<b>2,683</b>	<b>1,323</b>	<b>404</b>	<b>12</b>	<b>5,297</b>	<b>2,939</b>	<b>1,204</b>	<b>1,144</b>	<b>10</b>
Men	3,544	2,215	1172	129	28	3,262	2,001	1,104	149	8	3,616	2,174	1,003	433	6
Women	1,176	698	226	241	11	1,160	682	219	255	4	1,681	765	201	711	4
<b>Part-time</b>	<b>905</b>	<b>99</b>	<b>45</b>	<b>761</b>	<b>0</b>	<b>1,001</b>	<b>175</b>	<b>41</b>	<b>784</b>	<b>1</b>	<b>1,096</b>	<b>100</b>	<b>25</b>	<b>971</b>	<b>0</b>
Men	264	23	11	230	0	330	94	11	225	0	358	27	11	320	0
Women	641	76	34	531	0	671	81	30	559	1	738	73	14	651	0

Workforce by gender and age group (as at 31 December)	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
<b>Men</b>	<b>3,808</b>	<b>2,238</b>	<b>1,183</b>	<b>359</b>	<b>28</b>	<b>3,592</b>	<b>2,095</b>	<b>1,115</b>	<b>374</b>	<b>8</b>	<b>3,974</b>	<b>2,201</b>	<b>1,014</b>	<b>753</b>	<b>6</b>
< 25 years	309	120	46	142	1	235	60	32	143	0	461	112	45	304	0
26-35 years	670	388	168	109	5	649	393	143	113	0	899	479	168	251	1
36-45 years	1,129	727	329	64	9	990	607	314	64	5	1,072	685	269	115	3
46-55 years	1,114	678	404	26	6	1,150	723	386	39	2	1,105	699	351	54	1
56-65 years or more	586	325	236	18	7	568	312	240	15	1	437	226	181	29	1
<b>Women</b>	<b>1,817</b>	<b>774</b>	<b>260</b>	<b>772</b>	<b>11</b>	<b>1,831</b>	<b>763</b>	<b>249</b>	<b>814</b>	<b>5</b>	<b>2,419</b>	<b>838</b>	<b>215</b>	<b>1,362</b>	<b>4</b>
< 25 years	313	45	7	261	0	303	34	6	263	0	568	56	7	505	0
26-35 years	459	200	42	211	6	456	188	28	238	2	679	243	24	410	2
36-45 years	497	261	79	155	2	464	241	69	153	1	573	267	66	239	1
46-55 years	421	211	98	110	2	478	238	115	124	0	480	225	93	161	1
56-65 years or more	127	57	34	35	1	130	61	31	36	2	119	47	25	47	0

Women by professional category (as at 31 December)	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
Board and senior management	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	12	8	0	4	0	12	6	1	5	0	18	9	0	9	0
Specialised staff and middle managers	663	421	76	157	9	625	336	78	208	3	635	352	52	228	3
Administrative staff and commercial	346	168	168	8	2	408	239	160	7	2	565	252	140	172	1
Supporting Workforce	795	177	15	603	0	786	182	10	594	0	1,201	225	23	953	0

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

<b>GOVERNANCE</b>				
2-9	15			
Governance structure and composition				
2-11	15			
Chair of the highest governance body				
2-15	14			
Conflict of interest				
<b>STRATEGY, POLICIES AND PRACTICES</b>				
2-22	3, 4, 12, 13			
Statement on sustainable development strategy				
2-24	Mainstreaming is based on the principle of "mainstreaming" commitments and policies at all levels and activities of SA Damm and companies Dependent.			
Embedding policy commitments				
2-26	14			
Mechanisms for seeking advice and raising ethical concerns				
2-28	94, 95			
Membership associations				
<b>STAKEHOLDER ENGAGEMENT</b>				
2-29	The identification of Damm's interest groups has been carried out based on the following criteria: dependency (those who depend on the activities, products or services or on whom they depend to continue their activities), responsibility (either of the commercial, legal, operational, social, etc.), proximity (those who are in the most local environment) and influence (those who can generate an impact on the strategy or business).			
2-30	<b>Employees covered by collective bargaining agreements by country</b>			
Collective bargaining agreements		<b>2023</b>	<b>2024</b>	<b>2025</b>
Spain		100%	100%	100%
Portugal		100%	100%	100%
Andorra		100%	100%	100%
United Kingdom <sup>1</sup>		ND	30%	35%
United States <sup>2</sup>		100%	100%	100%
China		100%	100%	100%
Chile		100%	100%	100%
(1) In the United Kingdom, the collective agreement applies to employees whose working conditions are not individually agreed.				
(2) In the United States, most male and female employees are hired on the "Employment at Will" basis, which implies that the parties acknowledge and agree that the employment is for an unspecified duration and constitutes "at will" employment.				
<b>MATERIAL TOPICS 2021</b>				
3-1	122			
Process to determine material topics				
3-2	123			
List of material topics				

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

**MATERIAL TOPICS**

GRI STANDARD  
INDICATOR                      PAGE/DIRECT ANSWER

**ECONOMIC TOPICS**

GRI 204: PROCUREMENT PRACTICES (2016)

GRI 3-3 Management  
of material topics                      90-93

201-1 Proportion of  
spending on local  
suppliers                                      90

GRI 205: ANTI CORRUPTION (2016)

GRI 3-3 Management  
of material topics                      15

205-3 Confirmed  
incidents  
of corruption and actions  
taken                                      In 2025, no confirmed corruption cases have been registered at Damm companies.

Q5. DIGITAL TRANSFORMATION

GRI 3-3 Management  
of material topics                      23, 101-104

**ENVIRONMENTAL TOPICS**

GRI 301: MATERIALS (2016)

GRI 3-3 Management  
of material topics                      68, 69, 70-73

301-1 Materials used  
by weight or volume                      73

<b>Materiales y materias primas utilizados (t)</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Beer and soft drinks<sup>1</sup></b>	Raw materials for beer (malt, rice, corn, barley in process, and hops)	213,444	222,168	223,061
	Materials for beer and soft drinks (glass, aluminum, steel, paper/cardboard, and plastic)	158,607	166,233	151,717 <sup>2</sup>
<b>Water</b>	Packaging materials for water (PE and PET plastics, paper/cardboard, aluminum, and steel)	6,526	7,634	7,812
<b>Grupo Rodilla and Hamburguesa Nostra (kitchens)</b>	Raw materials (meat and ingredients)	1,630	1,654	1,607
	Materials (trays, cellophane, film, and bands)	32	30	33
<b>Grupo Rodilla and Hamburguesa Nostra (own establishments)</b>	Materials (paper, cardboard, plastic, aluminum, wood, fiber, and others)	237	301 <sup>3</sup>	319
<b>A Padaria Portuguesa<sup>4</sup></b>	Raw materials	-	-	5,942
	Materials	-	-	467

(1) The data include the factories of El Prat de Llobregat, El Puig, Santarém (Portugal) and Estrella de Levante.

(2) The variation is due to the fact that in 2024 co-packing data were mistakenly included, while in 2025 only own data have been considered.

(3) The 2024 values have been adjusted following a review of the applied calculation criteria.

(4) Only 2025 data are reported, as the company was not part of the group in 2024.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

GRI 302: ENERGY (2016)

302-3 Energy intensity		84		2023	2024	2025
<b>Energy consumption</b>						
<b>Beer</b> (MJ/hl packaged)	Electrical energy			37.50	37.04	38.97
	Thermal energy			71.47	71.72	73.19
	<b>Total</b>			108.97	108.76	112.16
<b>Water and soft drinks</b> (MJ /hl packaged)	Electrical energy			17.87	19.09	19.35
	Thermal energy			16.11	16.81	18.67
	<b>Total</b>			33.98	35.90	38.02
<b>Malt</b> (MJ /t produced)	Electrical energy			507.50	505.77	516.34
	Thermal energy			2,735.81	2,864.02	2,840.06
	<b>Total</b>			3,243.31	3,369.79	3,356.40
<b>Alfil Logistics</b> (MJ /pallet moved)	Electrical energy			2.01	1.70	2.01
	Thermal energy			1.48	1.59	1.48
	<b>Total</b>			3.49	3.29	3.49
<b>Grupo Rodilla and Hamburguesa Nostra – Kitchens</b> (MJ /kg produced)	Electrical energy			1.21	1.17	0.33
	Thermal energy <sup>1</sup>			0.20	0.18	0.16
	<b>Total</b>			1.41	1.35	0.49
<b>Grupo Rodilla and Hamburguesa Nostra – Own establishments</b> (MJ/n.º tickets)	Electrical energy <sup>2</sup>			3.10	3.08	3.10 <sup>3</sup>
	Thermal energy <sup>4</sup>			11.72	10.39	10.54 <sup>5</sup>
	<b>Total</b>			14.82	13.47	13.64
<b>Dairy</b> <sup>6</sup> (MJ /hl packaged)	Electrical energy			80.84	73.96	128.11
	Thermal energy			124.74	118.30	106.84
	<b>Total</b>			205.58	192.26	234.95

(1) There is no thermal energy consumption at El Obrador de Hamburguesa Nostra, SL.

(2) The electricity consumption of Grupo Rodilla's own establishments accounts for 71% of the total in 2025 and 78% in 2024.

(3) An estimate has been made for the months of November and December due to lack of data.

(4) Natural gas consumption in 2025 and 2024 corresponds to 5 and 4 sites, respectively, representing 100% of the establishments with gas consumption, and the increase recorded is mainly due to higher consumption associated with the expansion of the reporting perimeter in 2025.

(5) An estimate has been made for the month of December due to lack of data.

(6) The 2024 data include Cacaolat and Agama, while the 2025 data only include Agama, which explains the variability in the data.

Note: The electricity consumed at the headquarters (c/ Rosselló, 515, 08025 Barcelona) amounted to 1,471 MWh in 2024 and 1,463.24 MWh in 2025.

302-4 Reduction of  
energy consumption

84

GRI 303: WATER (2018)

GRI 3-3 Management  
of material topics

68, 69, 77-80

303-1 Interaction with  
water as a shared  
resource

68, 69, 77-80

303-3 Water withdrawal by source	79		2023	2024	2025
		<b>Water consumption by source (m<sup>3</sup>)</b>			
		<b>Beer</b>	<b>6,465.012</b>	<b>6,036.426</b>	<b>6,125.483</b>
		Water from the municipal supply	128,540	250,585	288,286
		Groundwater	6,336.472	5,785.841	5,837.197
		<b>Water and soft drinks</b>	<b>1,206.384</b>	<b>1,293.013</b>	<b>1,295.000</b>
		Water from the municipal supply	3,812	1,364	1,663
		Groundwater and spring water	1,202.572	1,291.649	1,293.337
		<b>Malt houses<sup>1</sup></b>	<b>517,439</b>	<b>558,424</b>	<b>541,060</b>
		Surface waters (canal)	385,829	399,431	397,449
		Groundwater	130,513	157,632	142,155
		Water from the municipal supply	1,097	1,361	1,456
		<b>Alfil Logistics</b>	<b>13,344</b>	<b>9,651</b>	<b>6,684</b>
		Water from the municipal supply	13,344	9,651	6,684
		<b>Grupo Rodilla and Hamburguesa Nostra (kitchens)</b>	<b>4,413</b>	<b>4,499</b>	<b>4,345</b>
		Water from the municipal supply	4,413	4,499	4,345
		<b>Grupo Rodilla and Hamburguesa Nostra (own establishments)<sup>2</sup></b>	<b>17,171</b>	<b>20,950</b>	<b>22,830</b>
		Water from the municipal supply	17,171	20,950	22,830
		<b>A Padaria Portuguesa<sup>3</sup></b>	-	-	<b>87,780</b>
		Water from the municipal supply	-	-	87,780
		<b>Dairy<sup>4</sup></b>	<b>535,601</b>	<b>454,002</b>	<b>33,340</b>
		Water from the municipal supply	4,239	448,642	0
		Groundwater	531,362	5,360	33,340

(1) The water consumption of malting includes only Maltería La Moravia, SL.; therefore, the malting facility within the Estrella de Levante factory (Espinardo) is not included.

(2) The water consumption of Grupo Rodilla's own establishments accounts for 34% of the total in 2024 and 37% of the total in 2025.

(3) Only 2025 data are reported, as the company was not part of the group in 2024.

(4) The percentage difference in the data is due to the fact that the 2024 data include Agama and Cacaolat, while the 2025 data only include Agama.

Note: Water consumption at the headquarters (c/ Rosselló, 515, 08025 Barcelona) was 4,220 m<sup>3</sup> in 2024 and 4,280.00 m<sup>3</sup> in 2025.

## GRI 305: EMISSIONS (2016)

305-4 GHG emissions intensity	87		2023	2024	2025
		<b>Greenhouse Gas Emissions Intensity</b>			
		<b>(Direct greenhouse gas emissions and indirect greenhouse gas emissions from imported electricity)</b>	0.1202	0.1267	0.1243
		<b>Malt</b> (t CO <sub>2</sub> eq./t produced)	0.0032	0.0036	0.0035
		<b>Beer</b> (t CO <sub>2</sub> eq./hl packaged)	0.0009	0.0009	0.0010
		<b>Water and soft drinks</b> (t CO <sub>2</sub> eq./hl packaged)	0.00009	0.00011	0.00008
		<b>Alfil Logistics</b> (t CO <sub>2</sub> eq./moved pallet)	0.00014	0.00014	0.00010
		<b>DDI</b> (t CO <sub>2</sub> eq./per cases delivered to customers)	0.83228	0.55710	0.52805
		<b>CEE</b> (t CO <sub>2</sub> eq./MWh of energy generated)	0.00001	0.00001	0.00005
		<b>Grupo Rodilla and Hamburguesa Nostra – Kitchens</b> (t CO <sub>2</sub> eq./kg produced)	0.00059	0.00067	0.00053
		<b>Grupo Rodilla and Hamburguesa Nostra – Own establishments</b> (t CO <sub>2</sub> eq./no. of tickets)	0.0063	0.0062	0.0004
		<b>Dairy</b> (t CO <sub>2</sub> eq./hl packaged)			

305-5 Reduction of GHG  
emissions 81-86

305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ) and other significant air emissions		<b>Other emissions into the atmosphere (NO<sub>x</sub>) (g/hl packaged)</b>	2023	2024	2025
		COCEDA (El Prat de Llobregat)	5.93	4.98	6.24
		Estrella de Levante (Espinardo)	5.97	3.51	4.47
		COCEDA (El Puig)	4.61	3.87	4.57
		COCEDA (Salem)	1.35	1.16	0.45
		Gestión Fuente Liviana (Huerta del Marquesado)	0.47	0.39	0.15
		Aguas de San Martín de Veri (Bisaurri y El Run)	0.50	0.42	0.41
		COCEDA Portugal (Santarém)	4.18	3.86	5.07
		Cervezas Victoria (Málaga)	10.78	7.35	9.27
		Obrador de Rodilla	4.05	3.73	3.65

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

GRI 306: WASTE (2020)

GRI 3-3 Management of material topics 68, 69, 74-76

306-1 Waste generation and significant waste-related impacts 68, 69, 74-76

306-2 Management of significant waste-related impacts 68, 69, 74-76

306-3 Waste generated 76

306-4 Waste diverted from disposal

306-5 Waste directed to disposal

Waste generation (t)		Non-recoverable waste	Recoverable waste	Total	Toxic and hazardous waste <sup>1</sup>
<b>2025</b>	Beer	530 <sup>1</sup>	25,669	<b>26,199</b>	161
	Soft drinks	66	2,284 <sup>2</sup>	<b>2,350</b>	67
	Water	10	697	<b>707</b>	5
	<b>Total</b>	<b>606</b>	<b>28,650</b>	<b>29,256</b>	<b>233</b>
	<b>2024</b>	Beer	415	25,717	<b>26,132</b>
	Soft drinks	59	1,077	<b>1,136</b>	55
	Water	11	683	<b>694</b>	3
	Dairy <sup>3</sup>	28	1,174	<b>1,202</b>	7
	<b>Total</b>	<b>513</b>	<b>28,651</b>	<b>29,164</b>	<b>215</b>
<b>2023</b>	Beer	419	26,130	<b>26,549</b>	156
	Soft drinks	66	2,404	<b>2,470</b>	46
	Water	12	745	<b>757</b>	6
	Dairy	35	1,351	<b>1,386</b>	9
	<b>Total</b>	<b>532</b>	<b>30,630</b>	<b>31,162</b>	<b>218</b>

*Beer* includes COCEDA (El Prat de Llobregat, El Puig and Salem), COCEDA Portugal, Estrella de Levante and Cervezas Victoria; *Soft drinks* include COCEDA (Salem); *Water* includes Aguas de San Martín de Veri (Bisaurri and El Run) and Gestión Fuente Liviana.

(1) The variation is due to an improvement in data collection.

(2) The variation is due to an increase in production at the Salem factory.

(3) This indicator is no longer reported in the current financial year, as it is not considered material in accordance with the current scope and materiality analysis.

Waste generation in Grupo Rodilla and Hamburguesa Nostra (t) (kitchens)	2023	2024	2025
Toxic and hazardous waste	0.79	0.81	1.201 <sup>1</sup>
Non-hazardous waste	61.16	81.65	85.57
Recoverable waste	35.01	35.27	39.10

(1) The increase is due to specific waste removal activities and extraordinary maintenance works, which generated higher-than-usual volumes.

Waste generation in Grupo Rodilla and Hamburguesa Nostra (t) (own establishments) <sup>1</sup>	2023	2024	2025
Toxic and hazardous waste	0.00	0.00	0.00
Non-hazardous waste	69.04	63.93 <sup>2</sup>	68.93
Recoverable waste	154.29	184.00	200.05

(1) The data includes the waste generated in 100% of the establishments of Rodilla, Café de Indias and Hamburguesa Nostra.

(2) The values have been adjusted following a review of the applied calculation criteria.

Waste generation in A Padaria Portuguesa (t) <sup>1</sup>	2023	2024	2025
Toxic and hazardous waste	-	-	0
Non-hazardous waste	-	-	230.45
Recoverable waste	-	-	40.87

(1) Since the available waste generation data correspond to 2024, an estimate has been made for 2025 based on those values, adjusting them according to the number of tickets (sales) recorded in 2025. Furthermore, efforts will be made to improve the data collection system in order to provide more accurate information in future reports.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT (2016)

GRI 3-3 Management of material topics 92

308-1 New suppliers that were screened using environmental criteria 92

**SOCIAL TOPICS**

GRI 401: EMPLOYMENT (2016)

GRI 3-3 Management of material topics 20, 21

401-1 New employee hires and employee turnover 20, 21

	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
New employee hires by gender and age group (as at 31 December)															
<b>Men</b>	<b>1,570</b>	<b>625</b>	<b>582</b>	<b>361</b>	<b>2</b>	<b>1,261</b>	<b>360</b>	<b>492</b>	<b>372</b>	<b>37</b>	<b>1,424</b>	<b>545</b>	<b>478</b>	<b>400</b>	<b>1</b>
< 25 years	472	129	109	234	0	419	78	90	235	16	547	169	101	277	0
26-35 years	481	222	153	104	2	353	124	111	102	16	405	158	144	102	1
36-45 years	298	126	152	20	0	271	85	153	29	4	245	122	108	15	0
46-55 years	240	120	118	2	0	168	59	102	6	1	182	84	92	6	0
56-65 years or more	79	28	50	1	0	50	14	36	0	0	45	12	33	0	0
<b>Women</b>	<b>968</b>	<b>209</b>	<b>51</b>	<b>706</b>	<b>2</b>	<b>909</b>	<b>148</b>	<b>54</b>	<b>702</b>	<b>5</b>	<b>977</b>	<b>234</b>	<b>29</b>	<b>713</b>	<b>1</b>
< 25 years	493	57	7	429	0	443	44	7	387	5	580	81	4	495	0
26-35 years	260	74	11	173	2	284	51	4	229	0	237	87	6	143	1
36-45 years	140	53	15	72	0	117	37	22	58	0	87	34	9	44	0
46-55 years	63	21	16	26	0	60	14	19	27	0	62	30	10	22	0
56-65 years or more	12	4	2	6	0	5	2	2	1	0	11	2	0	9	0
<b>Total</b>	<b>2,538</b>	<b>834</b>	<b>633</b>	<b>1,067</b>	<b>4</b>	<b>2,170</b>	<b>508</b>	<b>546</b>	<b>1,074</b>	<b>42</b>	<b>2,401</b>	<b>779</b>	<b>507</b>	<b>1,113</b>	<b>2</b>
<b>New employee hires index</b>	<b>45%</b>	<b>28%</b>	<b>44%</b>	<b>94%</b>	<b>10%</b>	<b>40%</b>	<b>18%</b>	<b>40%</b>	<b>90%</b>	<b>323%</b>	<b>38%</b>	<b>26%</b>	<b>41%</b>	<b>53%</b>	<b>20%</b>

	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
Employee voluntary turnover by gender and age group (as at 31 December)															
<b>Men</b>	<b>408</b>	<b>133</b>	<b>69</b>	<b>203</b>	<b>3</b>	<b>532</b>	<b>168</b>	<b>138</b>	<b>201</b>	<b>25</b>	<b>548</b>	<b>149</b>	<b>159</b>	<b>240</b>	<b>0</b>
< 25 years	122	7	7	107	1	155	9	15	124	7	210	18	38	154	0
26-35 years	131	36	12	81	2	153	50	31	61	11	168	58	43	67	0
36-45 years	95	55	27	13	0	111	54	40	13	4	110	45	47	18	0
46-55 years	46	28	17	1	0	75	31	42	2	0	53	25	27	1	0
56-65 years or more	14	7	6	1	0	38	24	10	1	3	7	3	4	0	0
<b>Women</b>	<b>510</b>	<b>80</b>	<b>18</b>	<b>412</b>	<b>0</b>	<b>523</b>	<b>69</b>	<b>31</b>	<b>418</b>	<b>5</b>	<b>554</b>	<b>76</b>	<b>14</b>	<b>464</b>	<b>0</b>
< 25 years	260	9	1	250	0	252	10	2	238	2	315	15	2	298	0
26-35 years	155	31	3	121	0	171	28	4	138	1	151	33	3	115	0
36-45 years	57	23	5	29	0	59	19	11	28	1	61	18	5	38	0
46-55 years	33	16	8	9	0	32	8	10	13	1	25	10	4	11	0
56-65 years or more	5	1	1	3	0	9	4	4	1	0	2	0	0	2	0
<b>Total</b>	<b>918</b>	<b>213</b>	<b>87</b>	<b>615</b>	<b>3</b>	<b>1055</b>	<b>237</b>	<b>169</b>	<b>619</b>	<b>30</b>	<b>1,102</b>	<b>225</b>	<b>173</b>	<b>704</b>	<b>0</b>
<b>Employee turnover rate</b>	<b>16.3%</b>	<b>7.1%</b>	<b>6.0%</b>	<b>54.4%</b>	<b>7.7%</b>	<b>19%</b>	<b>8%</b>	<b>12%</b>	<b>52%</b>	<b>231%</b>	<b>17%</b>	<b>7%</b>	<b>14%</b>	<b>33%</b>	<b>0%</b>

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

401-3 Parental leave 31

	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
<b>Retention rate</b>															
<b>Number of employees that took parental leave</b>	<b>188</b>	<b>125</b>	<b>43</b>	<b>19</b>	<b>1</b>	<b>243</b>	<b>139</b>	<b>61</b>	<b>41</b>	<b>2</b>	<b>218</b>	<b>113</b>	<b>42</b>	<b>62</b>	<b>1</b>
Men	140	95	39	5	1	161	98	53	8	2	144	79	37	27	1
Women	48	30	4	14	0	82	41	8	33	0	74	34	5	35	0
<b>Number of employees that returned to work after parental leave ended</b>	<b>188</b>	<b>125</b>	<b>43</b>	<b>19</b>	<b>2</b>	<b>239</b>	<b>137</b>	<b>60</b>	<b>40</b>	<b>2</b>	<b>210</b>	<b>112</b>	<b>42</b>	<b>55</b>	<b>1</b>
Men	140	95	39	5	1	160	98	52	8	2	143	79	37	26	1
Women	48	30	4	14	0	79	39	8	32	0	67	33	5	29	0
<b>Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work</b>	<b>182</b>	<b>124</b>	<b>38</b>	<b>19</b>	<b>1</b>	<b>230</b>	<b>128</b>	<b>59</b>	<b>41</b>	<b>2</b>	<b>177</b>	<b>99</b>	<b>30</b>	<b>47</b>	<b>1</b>
Men	135	94	35	5	1	152	91	51	8	2	124	73	26	24	1
Women	47	30	3	14	0	78	37	8	33	0	53	26	4	23	0
<b>Retention rate</b>	<b>97%</b>	<b>99%</b>	<b>90%</b>	<b>100%</b>	<b>50%</b>	<b>98%</b>	<b>99%</b>	<b>98%</b>	<b>98%</b>	<b>100%</b>	<b>96%</b>	<b>99%</b>	<b>100%</b>	<b>89%</b>	<b>100%</b>
Men	96%	99%	75%	100%	100%	99%	100%	98%	100%	100%	99%	100%	100%	96%	100%
Women	98%	100%	2%	100%	-	96%	95%	100%	97%	-	91%	97%	100%	83%	-

GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2018)

GRI 3-3 Management of material topics 26-28

403-1 Occupational health and safety management system 26

403-2 Hazard identification, risk assessment, and incident investigation

The labor representation of employees assumes the representation functions legally assigned to it by acting as prevention delegates and participating as members in the health and safety committees that each company has in operation. In COCEDA, management is autonomous for each workplace, which favors knowledge, operability, and the specification of actions. Among the consolidated dynamics, planned safety visits in the form of preventive observations stand out as a training tool to influence people and the assimilation of good preventive habits. Management results information is public and displayed on digital screens. The rest of the preventive information (hazard information and notification, benchmarking with other factories, etc.) is explained to staff through their direct managers in specific meetings, which are scheduled weekly on an interdepartmental basis. Incident-based management provides benefits for the group by anticipating solutions and, consequently, minimizing accident rates. The direct involvement of management lines in the preliminary analysis of the causes of every incident, and their communication and reporting to the designated prevention personnel, ensures effective problem resolution and greater commitment across the entire chain of command, as those responsible for determining the applicable corrective or preventive actions.

403-3 Occupational health services

The prevention service works with specialists from the health surveillance area to jointly identify positions and adapt tasks for individuals sensitive to risks. When necessary, these positions are adapted by incorporating the required measures, generally ergonomic, to accommodate these individuals. They are also involved in monitoring and controlling psychosocial action plans. The direct contact and attention of qualified personnel facilitate communication and ensure understanding and commitment to the measures established in the full implementation and follow-up of the program.

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

<p>403-4 Worker participation, consultation, and communication on occupational health and safety</p>	<p>In general, at Damm total participation is promoted; therefore, the considerations put forward by employee representation are addressed and managed as proposals. They are integrated and developed within the preventive measures plan of each plant. Results are communicated through prevention delegates and channeled via the Health and Safety Committee.</p> <p>In audited factories, members of the Health and Safety Committee actively participate in the audit and are individually interviewed by an auditor, both in internal processes and in the official annual audit carried out by an external entity. In their capacity and commitment as Committee members, they must point out any organizational or functional deficiencies they consider relevant during their confidential interviews with the audit team.</p> <p>In 2025, work continues on actions derived from the psychosocial study, mainly in El Prat, where a workload study for the quality and logistics areas has been initiated. Psychosocial risk assessments have also been expanded in Grupo Rodilla, and the resulting action plan has been updated.</p> <p>Progress in coordinating business activities between the main company and service providers is complemented by periodic meetings with the hierarchical structure of these companies to monitor the implementation of measures and the level of safety in their activities.</p> <p>This level of coordination is also required in distribution operations and commercial activities carried out at customers' premises or points of sale. This has led to reorganization and integration to meet and document these contractual requirements with clients and collaborating companies to which transport and distribution operations are outsourced.</p> <p>At Grupo Rodilla, when a risk is detected in any operational process, it is communicated to the Joint Prevention Service according to the hierarchical chain, where PRL technical staff assess the situation and establish the necessary preventive or corrective measures. Hazard identification is carried out through annual visits by the Joint Prevention Service, union inspections, or direct communications from store staff via email, phone, or messaging. Employees can report risks, improvements, or queries to their supervisor through established channels connecting all levels up to management and the Joint Prevention Service. Additionally, all employees receive mandatory initial training explaining procedures and communication channels for reporting workplace hazards.</p> <p>At A Padaria Portuguesa, risk identification and assessment are carried out through periodic audits in stores, factories, and operational units using specific checklists covering ergonomics, chemical risks, machinery use, and self-protection measures. These audits are conducted in collaboration with WorkCare, a specialist in occupational health and safety. Drills and practical training also encourage employee participation in applying safety protocols and improving procedures.</p>
<p>403-5 Worker training on occupational health and safety</p>	<p>Training in health and safety is ongoing and delivered directly through specific courses on occupational risk prevention and safety, as well as indirectly through integration into other training activities via operational guidelines. In this way, safety is incorporated transversally into new procedures and machinery instructions as relevant preventive information.</p> <p>As part of the continuous improvement process, safety information sheets are constantly updated and disseminated throughout the organization to all affected employees. Industrial plants for beer, soft drinks, and water also have their own digital training courses as a support tool, enabling continuous updating of information and training. These actions ensure compliance with theoretical-practical training plans at the established frequency, generally in three- or five-year cycles. Learning processes linked to new machinery, services, or processes also systematically include safety and prevention aspects.</p> <p>Damm, through its Joint Prevention Service, certifies the training received by employees.</p> <p>At Grupo Rodilla, a health program focused on raising awareness among employees in areas such as back care, healthy eating, and ergonomics is maintained. During 2025, mandatory initial training was provided to new staff, specific ergonomic training linked to job adaptations, and prevention management training for supervisors and managers nationwide.</p> <p>At A Padaria Portuguesa, training is a central pillar of the prevention system. In 2025, mandatory training was provided in occupational health and safety, first aid, firefighting, evacuation, and self-protection measures in factories. These actions strengthen employee awareness, ensure knowledge of established protocols, and guarantee an appropriate response in emergency situations.</p>
<p>403-6 Promotion of worker health</p>	<p>Health surveillance services carry out medical monitoring of employees in accordance with established medical protocols, risks associated with work activities, and considerations derived from collective bargaining. Each company organizes and facilitates these health checks annually to promote early detection and treatment of potential issues.</p> <p>In the workplace, health assessments consider medical examinations and clinical data obtained through standard or specific check-ups, as well as epidemiological studies and complementary reports. This allows determination of employee fitness and communication of any functional limitations or restrictions.</p> <p>These limitations are communicated by the prevention area to the relevant management structure to ensure adherence to working conditions and prevent deterioration of the employee's health or the onset of occupational diseases. Employees particularly sensitive to certain risks receive personalized monitoring, including adaptation or restriction of activities and, where applicable, support in managing risk-related incapacity situations.</p> <p>Centers with medical service units provide both preventive monitoring and healthcare assistance in case of injury, and actively participate in corporate health promotion campaigns. They also engage in follow-up programs focused on psychological care and mental, emotional, and social well-being, typically delivered through external professional networks.</p> <p>During the last financial year, medical surveillance services were expanded in Barcelona, as well as health services at Estrella de Levante. This expansion ensures faster and more effective medical response, improving the quality of healthcare and employee support. Access programs to private healthcare services under advantageous conditions are also maintained through mutual insurance providers, including discounts with medical groups and specialist consultations.</p>
<p>403-7 Prevention and mitigation of occupational health and safety impact directly linked by business relationships</p>	<p>In companies within the beverages business line, priority is given to agility and flexibility in responding to changing needs, with monitoring of indicators and performance reports to identify new trends and risks and address them quickly and effectively.</p> <p>Following the prevention plan, the prevention service remains in contact with operations, products, and services affecting the organization. Actions are implemented whenever any aspect poses a danger or risk to the health of employees or subcontracted intermediaries involved in operational processes.</p> <p>At Grupo Rodilla, when a risk is identified in any operational service process, it is communicated to the Joint Prevention Service according to the hierarchical structure and depending on the type of hazard. Subsequently, PRL technical staff evaluate the risks and propose and implement preventive or corrective measures to eliminate or minimize them.</p> <p>A Padaria Portuguesa assesses occupational health and safety risks of external contractors working on its premises and requires compliance with internal rules, proper use of PPE, and proof of their own occupational accident insurance policy.</p>
<p>403-8 Workers covered by an occupational health and safety management system</p>	<p>In 2025, employee representation participating in preventive management through Health and Safety Committees covered 96.3% of the workforce in the beverages and food sector. In logistics and distribution companies, this percentage was 46%, due to a reduction in staff at Alfil. Occupational risk prevention committees are responsible for ensuring compliance with Law 31/1995 and meet at least four times a year. However, they maintain more frequent contact—approximately monthly—to monitor ongoing projects and activities.</p>

<b>Accident statistics</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Number of occupational accidents</b>	<b>Food and beverages</b>	<b>44</b>	<b>69</b>	<b>69</b>
	Men	34	55	54
	Women	10	14	15
	<b>Logistics and distribution</b>	<b>1</b>	<b>1</b>	<b>0</b>
	Men	1	1	0
	Women	0	0	0
	<b>Restaurants</b>	<b>31</b>	<b>31</b>	<b>124</b>
	Men	10	11	43
	Women	21	20	81
	<b>Event management (SetPoint Events)</b>	<b>0</b>	<b>0</b>	<b>1</b>
	Men	0	0	0
	Women	0	0	1
<b>Frequency index</b>	<b>Food and beverages</b>	<b>9.1</b>	<b>14.8</b>	<b>14.8</b>
	Men	10.4	16.4	15.6
	Women	8.7	11.3	11.7
	<b>Logistics and distribution</b>	<b>2.6</b>	<b>3.3</b>	<b>0</b>
	Men	3.95	5.51	0
	Women	0	0	0
	<b>Restaurants</b>	<b>16.1</b>	<b>14.9</b>	<b>32.3</b>
	Men	15.8	16.8	30.3
	Women	16.3	14.1	33.6
	<b>Event management (SetPoint Events)</b>	<b>0</b>	<b>0</b>	<b>52.1</b>
	Men	0	0	0
	Women	0	0	115.4
<b>Severity index</b>	<b>Food and beverages</b>	<b>0.2</b>	<b>0.26</b>	<b>0.27</b>
	Men	0.22	0.31	0.3
	Women	0.24	0.16	0.17
	<b>Logistics and distribution</b>	<b>0.01</b>	<b>0.06</b>	<b>0</b>
	Men	0.01	0.11	0
	Women	0	0	0
	<b>Restaurants</b>	<b>0.2</b>	<b>0.19</b>	<b>0.44</b>
	Men	0.2	0.14	0.46
	Women	0.2	0.22	0.43
	<b>Event management (SetPoint Events)</b>	<b>0</b>	<b>0</b>	<b>0.36</b>
	Men	0	0	0
	Women	0	0	0.8

Note: The companies included in each of the business activities are as follows: beverages and food (COCEDA, SL (El Prat de Llobregat, El Puig and Salem); COCEDA Portugal, SA; Estrella de Levante Fábrica de Cerveza, SAU; Aguas de San Martín de Veri, SA; Gestión Fuente Liviana, SL; Envasadora Mallorquina de Begudes, SLU; Agama Manacor 249, SL; Cervezas Victoria 1928, SL; Cafès Garriga 1850, SL; Maltería La Moravia, SL; SA Damm; Damm Atlántica, SA; Damm Canarias, SL, and SA Distribuidora de Gaseosas), logistics and transport (Alfil Logistics, SA; Pall-Ex Iberia, SL; Minerva Global Services, SL; Distribución Directa Integral, SL, and Pumba Logística, SL), food services (Rodilla Sánchez, SL; Obrador de Hamburguesa Nostra; Artesanía de la Alimentación; Hamburguesa Nostra, SL; and A Padaria Portuguesa), and content management (SetPoint Events, SA, and Rumbosport).

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

GRI 404: TRAINING AND EDUCATION (2016)

GRI 3-3 Management of material topics 22-24

404-1 Average hours of training per year per employee 24

404-2 Programs for upgrading employee skills and transition assistance programs 22-24

404-3 Percentage of employees receiving regular performance and career development reviews 24

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)

GRI 3-3 Management of material topics 29-32

405-1 Diversity of governance bodies and employees 30

	2023					2024					2025				
	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management	Damm	Food and beverages	Logistics and distribution	Restaurants	Event management
Women by job category (as at 31 December)															
Senior management	9%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Management	20%	19%	0%	44%	0%	22%	16%	20%	38%	0%	25%	23%	0%	47%	0%
Specialised staff and middle managers	39%	39%	23%	66%	27%	40%	35%	27%	68%	27%	40%	36%	21%	62%	33%
Administrative staff and commercial	33%	28%	39%	73%	67%	34%	31%	37%	78%	100%	42%	35%	39%	66%	100%
Support staff	26%	11%	1%	69%	0%	28%	14%	2%	69%	0%	36%	17%	4%	65%	0%
<b>Own Workforce with functional diversity according to employment category</b>											<b>2023</b>	<b>2024</b>	<b>2025</b>		
Senior Management											0	0	0		
Management											0	0	0		
Specialised staff and middle managers											17	5	12		
Administrative staff and commercial											20	19	20		
Support staff											45	31	36		
<b>Total</b>											<b>82</b>	<b>55</b>	<b>68</b>		

GRI 406: NO DISCRIMINACIÓN (2016)

GRI 3-3 Management of material topics 29

406-1 Incidents of discrimination and corrective actions taken In 2025, no cases of harassment or discrimination have been recorded in Damm's societies.

GRI 413: LOCAL COMMUNITIES (2016)

GRI 3-3 Management of material topics 25, 32, 34-39, 88, 89, 106-115

413-1 Operations with local community engagement, impact assessments and development programs 25, 32, 34-39, 88, 89, 106-115

LETTER FROM  
THE CHAIRMAN

2025 AT  
A GLANCE

PURPOSE

PASSION

PRODUCTS

TERRITORY

IMPROVEMENT

ENJOYMENT

IMPACT

REPORT

**GRI CONTENT  
INDEX**

---

GRI 414: SUPPLIER SOCIAL ASSESSMENT (2016)

GRI 3-3 Management 92  
of material topics

414-1 New suppliers that 92  
were screened using with  
social criteria

---

GRI 416: CUSTOMER HEALTH AND SAFETY (2016)

GRI 3-3 Management 41-44  
of material topics

416-1 Assessment of the 41-44  
health and safety impacts  
of product and service  
categories

---

**CORPORATE CULTURE FOCUSED ON SUSTAINABILITY**

GRI 3-3 Management 12, 13  
of material topics

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## ANNUAL REPORT

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