



SCHEDULE I TEMPLATE

ANNUAL CORPORATE GOVERNANCE REPORT FOR LISTED COMPANIES

IDENTIFYING DATA OF ISSUER

End date of fiscal year of reference:

| 31/12/2025 |

Tax Identification Number:

| A28164754 |

Corporate Name:

DISTRIBUIDORA INTERNACIONAL DE ALIMENTACIÓN, S.A.

Registered Office:

C/ JACINTO BENAVENTE, 2A (EDIFICIO TRIPARK), (LAS ROZAS DE MADRID), 28232,
MADRID

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

ANNUAL CORPORATE GOVERNANCE REPORT FOR LISTED COMPANIES
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A. OWNERSHIP STRUCTURE

A1 Complete the following table on share capital and the attributed voting rights, including, where appropriate, those corresponding to shares with a loyalty vote as of the closing date of the year:

Indicate whether company bylaws contain the provision of double loyalty voting:

Yes

No

Date of the last modification of the share capital	Share capital (€)	Number of shares	Number of voting rights
10 September 2025	290,294,490.00	58,058,898	58,058,898

The Extraordinary General Shareholders' Meeting held on December 27, 2024, the details of which have been communicated to the market by the Company through various Relevant Information communications (registration numbers 31920, 32328, 32398, 32520 and 33670), agreed to carry out a reverse stock split, delegating its execution to the Board of Directors.

As a result of the reverse stock split and the capital reductions carried out as a consequence of the reverse stock split, on February 11, 2025, the share capital of the Company was set at 580,588,980 euros, divided into 58,058,898 shares with a nominal value of 10.00 euros each.

The Ordinary General Shareholders' Meeting held on June 20, 2025, the details of which have been communicated to the market by the Company through various Relevant Information communications (registration numbers 35415 and 36631), agreed the reduction of the Company's share capital in the amount of 290,294,490 euros, through the decrease of the nominal value of the 58,058,898 Company shares from 10 euros to 5 euros per share.

As a result of the aforementioned capital reduction, on September 10, 2025, the share capital of the Company was set at 290,294,490 euros, divided into 58,058,898 ordinary shares, each with a nominal value of 5.00 euros.

Indicate whether different classes of shares exist with different associated rights:

Yes

No

A.2 List the company's significant direct and indirect shareholders at year end, including directors with a significant shareholding:

Name or corporate name of shareholder	% voting rights attributed to shares		% of voting rights through financial instruments		% of total voting rights
	Direct	Indirect	Direct	Indirect	
LETTERONE INVESTMENT HOLDINGS, S.A.	0.00	77.71	0.00	0.00	77.71

Details of the indirect holding:

Name or corporate name of the indirect owner	Name or corporate name of the direct owner	% voting rights attributed to shares	% of voting rights through financial instruments	% of total voting rights
LETTERONE INVESTMENT HOLDINGS, S.A.	L1R INVEST1 HOLDINGS S.A.R.L.	77.71	0.00	77.71

Indicate the most significant movements in the shareholder structure during the year:

Most significant movements
There have been no significant movements in the shareholder structure.

A3 Whatever the percentage, provide details of the participation at the close of the fiscal year of the members of the board of directors who are holders of voting rights attributed to shares of the company or through financial instruments, excluding the directors who have been identified in section A.2, above:

Name or corporate name of director	% voting rights attributed to shares (including loyalty votes)		% of voting rights through financial instruments		% of total voting rights	From the total % of voting rights attributed to the shares, indicate, where appropriate, the % of the additional votes attributed corresponding to the shares with a loyalty vote	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
MR JOSÉ WAHNON LEVY	0.01	0.00	0.00	0.00	0.01	0.00	0.00
MR. GLORIA HERNÁNDEZ GARCÍA	0.01	0.00	0.00	0.00	0.01	0.00	0.00
MR SERGIO ANTONIO FERREIRA DIAS	0.01	0.00	0.00	0.00	0.01	0.00	0.00
MS. LUISA DELGADO	0.01	0.00	0.00	0.00	0.01	0.00	0.00

Total % of voting rights held by members of the Board of Directors	0.04
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Mr. José Wahnnon Levy, Ms. Gloria Hernández García, Mr. Sergio Antonio Ferreira Dias, and Ms. Luisa Deplazes de Andrade Delgado are direct holders of 0.0103%, 0.0083%, 0.0119%, and 0.0126% of the voting rights attached to the shares, respectively.

Consequently, among the various members of the board, they hold 0.0432% of the total voting rights.

Details of the indirect holding:

Name or corporate name of director	Name or corporate name of the direct owner	% voting rights attributed to shares (including loyalty votes)	% of voting rights through financial instruments	% of total voting rights	From the total % of voting rights attributed to the shares, indicate, where appropriate, the % of the additional votes attributed corresponding to the shares with a loyalty vote

List the total percentage of voting rights represented on the Board:

Total % of voting rights held by the Board of Directors	77.71
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L1R INVEST1 HOLDINGS, S.A.R.L., represented on the Board of Directors by Mr. Benjamin J. Babcock and Mr. Alberto Gavazzi (who has announced his resignation as a director with effect from February 25), holds 45,118,954 shares of the Company, representing 77.712% of its share capital.

A.4 Indicate, where applicable, any family, commercial, contractual or corporate relationships between owners of significant holdings, insofar as these are known by the company, unless they are insignificant or arise from ordinary trading or exchange activities, except for those reported in section A.6:

Name or corporate name of related-party	Type of relationship	Brief description
No data		

A.5 Indicate, where applicable, any commercial, contractual or corporate relationships between owners of significant holdings and the company and/or group, unless they are insignificant or arise in the ordinary course or line of business:

Name or corporate name of related-party	Type of relationship	Brief description
No data		

A.6 Describe the relationships, unless insignificant for the two parties, that exist between significant shareholders or shareholders represented on the Board and directors, or their representatives, in the case of legal-entity directors.

Explain, where applicable, how the significant shareholders are represented. Specifically, indicate those directors who have been appointed to represent the significant shareholders, those whose appointment was proposed by significant shareholders, or those related to significant shareholders and/or entities in its group, specifying the nature of such relationships. In particular, indicate, where applicable, the existence, identity and position of the Board members, or the directors' representatives, of the listed company who are also members of the managing body, or their

representatives, of companies with significant shareholdings in the listed company or in the companies in the group of those significant shareholders.

Name or corporate name of related director or representative	Name or corporate name of related significant shareholder	Name of the company in the group of the significant shareholder	Description of relationship/position
MR. BENJAMIN J. BABCOCK	L1R INVEST1 HOLDINGS, S.À.R.L.	LETTERONE ADVISORY SERVICES LTD	Mr. Benjamin J. Babcock is Managing Director - Corporate Finance of LetterOne Advisory Services Ltd.
MR. ALBERTO GAVAZZI	L1R INVEST1 HOLDINGS, S.À.R.L.	L1R INVEST1 HOLDINGS, S.À.R.L.	Mr. Gavazzi was appointed as a director of the Company at the request of the shareholder L1R Invest1 Holdings, S.à.r.l., in relation to the services he provides to the LetterOne Group. Mr. Gavazzi has announced his resignation as a director with effect from February 25.

A.7 Indicate whether the company has been notified of any side agreements affecting it pursuant to Articles 530 and 531 of the Capital Companies Law. If so, provide a brief description and list the shareholders bound by the agreement:

Yes

No

Indicate whether the company is aware of the existence of any concerted actions among its shareholders. If so, provide a brief description:

Yes

No

Expressly indicate any amendments to or termination of such agreements or concerted actions during the year:

A.8 Indicate whether there are any individuals or legal entities that exercise or may exercise control over the company in accordance with Article 5 of the Securities Market Law: If so, identify:

Yes

No

Name or corporate name
LETTERONE INVESTMENT HOLDINGS, S.A.

A.9 Complete the following table with details of the company's treasury shares:

At year-end:

Number of direct shares	Number of indirect shares (*)	% of total share capital
4,375		0.01

As a result of the reverse stock split and the capital reductions carried out by the Company in 2025, the Company has become the holder of 4,375 direct treasury shares.

(*) Through:

Name or corporate name of direct holder	Number of direct shares
No data	

Explain any significant changes during the year:

Explain the significant changes
No data

A.10 Provide details of the conditions and term of the current authority conferred by the shareholders' meeting on the Board of Directors to issue, buy back or transfer treasury stock.

The General Shareholders' Meeting held on **7 June 2022** delegated to the Board of Directors the power to increase the share capital, for a maximum period of five years, up to a maximum nominal amount not exceeding the half of it on the date of the authorisation, within the limits and with the requirements established in the Capital Companies Law, with attribution of the power to exclude the preferential subscription right to a maximum of 20% of the share capital on the date of the authorisation. This agreement superseded, in the unused portion, the corresponding agreement adopted by the Board on 31 July 2020.

Also, at the General Shareholders' Meeting of **7 June 2022**, it was agreed to authorise the Board of Directors, with express power of substitution and for a maximum period of five years, to issue convertible securities in, or with the right to subscribe, new shares of the Company, for a maximum amount of €500,000,000, and to exclude the preferential subscription right. This last power is limited to a maximum of 20% of the share capital on the date of authorisation. This agreement superseded, in the unused portion, the corresponding agreement adopted by the Board on 31 July 2020.

Lastly, the Shareholders' Meeting held on **28 June 2023** expressly resolved to authorise the Board of Directors, with express powers of delegation, in accordance with the terms of Article 146 of the Capital Companies Law, to proceed with the derivative acquisition of the Company's shares under the following conditions:

- (a) The purchases may be made directly by the Company or indirectly through its dependent companies under the same terms of said resolution.
- (b) The purchases will be made through purchase, exchange, or any other operations permitted by law.
- (c) The purchases may be made at any time up to the maximum amount permitted by the law.
- (d) The purchases may not be made at a price exceeding the share price or less than the par value of the share.
- (e) This authorisation is granted for a maximum term of five years from the time of said resolution.
- (f) As a result of the purchase of shares, including those that the Company or the person acting in their own name but on behalf of the Company had acquired previously and had in their portfolio, the resulting equity may not be reduced to an amount less than the sum of the share capital plus the restricted legal or bylaw reserves, all in accordance with Article 146.1.b) of the Capital Companies Law.

It was expressly stated that shares purchased as a result of this authorisation may be used both for transfer or redemption and for application of the remuneration systems considered in paragraph three a) of Article 146.1 of the Capital Companies Law, in addition to carrying out the programs which will foster participation in the Company's capital such as, for example, dividend reinvestment plans, incentive plans and other analogous instruments.

A.11 Estimated floating capital:

	%
Estimated floating capital	22.28

A.12 Indicate whether there are any restrictions (bylaw, legislative or of any other nature) placed on the transfer of shares and/or any restrictions on voting rights. Specifically, indicate the existence of any type of restriction that may inhibit a takeover attempt of the company through acquisition of its shares on the market, and those regimes for the prior authorisation or notification that may be applicable, under industry-specific regulations, to acquisitions or transfers of the company's financial instruments.

Yes

No

A.13 Indicate whether the shareholders' meeting has agreed to take breakthrough measures to prevent a takeover bid by virtue of the provisions of Law 6/2007.

Yes

No

If so, explain the measures adopted and the terms on which the restrictions would cease to apply:

A.14 Indicate whether the company has issued shares that are not traded on a regulated EU market.

Yes

No

If so, indicate the various classes of shares and, for each class of shares, the rights and obligations they confer:

B SHAREHOLDERS' MEETING

B.1 Indicate and describe any differences with respect to the minimum rules established in the Capital Companies Law (LSC) regarding the quorum required for the constitution of the shareholders' meeting.

Yes

No

B.2 Indicate and, as applicable, describe any differences with respect to the rules established in the Capital Companies Law (LSC) for the adoption of corporate resolutions:

Yes

No

B.3 Indicate the rules governing amendments to the Company's bylaws. In particular, indicate the majorities required to amend the bylaws and any rules to protect shareholders' rights when amending the bylaws.

The rules applicable are in line with the regulations established in the Capital Companies Law. Therefore, in accordance with Article 16 of the Bylaws, the Shareholders' Meeting is the body with jurisdiction to amend the Bylaws. With respect to the right to information in the case of amendment, Article 19 of the Bylaws establishes that, in addition to the information required by law, the call notice must include the right corresponding to all the shareholders to examine at the registered office the complete text of the amendment proposed and the report on it, and to request the delivery or free shipment of these documents.

Likewise, under Article 286 of the Capital Companies Law, where an amendment is proposed to the Bylaws, the directors must draft the full text of the proposed amendment and a report justifying it, which must be made available to the shareholders with the notice of call of the Shareholders' Meeting that is to deliberate on such amendment.

With respect to the quorum and the majorities needed to approve an amendment to the Bylaws of DIA, Article 23 of the Bylaws, pursuant to Article 194 of the Capital Companies Law, requires that, in order for the Shareholders' Meeting to be validly convened at first call, shareholders holding at least 50% of the subscribed voting capital must be present in person or by proxy. At second call, it will suffice for 25% of the capital to attend. In order to adopt a resolution to amend the Bylaws, pursuant to Article 201 of the Capital Companies Law, if the capital present in person or by proxy exceeds 50%, at first or second call, it will suffice for the resolution to be adopted by absolute majority. However, the affirmative vote of two-thirds of the capital present in person or by proxy at the Meeting will be necessary if, at second call, shareholders representing 25% or more of the subscribed voting capital without reaching 50% are present.

B.4 Give details of attendance at Shareholders' Meetings held during the reporting year and the two previous years:

Date of shareholders' meeting	Attendance data				Total
	% attending in person	% by proxy	% distance voting		
			Electronic vote	Other	
28 June 2023	1.19	84.02	0.02	0.27	85.50
Of which free float	1.15	6.32	0.02	0.27	7.76
28 June 2024	0.10	84.38	0.04	0.31	84.83
Of which free float	0.06	6.68	0.04	0.1	7.09
27 December 2024	0.01	85.16	0.01	0.25	85.43
On which free float	0.00	7.46	0.01	0.25	7.72
20 June 2025	0.20	86.91	0.00	0.32	87.43
On which free float	0.19	9.20	0.00	0.32	9.71

The Extraordinary General Meeting of December 27, 2024, was held exclusively by electronic means.

B.5 Indicate whether there has been any item on the agenda at the shareholders' meetings held during the year that has not been approved by the shareholders.

Yes

No

B.6 Indicate whether the bylaws impose any minimum requirement on the number of shares required to attend the shareholders' meetings or to vote by remote means:

Yes

No

B.7 Indicate whether it has been established that certain decisions, other than those established by law, entailing an acquisition, disposal or contribution to another company of essential assets or other similar corporate transactions must be submitted for approval to the Shareholders' Meeting.

Yes

No

B.8 Indicate the address and means of accessing corporate governance content on the company's website as well as other information on shareholders' meetings which must be made available to shareholders on the company's website.

The address of DIA's website is www.diacorporate.com. To obtain corporate governance information (i.e. information on the Company's Board of Directors, Committees or internal regulations), select the "Corporate Governance" tab.

On the other hand, in order to access all the information on the Shareholders' Meetings that must be available to the shareholders, select the "Corporate Governance" tab and then select the "General Shareholders Meeting" tab.

Furthermore, during the notice period for the Shareholders' Meeting, all related information is available to the shareholders through a specific link provided on the home page.

C STRUCTURE OF THE COMPANY'S ADMINISTRATION

C.1 Board of Directors

C.1.1 Maximum and minimum number of directors provided for in the bylaws:

Maximum number of directors	15
Minimum number of directors	5
Number of directors set by the shareholders' meeting	10

The General Shareholders' Meeting held on 20 June 2025 agreed to increase the number of directors from 8 to 10.

C.1.2 Complete the following table with the members of the Board:

Name or corporate name of director	Representative	Category of director	Position on the Board	Date of first appointment	Date of last appointment	Election procedure
ALBERTO GAVAZZI		Proprietary	Chairman	01/19/2024	06/28/2024	Shareholders' Meeting Resolution
MR. BENJAMIN J. BABCOCK		Proprietary	Member	05/23/2023	06/20/2025	Shareholders' Meeting Resolution
MR. SERGIO ANTONIO FERREIRA DIAS		Other non-executive director	Member	05/20/2019	06/28/2024	Shareholders' Meeting Resolution
MR. JOSÉ WAHNON LEVY		Independent	Member	05/20/2019	06/28/2024	Shareholders' Meeting Resolution
MS. GLORIA HERNÁNDEZ GARCÍA		Independent	Member	06/07/2022	06/28/2024	Shareholders' Meeting Resolution
MS. LUISA DEPLAZES DE ANDRADE DELGADO		Independent	Member	11/01/2021	06/28/2024	Shareholders' Meeting Resolution
MR. VICENTE TRIUS OLIVA		Independent	Member	09/29/2021	06/28/2024	Shareholders' Meeting Resolution
MS. RUT ARANDA CARMONA		Independent	Member	06/20/2025	06/20/2025	Shareholders' Meeting Resolution
MS. SARA MARÍA DIEZ JAUREGUI		Independent	Member	06/20/2025	06/20/2025	Shareholders' Meeting Resolution
MS. PALOMA PÉREZ SÁNCHEZ		Independent	Member	06/20/2025	06/20/2025	Shareholders' Meeting Resolution

Total number of directors	10
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Indicate if any directors, whether through resignation or by a shareholders' meeting resolution, have left the Board during the period subject to this report:

Name or corporate name of director	Category of director at the time of leaving	Date of last appointment	Leaving date	Specialised committees of which he/she was a member	Indicate whether the director left before the end of the term
MR. MARCELO MAIA TAVARES DE ARAÚJO	Other non-executive director	06/28/2024	06/20/2025	Nominations and Remunerations Committee	Yes

Reason for the removal, where it has taken place before the end of the term and other observations; information on whether the director has sent a letter to the other board members and, in the case of removals of non-executive directors, explanation or opinion of the director who has been removed by the shareholders' meeting

Mr. Marcelo Maia Tavares de Araújo motivated his resignation (i) on strategic grounds, in light of the evolution of the DIA Group's business and new corporate context following DIA Group's divestment of its Brazilian operations, in May 2024, and (ii) with the aim of facilitating the alignment of the Board of Directors to the Company's current and future priorities.

C.1.3 Complete the following tables on board members and their respective categories:

EXECUTIVE DIRECTORS		
Name or corporate name of director	Position in the company's organisational chart	Profile
No data		

PROPRIETARY DIRECTORS		
Name or corporate name of director	Name or corporate name of significant shareholder represented or that proposed appointment	Profile
MR. BENJAMIN J. BABCOCK	L1R INVEST1 HOLDINGS, S.A.R.L.	Mr Babcock has a BA (Hons) in East Asian Studies from the University of Toronto, an MsC from the London School of Economics and is a Chartered Accountant. Since 2020 is a Managing Director of Corporate Finance at LetterOne. In the previous decade, he was Managing Director of Morgan Stanley in London, and prior to this role he also worked for Merrill Lynch and Lazard in London and Canada. During his career, Babcock has advised companies and investors on a number of recapitalisation, refinancing and M&A transactions across the energy, transportation, telecommunications, infrastructure and manufacturing industries in Europe and the Middle East.

MR. ALBERTO GAVAZZI	L1R INVEST1 HOLDINGS, S.A.R.L.	Executive with extensive experience in multinational companies in the Consumer Goods sector, such as Diageo, where he developed much of his career. In recent years, he has also been an advisor to Private Equity firms like Bain Capital and Metric Capital, among others, and is a founding partner of Unlock Beverages, a venture capital firm focused on start-ups in the beverage sector with investments in Brazil, the United States, and the United Kingdom. He is also a member of the Advisory Board of the University of Miami Business School. He holds a degree in Business Administration from the Catholic University of São Paulo (Brazil) and graduated from the Advanced Management Programme at INSEAD in Paris (France). Over his more than 30 years of career, he has held executive positions in North America, Europe, and South America. He began his career in multinationals like Unilever and Colgate in Brazil before joining Diageo, a leading multinational in the premium beverage segment, where he held various roles internationally during his 27-year tenure. His last position at Diageo was as President of Diageo Latin America, Global Travel, and Global Sales, being part of the Global Executive Committee of the company. In this role, Gavazzi was responsible for business performance in Latin America and the Caribbean, managing three business units and a team of over 2,500 people.
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Total number of nominee directors	2
% of the Board's total	20.00

Remarks
Mr. Alberto Gavazzi has announced his resignation as a director with effect from February 25.

NON-EXECUTIVE INDEPENDENT DIRECTORS	
Name or corporate name of director	Profile
MR. JOSÉ WAHNON LEVY	Holds a Degree in Economics from Universidad de Barcelona, a Law Degree from Universidad Complutense de Madrid, and completed a PMD at Harvard Business School. He began his professional career at PwC, where he was made partner in 1987. He headed up the Financial Services area at PwC from 1987 to 2003 and the Audit Division between 2003 and 2007. Mr. Wahnnon has also held Board-level positions at major companies such as Ezentis, Dexia-Sabadell and Bankia.
MS. GLORIA HERNÁNDEZ GARCÍA	Economist specializing in Economic Theory from the Complutense University of Madrid. Her training includes specialized postgraduate studies at Business Schools such as Chicago Booth, IESE Business School, ESADE and the CFA Institute. She has over 30 years of experience in the financial world, complemented by positions as a non-executive director at Ibex 35 companies such as Siemens Gamesa Renewable Energy, where she chaired the Audit Committee between 2015 and 2019. Hernández is an independent director of Banco Sabadell, S.A. and Nortegas, a company in which she also chairs its Audit Committee. From 2011 to 2019 she served as CFO at Bankinter, a Spanish listed bank where she spent 8 years, and was Chief Financial Officer of Banco Pastor between 2003 and 2010. Her experience also includes 21 years at the Spanish Ministry of Economy and Finance, where she was Director General of Treasury and Financial Policy between 1999 and 2003.
MS. LUISA DEPLAZES DE ANDRADE DELGADO	Holds a law degree from the University of Geneva, an LLM from Kings College, University of London and a postgraduate degree in European Studies from

	<p>Lusiada University in Lisbon. She has over 30 years of leadership and management experience at companies such as Procter & Gamble, where she was CEO of the Nordic region, and prior to that Head of Human Resources for Western Europe. She also led SAP's Human Resources division, where she was CHRO and an Executive Board Member. From 2013 to 2018, she was CEO of Safilo Group, the world's second largest premium eyewear group. Subsequently, she began her own investment activity focused on luxury products, which she currently combines with the positions of Chairperson of the Board of Directors of Swarovski SIH and member of various Boards of Directors such as Ingka Holding (IKEA Group), Telia Company (Sweden), Fortum (Finland), Jose de Mello Capital (Portugal) and EFG International (Switzerland). She is also a Senior Advisor in the context of Private Equity investments, Mentor for CEOs and future CEOs for Chair Mentor International and a member of the Corporate Governance Council of INSEAD.</p>
MR. VICENTE TRIUS OLIVA	<p>Studied Economics in the University of Barcelona and from 1975 to 1978 completed a course in Executive Management at Harvard Business School and the Darden School of Business. He has over 40 years of experience in the food sector in the areas of e-commerce and innovation in multinational companies. He is currently executive chairperson of retail and innovation at JBS USA, one of the largest multinational food companies, where he leads the e-commerce business. Previously, he worked in companies such as Walmart, a world leader in the sector, where he held, among other positions, CEO for Brazil for 10 years; in Loblaw, Canada's leading food retailer, where he was Chairperson; and in Carrefour, where he was Executive Director for Europe and member of the Group Management Committee.</p>
MS. RUT ARANDA CARMONA	<p>An executive with more than 20 years of experience in the FMCG sector, where she has held top-level management positions, such as CEO of Cerealto Siro Foods, a multinational company with operations in Europe and America. She has led internationalisation processes, mergers and industrial integrations, as well as the transformation of family businesses into privately owned structures.</p> <p>She holds a degree in Technical Agronomic Engineering in Food Industry from the University of La Rioja. Her executive education includes advanced programmes at prestigious international schools such as Harvard Business School, London Business School, IE Business School and Singularity University.</p> <p>Her career has been characterised by her strategic focus, in-depth knowledge of the food distribution channel and her ability to detect and anticipate macro trends in order to adapt the business appropriately to the market and, with this, create value in complex and global environments. She is currently a director of Grupo Durania and the Mexican company Cereales y Pastas S.A., as well as an independent advisor to investment funds such as Afendis Capital Partners.</p>
MS. SARA MARÍA DIEZ JAUREGUI	<p>An executive and strategic advisor with over 20 years of international experience in the fashion, sports retail, and digital platform sectors, having held senior leadership roles at leading global companies such as Zara (Inditex), Nike, and Zalando.</p> <p>Throughout her career, she has led growth strategies in complex environments, combining strategic vision and operational excellence with a strong customer focus. She has held global executive roles in areas such as commercial strategy, product management, and brand positioning, always with a clear focus on the end consumer.</p> <p>A specialist in digital transformation, she has designed and implemented strategies for personalization, omnichannel development, and customer experience—integrating data, technology, and brand to create differentiated value propositions in global markets.</p> <p>She holds a degree in English Philology from the University of Valladolid and a Master's in International Trade from ESIC Business & Marketing School. She is currently CEO of The Post Fiber, a leading firm in circular economy and sustainable transformation of the textile industry, is a member of the board of directors of Revolution Race and Circulose and is the sole administrator of Ethical Fashion Advisory.</p> <p>Her profile combines international operational experience, commercial and brand sensitivity, and a deep understanding of consumer behavior, with a strong capacity for strategic transformation. She is committed to sustainability,</p>

	innovation, and inclusive leadership, and brings a long-term value creation mindset to her board contributions.
MS. PALOMA PÉREZ SÁNCHEZ	<p>A manager with more than 30 years of national and international experience in listed and unlisted private equity companies in Europe and America in the consumer and distribution sectors.</p> <p>She holds a degree in Economics and Business Administration from the Complutense University of Madrid and is a PhD candidate in Business Management. Her executive education includes a Master's degree in e-Business from ICADE and she is certified by the Instituto de Consejeros y Administradores (IC-A) in Good Corporate Governance, which accredits her knowledge and commitment to Governance as a lever of value for the company.</p> <p>She has developed her career linked to brands such as Colgate-Palmolive, BMW, Ikea, Carrefour and Vorwerk, where she was in charge of global distribution, managing 55 countries from Switzerland. She is currently CEO and Managing Director of Forus Sport and Leisure for Spain, Italy and Portugal.</p> <p>Her track record shows solid experience in the growth of companies and brands in various sectors and multiple channels (FMCG, food and non-food retail and e-Commerce, automotive industry and household appliances), standing out for her omnichannel and digital strategic vision, business development, marketing and sales.</p>

Total number of independent directors	7
% of the Board's total	70.00

Indicate whether any independent director receives from the company, or its group, any amount or payment other than standard director remuneration, or holds or has held, in the last year, a business relationship with the company or any group company, whether in their own name or as a significant shareholder, director or senior executive of an entity which holds or held said relationship.

If so, include a reasoned statement from the Board detailing the reasons why the director may perform their functions as an independent director.

Name or corporate name of director	Description of the relationship	Reasoned statement
No data		

OTHER NON-EXECUTIVE DIRECTORS			
List the other non-executive directors and state the reasons why they cannot be considered nominee or independent directors, detailing their relationships with the company, its executives or shareholders:			
Name or corporate name of director	Reasons	Company, executive or shareholder with whom the relationship is held	Profile
MR. SERGIO ANTONIO FERREIRA DIAS	Mr. Ferreira Dias was partner of L1 Retail LLP until 1 April 2023. On that date his classification changed from proprietary external director to other non-executive director.	L1R INVEST1 HOLDINGS, S.A.R.L.	Holds a Degree in Business Administration, Finance and Marketing from Fundação Armando Alvarez Penteado (Brazil). This investor, entrepreneur and start-up adviser has been key to the creation and strategic development of companies and brands around the world. An expert in retailing and the food industry, he joined Carrefour Group in 1988, where he rose to become deputy CFO and general manager of the non-food eCommerce sites. In 2002 he joined the LVMH Moët Hennessy group to lead its Wines and Spirits Division and later, in 2005, he was appointed CEO of Millennium (Belvedere Vodka), which also forms part of the group. Mr. Dias was also executive chairperson of SecretSales.com and CEO of Brands4friends.de, among other positions. Currently he is director of the companies Distilled Spirits Holding and Distillers And Traders PTE.Ltd.

Total number of other non-executive directors	1
% of the Board's total	10.00

Mr. Sergio Antonio Ferreira Dias will be reclassified as an independent director as of April 1, 2026.

Indicate any changes in the period as regards the category of each director:

Name or corporate name of director	Date of the change	Previous category	Current category
No data			

C.1.4 Complete the following table indicating the number of female directors at the end of the last four years and their category:

	Number of female directors				% of total directors of each type			
	Year 2025	Year 2024	Year 2023	Year 2022	Year 2025	Year 2024	Year 2023	Year 2022
Executive					0.00	0.00	0.00	0.00
Proprietary					0.00	0.00	0.00	0.00
Independent	5	2	2	2	71.43	50.00	50.00	50.00
Other Non-Executive					0.00	0.00	0.00	0.00
Total	5	2	2	2	50.00	25.00	28.57	28.57

C.1.5 Indicate whether the company has diversity policies in relation to its Board of Directors on such questions as, for example, age, gender, disability, training and professional experience. Pursuant to the definition stated in the Audit Law, small and medium-sized enterprises must at least indicate the policy established in relation to gender diversity.

Yes

No

Partial policies

If so, describe the diversity policies, their objectives, the measures and the way in which they were applied and their results during the year. Also indicate the specific measures adopted by the Board of Directors, and the Nomination and Remuneration Committee to achieve a balanced and diverse presence of directors.

If the company does not apply a diversity policy, explain why.

Description of the policies, their objectives, the measures and the way in which they were applied and their results
<p>In accordance with Article 11 of DIA's Board Regulations, the Board will ensure that all director selection procedures promote gender diversity, as well as diverse experience and knowledge, with no implicit biases that may entail discrimination or, in particular, hinder the selection of female directors.</p> <p>The Director Selection Policy (approved in December 2015 and based on the current Article 11 of the Board Regulations) establishes, among others, the following principles which guide the director selection procedures:</p> <ul style="list-style-type: none"> • It must not have an implicit bias nor discriminate on grounds of race, gender or any other type. • It must favour diversity of knowledge, experience and gender among the Board. • It must enable the Board of Directors to have diversity and plurality regarding the members' training, culture and internationalisation. • To avoid hampering the selection of female directors, the Company must deliberately seek and include, among the potential candidates, women who meet the professional profile requirements with the target that in the following years the number of female directors should represent at least 30% of all the members of the Board of Directors. • It must achieve a balanced composition, structure and size of the Board as a whole, which enriches decision-making and contributes multiple viewpoints to debates with an ample majority of non-executive directors, with the necessary minimum number of executive directors and ensuring that the proportion that may exist between nominee and non-executive directors respects the guidelines established in the Board Regulations. <p>Likewise, the Selection Policy requires that all the candidates must have the necessary training, qualifications and professional experience, thus favouring the Board's cultural diversity and internationalisation.</p> <p>The recent experience in applying such rules shows that age, disability or gender are not an obstacle to joining the Company's Board and, where applicable, retaining the talent in the last few years.</p> <p>Lastly, upon issuance of the call notice for each Shareholders' Meeting in which proposals for appointment, ratification and re-election of the Board members are submitted to the shareholders for consideration, the corresponding reports from the Nomination and Remuneration Committee and from the Board of Directors are made available to them. These reports include the Board's assessment of the competence, experience and merits of the various candidates as well as their suitability for fulfilling their duties as directors.</p> <p>In line with the above, and as stated in the reports made available to the shareholders, the director selections (apart from those proposed by the significant shareholders) have followed the guidelines envisaged in the Director Selection Policy approved by the Company on 11 December 2015 and, as stated above, the aforementioned guiding principles, as well as their diversity objectives, were respected. Said objectives were met in 2025, as the nomination of new board members by the general shareholders' meeting held on June 20, 2025, the recommendation that the number of female directors should be at least 40% has been exceeded.</p>

C.1.6 Explain the measures that may have been agreed by the nomination committee so that the selection procedures do not include any implicit bias that prevent the selection of female directors, and so that the company deliberately searches for and includes women with the appropriate profile among the potential candidates, enabling it to reach a balanced presence of women and men. Indicate as well whether these measures include encouraging the company to have a significant number of female senior executives:

Explanation of the measures
<p>In accordance with the provisions derived from amendments made to the Capital Companies Law in corporate governance matters, the Nomination and Remuneration Committee has been entrusted with establishing a representation target for the least represented gender on the Board and has drawn up guidelines on how to achieve this target. Likewise, the Appointments and Compensation Committee has monitored and verified compliance with the Director Selection Policy (approved in December 2015, and inspired by the current article 11 of the Board Regulations).</p> <p>Within the DIA Group's internal regulations, the binding rule on hiring people, which affects executive personnel recruitment processes, establishes that, under equal conditions, the hiring of the under-represented gender will be given priority in the recruitment process.</p> <p>As a result of such efforts, the Company now meets the target set out in Recommendation 14 of the Code of Good Governance.</p>

When, despite the measures taken, there are few or no female directors or female senior executives, explain the reasons why:

Explanation of the reasons
Not Applicable

C.1.7 Explain the conclusions of the nomination committee regarding verification of compliance with the policy aimed at promoting an appropriate composition of the Board of Directors.

The Nomination and Remuneration Committee and the Board of Directors will ensure that all director selection procedures promote gender diversity, as well as diverse experience and knowledge, with no implicit biases that may hinder the selection of female directors, ensuring that the Company deliberately looks for, and includes among potential candidates, any women who meet the professional profile sought.
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C.1.8 Explain, if applicable, the reasons why nominee directors have been appointed at the request of shareholders holding less than 3% of the share capital:

Name or corporate name of shareholder	Reason
No data	

Give details of any rejections of formal requests for Board representation from shareholders whose shareholding is equal to or greater than that of other shareholders who have successfully requested the appointment of nominee directors. As applicable, explain why these requests have not been entertained:

Yes

No

C1.9 Indicate the powers, if any, delegated by the Board of Directors, including those relating to the option of issuing or re-purchasing shares, to directors or Board committees:

Name or company name of director or committee	Brief description
No data	

C.1.10 Identify any members of the Board who are also directors, representatives of directors or managers in other companies forming part of the listed company's group:

Name or corporate name of director	Corporate name of group entity	Position	Do they have executive functions?
No data			

C1.11 List the positions of director, administrator or representative thereof, held by directors or representatives of directors who are members of the company's Board of Directors in other entities, whether or not they are listed companies:

Identity of the director or representative	Company name of the listed or non-listed entity	Position
MS. LUISA DEPLAZES DE ANDRADE DELGADO	Swarovski SIH	Chairperson
MS. LUISA DEPLAZES DE ANDRADE DELGADO	Ingka Holding (IKEA Group)	Director
MS. LUISA DEPLAZES DE ANDRADE DELGADO	Telia Company	Director
MS. LUISA DEPLAZES DE ANDRADE DELGADO	Fortum	Director
MS. LUISA DEPLAZES DE ANDRADE DELGADO	Jose de Mello Capital	Director
MS. LUISA DEPLAZES DE ANDRADE DELGADO	EFG International AG	Director
MS. GLORIA HERNÁNDEZ GARCÍA	Banco Sabadell, S.A.	Director
MS. GLORIA HERNÁNDEZ GARCÍA	Nortegas Energía Grupo, S.L.U.	Director
MR. SERGIO ANTONIO FERREIRA DIAS	Distilled Spirits Holding	Director
MR. SERGIO ANTONIO FERREIRA DIAS	Distillers And Traders PTE.Ltd.	Director
MR. VICENTE TRIUS OLIVA	JBS USA	Chairman -CEO
MS. RUT ARANDA CARMONA	Durania Group 2020, S.L.	Director
MS. RUT ARANDA CARMONA	Cereales y Pastas, S.A.	Director
MS. SARA MARÍA DIEZ JAUREGUI	The Post Fiber, S.L.	CEO

MS. SARA MARÍA DIEZ JAUREGUI	Revolutionrace AB	Director
MS. SARA MARÍA DIEZ JAUREGUI	Circulose AB	Director
MS. SARA MARÍA DIEZ JAUREGUI	Ethical Fashion Advisory S.L.U.	Sole Director
MS. PALOMA PÉREZ SÁNCHEZ	Forus Deporte y Ocio, S.L.	CEO

Indicate, where appropriate, the other remunerated activities of the directors or directors' representatives, whatever their nature, other than those indicated in the table above.

Identity of the director or representative	Other paid activities
MS. LUISA DEPLAZES DE ANDRADE DELGADO	Founder and manager of LD Advisory, a consulting firm.
MS. SARA MARÍA DIEZ JAUREGUI	Advisor for Mango e-commerce team

C.1.12 Indicate whether the company has established rules on the maximum number of company boards on which its directors may sit, explaining if necessary, and identifying where this is regulated, if applicable:

Yes

No

Explanation of the rules and identification of the document where they are regulated
Article 25.4 of the Board Regulations establishes that a director must not sit – in addition to the Company Board – on more than six boards of directors of other companies. To this end, any boards to which a director belongs as a nominee director, proposed by the Company or by any group company, will not be taken into account; nor will other appointments be taken if account if the director is not actually and truly dedicated to a commercial activity. Holding companies or companies which are merely investment vehicles are excluded for these purposes. Moreover, companies belonging to the same group shall be treated as a single company.

C.1.13 Indicate the amounts of the remuneration received by the Board of Directors for the following items:

Remuneration accrued by the board of directors during the year (thousands of euros)	1,122
Amount of funds accumulated by current directors for long-term savings systems with vested economic rights (thousands of euros)	
Amount of funds accumulated by current directors for long-term savings systems with unvested economic rights (thousands of euros)	
Amount of funds accumulated by former directors for long-term savings systems (thousands of euros)	

C.1.14 Identify the members of senior management who are not, in turn, executive directors, and indicate the total remuneration paid to them during the year:

Name or corporate name	Position(s)
MR. MARTÍN TOLCACHIR	GLOBAL CEO (CHIEF EXECUTIVE OFFICER AND GENERAL MANAGER)
MR. RICARDO ÁLVAREZ ELENA	CEO SPAIN
MR. AGUSTÍN ÍBERO	CEO ARGENTINA
MR. GUILLAUME MARIE DIDIER GRAS	DIA GROUP CHIEF FINANCIAL OFFICER
MR. PATRICIO MORENÉS HOYOS	GENERAL COUNSEL AND SECRETARY TO THE BOARD
MS. MURIEL UZAN	DIA GROUP INTERNAL AUDIT DIRECTOR
MS. PILAR HERMIDA DEL LLANO	DIA GROUP CHIEF COMMUNICATIONS AND SUSTAINABILITY OFFICER
MR. ANTONIO SERRANO BEZERRA JUNIOR	DIA GROUP STRATEGY DIRECTOR
MR. RICARDO ÁLVAREZ ELENA	CHIEF EXECUTIVE FOR SPAIN
MR. MÁXIMO VENTAS DE LA CRUZ	DIA GROUP CHIEF TECHNOLOGY OFFICER
MS. JOANA NETO	DIA GROUP PEOPLE AND CULTURE DIRECTOR

Number of women in senior management	3
Percentage of the total members of senior management	30.00

Total remuneration received by senior management (thousands of euros)	15,514
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This section shows the people who form part of the Group's senior management on 31 December 2025.

C.1.15 Indicate whether the Board regulations were amended in any way during the year:

Yes

No

Amendment's description
In July 2025, the Board of Directors agreed to amend the Regulations of the Board of Directors to make some adjustments to the powers of the Board and CNR in matters of sustainability, to include the possibility that reports on the appointment of directors may be joint by the Board and CNR and to reflect the recommendations of the Code of Good Corporate Governance regarding the composition of the CNR.

C.1.16 Specify the procedures for the selection, appointment, re-election and removal of directors. List the competent bodies, procedures to be followed and criteria to be used for each of these procedures.

I. Selection, appointment and re-election
The selection, appointment and re-election of directors is regulated in Articles 5, 11, 12, 24 and 32 of the Board Regulations, in Articles 8 and 9 of the Regulations of the Appointments and Remuneration Committee, as well as in the Director Selection Policy, approved by the Board at its meeting on 11 December 2015.
The bodies in charge of selecting and appointing the directors will ensure that they are honourable, suitable, of reputed

solvency, competence and experience, and will be particularly strict in relation to any persons appointed to cover independent director positions or to belong to the committees.

As regards the selection process, the Board of Directors, as part of its non-delegable powers, will resolve, if applicable, whether it is adequate to (i) appoint a new director by co-option to cover any vacancy; (ii) propose to the Shareholders' Meeting the appointment or ratification of a director and/or increase the number of Board members; (iii) fulfil a shareholder's request to uphold its right of proportional representation; or (iv) appraise the possible re-election of a director whose term is nearing expiration.

In any of the foregoing cases the Board, or its chairperson, on its behalf, will formally entrust the Nomination and Remuneration Committee with an examination and, where appropriate, selection of directors among the candidates.

The Nomination and Remuneration Committee, further to express instructions from the Board of Directors, will convene as soon as possible in order to begin the selection process, and may be assisted by independent professionals specialising in selection processes and head hunting, in order to find the most suitable candidates.

Once the Nomination and Remuneration Committee has selected the directors, it will individually interview each candidate separately. The opinions gathered on the various candidates will be jointly examined and the relevant conclusions drawn, which will be recorded in an explanatory report from the Nomination and Remuneration Committee, to be submitted to the Board.

Any proposal to the Shareholders' Meeting will in any case include an explanatory report from the Board of Directors, evaluating the competence, experience and merits of the candidate proposed; this will be attached to the Minutes of the Shareholders' Meeting or the Board meeting.

The candidates chosen must contribute with their profile to make sure that they have (i) ample knowledge and experience in the sectors (especially consumer goods and retail) and in the Spanish and foreign markets where DIA operates, as well as the economic and financial factors (with special competences, experience and knowledge on accounting and risk management matters); (ii) a strong strategic international vision for businesses and extensive experience in business management, leadership and strategy; (iii) maximum level of ethics, representation and respect for the business community in general; and (iv) maximum level of loyalty, commitment and sufficient dedication to the Company's project.

The diversity in the group of directors and the various origins and profiles of each Board member are expected to meet the Company's current and future strategic needs.

If the Board of Directors does not follow the proposals and reports provided by the Nomination and Remuneration Committee, it must explain the reasons for its actions and duly record this in the Minutes.

All directors will be appointed by the Shareholders' Meeting or Board of Directors, as the case may be, following the provisions of the Capital Companies Law, the Bylaws, the Board Regulations and the Appointments and Remuneration Committee Regulations, as well as the Director Selection Policy, approved by the Board on its meeting dated 11 December 2015.

An appointment will be announced to the market and, after a Shareholders' Meeting is called, the résumé of the candidate will be made available to the shareholders, as well as an explanatory report from the Board of Directors and from the Nomination and Remuneration Committee, as the case may be, on the Company's website.

II. Evaluation

Article 7 of the Board Regulations establishes that the quality and efficiency of the Board will be evaluated once a year, as well as performance by the Board chairperson and Company CEO, the operation and composition of its committees, diversity in Board composition and competences, and the performance and contribution made by each director, particularly examining the managers of the various Committees.

Article 9 of the Regulations of the Appointments and Remuneration Committee establishes that among the functions of the Committee is to establish and supervise a programme of evaluation and continuous review of qualifications, training and, where appropriate, independence, as well as the maintenance of the conditions of good repute, suitability, solvency, competence, availability and commitment to its function. necessary for the exercise of the position of director and member of a given committee, and to propose to the Board of Directors the measures it deems appropriate in this regard, being able to collect any information or documentation that it deems necessary or appropriate for these purposes. The Committee shall also participate in the annual performance evaluation process of the Chairman of the Board of Directors and the chief executive of the company, where appropriate.

In order to evaluate the various Committees, the reports submitted by the latter to the Board will be examined. When evaluating the Board, the report submitted by the Nomination and Remuneration Committee will be taken into account.

This task is covered by the policy to fulfil corporate governance rules applicable to the Company, thereby fulfilling Recommendation number 36 of the Good Governance Code.

III. Removal

Article 13 of the Board Regulations establishes that directors will no longer hold office upon the expiration of their term, if so, resolved by the Shareholders' Meeting in the exercise of its powers, or when a director resigns or is dismissed.

Any directors affected by proposed removals will refrain from participating in any related discussion and vote.

The Board of Directors may only propose the removal of an independent director before expiration of the bylaw term where there is just cause, ascertained by the Board of Directors after receiving a report from the Nomination and Remuneration Committee. For these purposes, a breach of the duties inherent to their position will be considered as such, having incurred in any of the circumstances that cause them to lose their independent status or that the director goes on to occupy new positions or incurs new obligations that prevent them from dedicating the necessary time to the duties of the position of director. The removal may also be proposed as a result of tender offers, mergers or other similar corporate transactions that significantly change the Company's capital structure.

The Appointments and Remuneration Committee, in accordance with Article 10 of its Regulations, shall propose or report the resignation or dismissal of directors, depending on whether they are independent directors or members of other categories, and shall ensure that the Board of Directors adequately publicises the reasons and circumstances for the dismissal of a director before the expiry of his or her term of office.

C.1.17 Explain to what extent the annual evaluation of the Board has given rise to significant changes in its internal organisation and in the procedures applicable to its activities:

Description of amendments
<p>The Board of Directors, at the proposal of the Nomination and Remuneration Committee, contracted the services of a specialised company (Russell Reynolds) in order to carry out an exercise of evaluation of the performance of the Board of Directors and its Commissions with the help of an external consultant during the 2024 financial year. The main conclusions of the evaluation report by Russell Reynolds were presented, after having been considered by the Nomination and Remuneration Committee, at the meeting of the Board of Directors on 26 February 2025 and, based on them, it was approved to prepare an action plan to implement the recommendations made by the external consultant and approved by the Board of Directors at the proposal of the Nomination and Remuneration Committee.</p> <p>While the consultant concluded that, in general, the DIA Board of Directors performs its functions adequately, Russell Reynolds' recommendations primarily focused on areas of attention to improve the efficiency of the Board of Directors and its Committees.</p>

Describe the evaluation process and the areas evaluated by the Board of Directors, with the assistance of an external consultant, as the case may be, with respect to the operation and composition of the Board and its committees and any other areas or features that has been evaluated.

Description of the evaluation process and the areas evaluated
<p>The evaluation of the performance of the Board of Directors and its Committees in 2025 has not been carried out with the support of a specialized external consultant. However, the process of adapting to the recommendations made in the evaluation carried out by the external consultant in the financial year 2024 has continued.</p>

C.1.18 Breakdown in those years in which the evaluation has been assisted by an external auditor, the business dealings that the consultant or any company in its group has with the company or any company in its group.

Not Applicable.

C.1.19 Indicate the cases in which directors are obliged to resign.

The Regulations of the Board of Directors regulate this aspect in Article 13, which stipulates that Directors must tender their resignation to the Board of Directors and complete the corresponding resignation if the Board deems it appropriate, in the following cases:

- (a) When they are involved in any of the cases of conflicts of interest or prohibition provided for in the law, the Articles of association and the Board Regulations;
- (b) When situations affecting them, whether or not related to their performance at the Company, could damage the good name or reputation of the Company or they lose the commercial and professional good repute required to be a director of the Company;
- (c) When they cease to hold the executive positions to which, if applicable, their appointment as a Director is linked;
- (d) When the Board of Directors determines that they have seriously breached their obligations in the performance of their functions as a Director;
- (e) When their continuance on the Board of Directors may jeopardise, directly, indirectly or through related persons, the loyal and diligent performance of their duties as Directors or the interests of the Company, or when the reasons for which they were appointed cease to exist. In particular, in the case of non-executive nominee Directors, when the shareholder they represent sells or transfers all or part of its holding, with the result that it is no longer significant or sufficient to justify the appointment.

In any of the cases specified above, the Board of Directors, given the specific circumstances, may require the board member to resign from their position, and propose the director's removal to the Shareholders' Meeting, where applicable.

Any Directors affected by proposed removals will refrain from participating in any related discussion and vote.

When a Director leaves office before the end of their term of office, whether by resignation or otherwise, they shall sufficiently explain the reasons for their resignation or, in the case of non-executive Directors, their views on the reasons for the removal by the General Shareholders' Meeting, in a letter to be sent to all members of the Board of Directors. The reasons stated therein shall be mentioned in the annual corporate governance report, although, to the extent relevant for investors, the Company shall publish the removal as soon as possible, including sufficient reference to the reasons or circumstances provided by the director.

C.1.20 Are qualified majorities other than those established by law required for any particular kind of decision?

Yes

No

C.1.21 Indicate whether there are any specific requirements, apart from those relating to the Directors, to be appointed chairperson of the Board of Directors.

Yes

No

C.1.22 Indicate whether the bylaws or Board regulations set an age limit for directors:

Yes

No

C.1.23 Indicate whether the bylaws or Board regulations establish any term limits for independent directors other than those required by law or any other additional requirements that are stricter than those provided by law:

Yes

No

C.1.24 Indicate whether the bylaws or board regulations establish specific rules for the appointment of proxies on the board in favour of other Board members, the procedure for doing so and, in particular, the maximum number of proxies a Director may hold, as well as whether any restriction has been established as regards the categories of Director that may be appointed as proxies, beyond the limits imposed by law. If so, provide a brief description.

Article 20 of the Board Regulations establishes that Directors must ensure that their non-attendance is limited to unavoidable cases. Where they cannot attend in person, Directors must grant a proxy with instructions to another Director. Independent Directors may only grant their proxy to another independent Director and non-executive Directors may only grant their proxy to another non-executive Director.

Proxies may be conferred by any postal or electronic means or by fax, provided that the identity of the Director and the direction of the voting instructions can be guaranteed, where applicable.

C.1.25 Indicate the number of meetings held by the Board of Directors during the year. Also indicate, where applicable, how often the Board met without the chairperson's attendance. Proxies appointed with specific instructions should be taken into account when indicating attendance figures.

Number of Board meetings	14
Number of Board meetings held without the chairperson's attendance	0

Indicate the number of meetings held by the lead independent Director with the other Directors, where there was neither attendance nor representation of any executive Director.

Number of meetings	0
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Indicate the number of meetings of the various board committees held during the year:

Number of meetings held by the audit and compliance committee	10
Number of meetings held by the Nomination and Remuneration Committee	10

For clarification purposes, Board of Directors held 7 meetings during the year and, on 7 other occasions, resolutions were adopted in writing and without a meeting.

It is also noted that the Audit and Compliance Committee held 8 meetings in the year and, on 2 other occasions, resolutions were adopted in writing and without a meeting.

Lastly it is noted that the Nomination and Remuneration Committee held 7 meetings in the year and, on 3 other occasions, resolutions were adopted in writing and without a meeting.

C.1.26 Indicate the number of meetings held by the Board of Directors during the year with member attendance data:

Number of meetings attended by at least 80% of the Directors in person	7
% of attendance in person of the total votes cast during the year	100.00%
Number of meetings held with attendance in person or proxies given with specific instructions, by all directors	7
% of votes cast in person or through proxies with specific instructions out of the total of votes during the year	100.00%

For clarification purposes, the Board of Directors held 7 meetings during the year and, on 7 other occasions, resolutions were adopted in writing and without a meeting.

C.1.27 Indicate whether the individual and consolidated financial statements submitted to the Board for their approval are certified in advance:

Yes

No

Identify, where applicable, the person(s) who certified the company's separate and consolidated financial statements for their approval by the Board:

Name	Position
MR. GUILLAUME MARIE DIDIER GRAS	CHIEF FINANCIAL OFFICER
MR. MARTÍN TOLCACHIR	GLOBAL CEO (Approval in the certification)

C.1.28 Explain the mechanisms, if any, established by the Board of Directors to ensure that the financial statements that the Board presents to the shareholders' meeting are prepared in accordance with accounting legislation.

With the aim of preventing separate and consolidated financial statements prepared by the Board of Directors from being submitted to the Shareholders' Meeting with auditor's qualifications, before they are prepared, Article 23 of the Board Regulations and Articles 6 et seq. of the Audit and Compliance Committee's Regulations establish that the Audit and Compliance Committee must, among other points:

(a) Oversee the preparation and reporting process, and the clarity and integrity of financial and non-financial information concerning the Company and its Group, reviewing compliance with regulatory requirements, appropriate

definition of the consolidated group, and proper application of accounting standards, and to present recommendations and proposals to safeguard the integrity of financial information to the Board of Directors.

This supervisory task by the Committee must be carried out continually as well as promptly, at the request of the Board of Directors.

(b) Regarding the periodic and/or mandatory financial and non-financial information that the Company must submit to the markets and the supervisory bodies, assess compliance with the legal requirements and the correct application of the generally accepted accounting principles, as well as inform the Board of Directors of any significant changes in the accounting principles and, in particular, significant adjustments identified by the auditor or resulting from the reviews made by the internal audit.

(c) Analyse the reasons why the Company breaks down certain alternative performance measures in its public information, instead of the measures defined directly by the applicable regulations, how much useful information is provided to investors and the degree of compliance with that established in the international best practices and recommendations in this area.

(d) Propose the selection, appointment, re-election and removal of the internal audit officers; propose the budget for those services, approve the guidance and work plans, ensuring that its activity focuses mainly on the Company's material risks.

(e) Establish an internal control system for the financial information through which potentially important irregularities, especially financial and accounting ones at the Company, can be notified in a confidential and anonymous way.

(f) Oversee the risk control and management policy regarding the risks which affect the attainment of corporate targets, including, in general, supervision of the agenda of the Committee meetings so that all the material risks can be analysed throughout the year.

(g) Periodically review the efficacy of the risk control and management policy overall, covering both the financial and non-financial risks, including the tax ones, receiving the pertinent reports from the officers, from internal audit and from any person hired for such purpose, with the aim of appropriately identifying, analysing and notifying the main risks, and analyse, together with the auditors, any significant weaknesses in the internal control system detected during the audit, all without affecting its independence.

(h) Ensure that the members of the management team take into account the conclusions and recommendations of the reports of the Audit and Compliance Committee, as well as discuss with the Company's auditors any significant weaknesses in the internal control systems that they may have detected during the audit, all without undermining its independence. For such purposes and, where applicable, it can submit recommendations or proposals to the Board of Directors and the corresponding deadline for dealing with them.

(i) Approve the work plan for the internal audit every year, ensuring that both the management and the staff have the necessary human, financial and technological resources to carry it out and that its activity focuses mainly on the Company's material financial and non-financial risks.

(j) Assess the operations of the internal audit and the performance of its officer, including an assessment of the degree of compliance with the established targets and criteria, as well as with the opinion of the Company's executive management, with the aim of determining the officer's annual variable remuneration, which must also involve the Committee; periodically receive information about the activities performed by the Internal Audit Department and, specifically, regarding the implementation of the annual work plan, the incidents found and the recommendations for such purpose.

(k) Establish appropriate relationships with the external auditors to receive information on those questions that may jeopardise their independence, for examination by the Committee, and any other relationships relating to the process of development of the financial statements auditing process, as well as other notifications included in the legislation governing auditing and audit regulations.

(l) Ensure that the auditor's remuneration for the work does not compromise its quality or independence and analyse the significant changes that may take place in its total remuneration.

(m) Oversee the performance of the audit engagement, endeavouring to ensure that the opinion on the financial statements and the key content of the audit report are drafted clearly and accurately, and assess the results of each audit.

Where an auditor may step down, to examine the circumstances leading to their decision and to ensure that the Company duly reports the change of auditor to the CNMV in a relevant event/inside information notice accompanied by a statement regarding the possible existence of disagreements with the outgoing auditor and, where applicable, the content of the audit report.

(n) Serve as a communication channel between the Board of Directors and the auditors, evaluate the results of each audit and the responses of the management team to their recommendations, and mediate in cases of discrepancies between the auditors and the management team with respect to the principles and criteria applicable in preparing the financial statements.

(ñ) Ensure that the external auditor holds a meeting each year with the plenary session of the Board of Directors in order to inform it about its work and progress in the Company's accounting position and risks.

C.1.29 Is the Board secretary a Director?

Yes

No

If the Secretary is not a Director, complete the following table:

Name or corporate name of the Secretary	Representative
MR. PATRICIO MORENÉS HOYOS	

C.1.30 Indicate the specific mechanisms, if any, established by the company to preserve the independence of external auditors, as well as, if any, the mechanisms to preserve the independence of financial analysts, investment banks and agencies qualification, including how the legal provisions have been implemented in practice.

<p>DIA has various mechanisms in place to preserve the independence of the auditor. Among them is that one of the main roles of the Audit and Compliance Committee consists in supervising the independence of the auditor, with duties that include the following:</p> <p>(a) Submit to the Board of Directors the proposed selection, appointment, re-election and replacement of external auditors, taking responsibility for the selection process, as well as their conditions of hiring, and to regularly gather information on the auditing plan and its execution, as well as preserving their independence in the exercise of their tasks.</p> <p>(b) Establish appropriate relationships with the auditors to receive information on those questions that may jeopardise their independence, for examination by the Committee, and any others relating to the process of development of the accounts auditing process and, where applicable the authorisation of the various services legally forbidden by the applicable regulations as well as other notifications included in the legislation governing auditing and audit standards.</p> <p>In particular, it must ensure that the external auditor respects the regulations in place on provision of non-audit services, the limits to the auditor's business concentration, and in general other regulations on the independence of auditors. For such purpose, the Committee can review and approve additional policies and guidelines which set out the principles regarding the approval and/or prohibition of providing certain non-audit services and, in general, in relation to the legal regulations on auditing.</p> <p>In this respect, the Committee is responsible for previously approving the provision of non-audit services, assessing: (i) their nature, the circumstances and context in which they take place, and their effects and if those services jeopardise the auditor's independence; (ii) if the audit firm, based on its knowledge and experience, is the best one to provide such services; (iii) the remuneration for the non-audit services, individually or as a whole, in relation to that for the audit and the parameters used by the audit firm to determine its own remuneration policy; and (iv) where applicable, the establishment of a guiding limit for the fees to be received by the auditor for non-audit services in accordance with the law and the EU regulations.</p> <p>(c) Receive from the external auditors annually a confirmation of their independence in regard to the entity or entities linked to it directly or indirectly, as well as detailed and individual information of the additional services of any kind provided and the corresponding fees received from these entities by the aforementioned external auditors, or by the persons or entities linked to them, in accordance with the provisions of the audit legislation. For such purposes, the Committee can request, in the annual independence letter sent by the auditor, the inclusion of a statement informing that it complies with this. Likewise, it can request the auditor, when deemed necessary, to provide an explanation about the internal quality control system that it must have established regarding independence, as well as information about the internal rotation practices of the audit partner and its staff and how it conforms to the audit standards.</p> <p>Sources of internal information must also be established at the Company, which provide relevant information about the auditor's independence, which come from the financial department, other management functions, internal audit or other assurance functions such as the regulatory compliance, risk or external unit as well as the information that can be provided by the auditor itself.</p> <p>In view of the content of that independence letter, the Committee must issue annually, prior to the issue of the audit report, a report giving an opinion on whether the independence of the auditors or audit firms has been compromised. This report must in all cases include an assessment of the additional services provided by the auditors, considered separately and in their totality, that consists of services other than the statutory audits and how they relate to the requirement of independence or to the audit standards.</p> <p>(d) Ensure that the auditor's remuneration for the work does not compromise its quality or independence and analyse</p>

the significant changes that may take place in its total remuneration.

(e) In the event of a waiver from the external auditor, it will examine the circumstances leading to this decision and will ensure that the Company announces the new auditor to the CNMV, in addition to a statement on the potential existence of disagreements with the outgoing auditor and the content thereof, if any.

In addition, Article 23 of the Board Regulations and Article 6 of the Audit and Compliance Committee Regulations govern the Audit and Compliance Committee's relationship with the external auditor, establishing that said Committee (i) ensures that the external auditor holds an annual meeting with the full Board of Directors to report to it on the work performed and on the evolution of the Company's accounting and risk situation; and (ii) ensures that the Company and the external auditor comply with current regulations on the provision of non-audit services, the limits on the concentration of the auditor's business and, in general, other regulations on auditor independence.

The DIA Investor Relations Department coordinates relationships with financial analysts, investment banks and rating agencies, as appropriate, handling both their requests for information and those of the institutional or private investors, based on the principles of transparency, non-discrimination, veracity and reliability of the information provided. To do this, it has the Corporate Policy on Investor Relations, which is available on the company website.

To put these principles into practice, and always within the strictest compliance with the regulations relating to Securities Markets, DIA has available various channels of communication such as (a) publication of information relating to the presentation of the periodic results or to corporate operations; (b) presentations to investors; and (c) submission of statements and press releases.

C.1.31 Indicate whether the Company has changed its external auditor during the year. If so, identify the incoming and outgoing auditor:

Yes

No

In the event of any disagreements with the outgoing auditor, explain the substance thereof:

Yes

No

C.1.32 Indicate whether the audit firm performs non-audit work for the company and/or its group and, if so, state the amount of fees paid for such work and the percentage they represent of the fees invoiced for audit work to the company and/or its group:

Yes

No

	Company	Group companies	Total
Amount of non-audit work (in thousands of euros)	134	30	164
Amount invoiced for non-audit services/Amount for audit work (in %)	40.85	4.98	17.63

The fees of the auditor for services other than those related to the audit reported in this section do not match the audit fees in notes 22 and 24 of the individual and consolidated annual accounts, respectively, as the information reported here does not include the fees related to the verification of the Consolidated Non-Financial Information Statement and Sustainability Information (€106 thousand), which are included in the aforementioned notes.

C.1.33 Indicate whether the auditors' report on the financial statements for the preceding year contains qualified opinions. If so, indicate the reasons given to the shareholders at the shareholders' meeting by the chairperson of the audit committee to explain the content and scope of such qualified opinions.

Yes

No

C.1.34 Indicate the number of consecutive years for which the current audit firm has been auditing the company's individual and/or consolidated financial statements. Likewise, indicate the number of years the current audit firm has been auditing the financial statements as a percentage of the total number of years in which the financial statements have been audited:

	Separate	Consolidated
Number of consecutive years	7	7

	Separate	Consolidated
No. of years audited by the current audit firm/No. of years in which the company or its group have been audited (in %)	20.59	20.59

C.1.35 Indicate and give details of any procedure to ensure directors receive the necessary information to prepare for meetings of the managing bodies sufficiently in advance:

Yes

No

Details of the procedure
<p>Under Article 34 of the Board Regulations, Directors have the duty to diligently inform themselves of the Company's business. For such purpose, any director may request information on any aspect of the Company and its subsidiaries and examine the books, registers, documents and other documentation thereof.</p> <p>Furthermore, this Article provides that all duties of information will be previously channelled through the Board's chairperson, who will forward the request to the relevant liaison officer within the Company.</p> <p>In addition, Article 18 of the Board Regulations requires that all meetings be called at least five days in advance, except for emergency situations. Likewise, Article 14 of the Board Regulations establishes that the chairperson, as the person responsible for the Board's operation, will ensure that all Directors previously receive sufficient information, stimulating discussions and the active participation of Directors during Board meetings.</p>

C.1.36 Indicate and give details of whether the company has established rules obliging Directors to inform the Board or, as the case may be, resign when situations arise which affect them, whether or not related to their actions within the company itself, which could harm the company's name or reputation:

Yes

No

Explain the rules
Article 13 of the Board Regulations establishes that Directors must immediately tender their resignation when situations affecting them, whether or not related to their performance at the Company, could damage the good name or reputation of the Company or they lose the commercial and professional good repute required to be a Director of the Company.

C.1.37 Indicate, unless special circumstances have occurred which have been recorded in the Minutes, whether the Board has been informed or has otherwise become aware of a situation affecting a Director, whether or not related to the Director's actions in the company itself, that may harm the company's name or reputation:

Yes

No

C.1.38 Give details of any significant agreements entered into by the company that will enter into force, be amended or terminated in the event of a change of control of the company due to a takeover bid, and their effects.

The Company has entered into finance agreements that include modifications to or terminations of this finance if there is a change of control at the Company, although it is not specified that this is so in case of a tender offer.
Apart from the above, it is worth mentioning that the Company has entered into certain lease agreements for shop premises (not considered individually significant agreements) that include clauses with modifications or the cancellation or termination of these agreements in case of company operations that represent changes of control at the Company or its shareholders, although they do not refer expressly to changes of control derived from tender offers.

C.1.39 Identify, in individual form where Directors are concerned and in aggregate form in all other cases and provide detailed information on agreements between the company and its officers, executives and employees that provide indemnities, guarantee or "golden parachute" clauses for the event of resignation, unjustified dismissal or termination as a result of a takeover bid or other type of transaction.

Number of beneficiaries	39
Type of beneficiary	Description of the agreement
Other management positions	For senior management there is no homogeneous form, notice periods are contemplated, depending on the case, in cases of dismissal ranging from 1 to 6 months. As for compensation in cases of dismissal declared without cause by the competent courts, there is no homogeneous formula either, there are different variants, depending on the case, such as 6 or 12 monthly payments or a fixed lump sum previously agreed between the parties.

Indicate whether, beyond the cases established by legislation, these agreements have to be communicated and/or authorised by the governing bodies of the company or its group. If yes, specify the procedures, cases envisaged and nature of the bodies responsible for the approval or making the notification:

	Board of Directors	Shareholders' meeting
Body authorising the clauses	X	

	Yes	No
Is the shareholders' meeting informed of such clauses?		X

C.2 Committees of the Board of Directors

C.2.1 Provide details of all committees of the Board of Directors, their members, and the proportion of executive, nominee, independent and other non-executive directors forming them:

Audit and Compliance Committee		
Name	Position	Category
MS. GLORIA HERNÁNDEZ GARCIA	CHAIRPERSON	Independent
MR. JOSÉ WAHNON LEVY	MEMBER	Independent
MR. SERGIO ANTONIO FERREIRA DIAS	MEMBER	Other non-executive director
MS. SARA MARÍA DIEZ JAUREGUI	MEMBER	Independent

% of executive directors	0.00
% of proprietary directors	0.00
% of independent directors	75
% of other non-executive directors	25

Explain the functions, including, where applicable, the additional ones to those legally envisaged, attributed to this committee and describe its procedures and organisational and operating rules. For each function, state its main actions during the year and how each one attributed to it by law or the bylaws or other corporate resolutions was carried out.

In accordance with Article 39 of the Bylaws, Article 23 of the Board Regulations, and Article 13 of the Committee's Regulations, the Audit and Compliance Committee will consist of at least three and a maximum of five directors, designated by the Board itself from among its non-executive directors, where the majority of the members and, in any case, the Committee's chairperson must be independent.

Likewise, the members of the Audit and Compliance Committee, particularly its chairperson, will be designated according to their knowledge and experience in accounting, auditing or risk management matters. Their knowledge and experience in financial matters, internal control and business management will be taken into account, as well as their knowledge, ability and experience in consideration with the Committee's other tasks.

In particular, to consider that a Director has knowledge and experience in accounting, auditing or both, the Committee member must have: (a) knowledge in accounting or audit standards or both; (b) the ability to assess and interpret the accounting standards; (c) experience in drafting, auditing, analysing or assessing financial statements with a certain complex nature, similar to those of the Company itself, or experience in supervising one or more persons involved in

such tasks; and (d) understanding of the internal control mechanisms related to the process of drafting financial statements.

For these purposes, the following will be taken into account: the knowledge and professional experience gained as a result of the performance of functions directly related to these matters, as well as the knowledge and experience due to the performance of management and executive functions and responsibilities which could be related to these issues in a significant way (such as chief executive officers or senior managers with supervisory and management responsibilities in accounting, financial or risk management areas, etc.). Likewise, the aim is to ensure diversity, especially regarding gender, professional experience, competence, sector knowledge and geographical origin.

In accordance with section 2 of Article 529 [section four] of the Capital Companies Law and DIA's internal regulations, the chairperson of the Audit and Compliance Committee will be appointed from among independent Directors. The chairperson will be replaced every four years and may be re-elected one year after leaving office. They must have sufficient ability and availability to devote more time to the Committee than the other members.

The members of the management team or Company staff will be obliged to attend all meetings of the Audit and Compliance Committee, collaborating and providing access to any information they may have, at the Committee's request. The Committee may also request the presence of the Company's auditors at its meetings. Also, if it deems it necessary for the adequate performance of its functions, the Audit and Compliance Committee may be advised by external experts, duly informing the secretary or deputy secretary of the Board, who will be in charge of engaging the necessary services, making sure that any potential conflicts of interest do not compromise the independence of the external advice provided.

The composition of the Committee complies with the provisions of the aforementioned regulations, insofar as two of the three members of the Committee are independent Directors, which guarantees the impartiality and objectivity of the criteria of the Audit Committee.

Lastly, the Committee complies with Article 529 [section four] of the Capital Companies Law since, overall, the members of the Audit and Compliance Committee of DIA have the pertinent technical knowledge in order to carry out the Committee's functions.

The Audit and Compliance Committee, by virtue of its functions provided for in Article 529 [section four] of the Capital Companies Act, Article 23 of the Regulations of the Board of Directors of the Company and Articles 5 et seq. of the Regulations of the Committee, has focused the objectives of their meetings in 2025 on the following core activities: (i) monitor the effectiveness of the Company's internal control, internal audit and risk management systems, as well as discuss with the account auditor and the sustainability information verifier the significant weaknesses of the internal control system detected in the development of the audit and the verification process, all without breaking their independence, for which, if applicable, may submit recommendations or proposals to the Board of Directors and the corresponding deadline for its follow-up; (ii) oversee and evaluate the preparation process and the integrity of financial and non-financial information, as well as financial and non-financial risk management and control systems, including prosecutors, relating to the Company and its group – including operations, technology, legal, social, environment, political, reputational or corruption-related policies – reviewing compliance with regulatory requirements, the proper delimitation of the consolidation perimeter and the correct application of the accounting criteria, overseeing the sustainability report and the effectiveness of the related risk management and control systems and, if applicable, submit recommendations or proposals to the Board of Directors aimed at safeguarding the integrity of financial and non-financial information; (iii) report, prior to its authorisation by the Board of Directors or the General Shareholders' Meeting, as appropriate, transactions or transactions that may represent conflicts of interest with shareholders holding a significant interest or represented in the Board of Directors and its related persons; (iv) to raise the selection proposals to the Board of Directors, appointment, re-election and replacement of external account auditors and the sustainability information verifier, as well as their contracting terms and regularly collect from them information about the audit plan and its execution, in addition to preserving their independence in the exercise of their duties; (v) establish the appropriate relationships with the external auditor and the verifier to receive information on those issues that may pose a threat to their independence, for examination by the Committee, and any others related to the account audit and sustainability information verification development process, and, where applicable, the authorisation of services other than those prohibited, under the terms of the law, as well as those other communications provided for in account audit legislation and audit standards, for which it must receive annually from the external auditors the declaration of its independence in relation to the Company or entities linked to it directly or indirectly, as well as detailed and individualised information on the additional services of any kind provided and the corresponding fees received from these entities by the external auditor or by the persons or entities linked to it in accordance with the provisions of the regulations regulating account audit activity; (vi) issue annually, prior to the issuance of the account audit report, a report expressing an opinion as to whether the independence of auditors of accounts or audit companies is compromised, report to contain, in any case, the reasoned assessment of the provision of each and every one of the additional services referred to in the previous letter, individually considered and as a whole, other than the legal audit and in relation to the independence regime or the regulatory regulations of the account audit activity; (vii) monitor compliance with corporate governance rules and internal company codes of conduct, also ensuring that the corporate culture is aligned with its purpose and values; (viii) ensure the independence of the unit that assumes the internal audit function; propose selection, appointment, Re-election and termination of the Internal Audit Service Owner; propose the budget for that service; approve the orientation and their work plans, ensuring that its activity is primarily focused on the relevant risks of society; receive periodic information about its activities; and verify that senior management takes into account the conclusions and recommendations of their reports; (ix) be informed about the operations of structural and corporate modifications that the Company plans to carry out for its analysis and prior report to the Board

of Directors on its economic conditions and its accounting impact and, especially, if applicable, about the proposed redemption equation; (x) approval of financial information that, because of their listed status, the Company shall make public from time to time; (xi) supervision of the preparation of sustainability information.

The Company's Audit and Compliance Committee met 8 times in 2025 and, on 2 other occasions, the resolutions were adopted in writing and without a meeting. All the members attended all the meetings in person or by proxy.

This Committee met with the necessary frequency for the proper performance of its functions, in all cases complying with Article 23.10 of the Board Regulations and Article 21.1 of the Committee's Regulations, which establish that it must meet, at least, every quarter, with the aim of reviewing the periodic financial information which, in accordance with Articles 118 and 119 of the Securities Market Law, the Board has to submit to the market supervisory authorities as well as the information that the Board has to approve and include in its own annual or interim public documentation.

Identify the Directors who are members of the audit committee and have been appointed keeping in mind their knowledge and experience in accounting or audit matters, or both, and state the date that the chairperson of this committee was appointed.

Names of the Directors with experience	MS. GLORIA HERNÁNDEZ GARCÍA/ MR. JOSÉ WAHNON LEVY/ MR. SERGIO ANTONIO FERREIRA DIAS
Date of appointment of the chairperson	02/22/2023

Nomination and Remuneration Committee		
Name	Position	Category
MS. LUISA DELGADO DESPLAZES DE ANDRADE	CHAIRPERSON	Independent
MR. VICENTE TRIUS OLIVA	MEMBER	Independent
MS. RUT ARANDA CARMONA	MEMBER	Independent
MS. PALOMA PÉREZ SÁNCHEZ	MEMBER	Independent

% of executive directors	0.00
% of proprietary directors	0.00
% of independent directors	100.00
% of other non-executive directors	0.00

Explain the functions delegated or attributed to this committee other than those already described in section C.1.9 and describe its procedures and organisational and operating rules. For each function, state its main actions during the year and how each one attributed to it by law or the bylaws or other corporate resolutions was carried out.

In accordance with Articles 39 of the Bylaws, Article 24 of the Board Regulations and Article 16 of the Committee's Regulations, the Board of Directors shall set up a permanent Nomination and Remuneration Committee, which shall be composed of a minimum of three and a maximum of five directors, appointed by the Board of Directors itself from among its external directors, where the majority of the members and, in any case, the Committee's chairperson must be independent.

The members of the Nomination and Remuneration Committee shall be appointed with the knowledge, skills and experience appropriate to the functions they are called upon to perform. To this end, both their professional knowledge and experience, gathered when performing tasks directly related to these matters, will be taken into account, as will any knowledge and experience resulting from management and executive tasks, and responsibilities that have a relevant impact on these matters, among others (e.g. CEOs, top executives or senior managers supervising and controlling human resources, corporate governance, remuneration policies, etc.).

The Chairperson of the Nomination and Remuneration Committee shall be appointed by the Board of Directors from among the independent directors forming part of the Committee.

The members of the Board of Directors, management team or Company staff will be obliged to attend all meetings of this Committee, collaborating and providing access to any information they may have, at the Committee's request. Furthermore, if it deems this necessary for the adequate performance of its tasks, it may be advised by external experts.

In light of the above, and as the Committee consists of four directors – none of whom are executive directors – the composition of the Nomination and Remuneration Committee conforms to the Bylaws, Board and Committee Regulations. In addition, the Nomination and Remuneration Committee complies with Article 529 [section fifteen] of the Capital Companies Law as well as with the good corporate governance recommendations of the Good Governance Code, particularly number 47, recommending the majority of its directors be independent, in order to guarantee impartiality and objectivity of judgment.

The Nomination and Remuneration Committee, in compliance with its functions provided for in Article 24 of the Regulations of the Board of Directors and Articles 6 et seq. of the Regulations of the Committee, has carried out during the fiscal year 2025 the functions assigned to it, which, among others, have been the following: (i) to evaluate the necessary competencies, knowledge and experience on the Board of Directors. For these purposes, the committee has defined the functions and skills required for the candidates to cover a vacancy, and has evaluated the precise time and dedication in order to carry out their tasks effectively; (ii) making proposals to the Board of Directors of independent directors to be appointed by co-option or for submission to decision by the shareholders' meeting, and proposals for re-election and removal of those Directors by the shareholders' meeting; (iii) reporting to the Board on proposals for the appointment, re-election and removal of internal positions within the Board of Directors of the Company (chairperson and deputy chairperson, lead independent director, secretary and deputy secretary, if any); (iv) reporting on proposals for the appointment and removal of senior managers and the basic conditions of their contracts; (v) proposing to the Board of Directors (a) the policy on remuneration for Directors and senior managers or any other persons performing senior management duties reporting to the board, the committees or the chief executives, (b) the individual remuneration of executive directors and the other terms of their contracts, supervising their implementation, and (c) the basic terms of contracts of senior managers; (vi) assisting the board in the preparation of the report on directors' remuneration policy and sending the board any other reports on remuneration contemplated in these regulations, verifying the information on remuneration paid to Directors and senior management contained in the different corporate documents, including the annual report on directors' remuneration; (vii) examining and organising the succession plan for the chairperson of the Board and for the chief executive officer of the Company and, if applicable, suggesting proposals to the Board of Directors to ensure a smooth and organised transition; and (viii) reporting on proposals for the appointment of other directors to be appointed by co-option or for submission to decision by the shareholders' meeting, and proposals for re-election and removal of those directors by the shareholders' meeting. Likewise, since July 2025, the Appointments and Remuneration Committee has been entrusted with and has carried out certain functions in relation to the franchise activity of the Dia Group, related to the long-term strategy of the franchise model and the contractual framework and key policies that regulate the relationship with franchisees.

The Company's Nomination and Remuneration Committee held 7 formal meetings in 2025 and, on 3 other occasions, the resolutions were adopted in writing and without a meeting. All the members attended all the meetings in person or by proxy.

C.2.2 Complete the following table with information regarding the number of female Directors who were members of Board committees at the close of the past four years:

	Number of female directors							
	Year 2025		Year 2024		Year 2023		Year 2022	
	Number	(%)	Number	(%)	Number	(%)	Number	(%)
Audit and Compliance Committee	2	50	1	33.33	1	33.33	1	33.33
Nomination and Remuneration Committee	3	75	1	33.33	1	33.33	1	33.33

C.2.3 Indicate whether there are any regulations governing the Board committees, where they can be consulted, and whether any amendments have been made during the year. In turn, indicate whether an annual report on the activities of each committee has been prepared voluntarily.

The organisational and operating rules of the Audit and Compliance Committee and the Nomination and Remuneration Committee are included in the Board Regulations, in the Audit and Compliance Committee Regulations and in the Nomination and Remuneration Committee Regulations, which are available for consultation on DIA's website (www.diacorporate.com).

The Nomination and Remuneration Committee and the Audit and Compliance Committee prepare the corresponding annual reports on their activities, with the aim of assessing their operation and organisation in 2025, highlighting any significant events that have taken place related to their duties. These reports are made available to the shareholders on the Company's corporate website.

D RELATED PARTY AND INTRAGROUP TRANSACTIONS

D.1 Explain, where appropriate, the procedure and competent bodies relating to the approval of transactions with related and intragroup parties, indicating the criteria and general internal rules of the entity that regulate the abstention obligations of the affected Director or shareholders. Provide details of the internal information and periodic control procedures established by the company in relation to those related-party transactions whose approval has been delegated by the Board of Directors.

Pursuant to Article 6.2 of the Board Regulations and Article 5.1.(v) of the Audit and Compliance Committee Regulations, this Committee has the authority to supervise compliance with the legislation on related-party transactions with directors or significant shareholders or shareholders represented on the Board. Specifically, the Audit and Compliance Committee will report to the Board on such related-party transactions and, in general, on transactions that entail or may entail conflicts of interest, so that they can be approved, and will ensure that the related information is reported to the market as required by law.

In order to do so, pursuant to Article 11.1.(b) of the Audit and Compliance Committee Regulations, this Committee must gather and analyse all necessary information and documentation and will be able to request expert reports where it is deemed advisable to have experts give an opinion on aspects such as the effects of a proposed transaction on the corporate interest or whether the transaction is being carried out on market terms.

Regarding its approval, Article 6.1 of the Board Regulations establishes that the Board of Directors formally reserves the right to approve, subject to a report from the Audit and Compliance Committee, related-party transactions within the meaning of Article 529 [vicies] of the Capital Companies Law, unless their approval falls to the Shareholders' Meeting in accordance with the provisions of the law.

Obligations to abstain are set out in Article 28.3.b) of the Board Regulations, which stipulates that Directors must leave the meeting during the deliberation and voting on those matters in which they are involved in a conflict of interest and shall be deducted from the number of members attending for the purposes of calculating quorum for attendance and voting.

D.2 Provide individual details of operations that are significant due to their amount or due to their subject matter carried out between the company or its subsidiaries and shareholders holding 10% or more of the voting rights or who are represented on the Board of Directors of the company, indicating which has been the competent body for its approval and if any affected shareholder or director has abstained. In the event that the Board of Directors has responsibility, indicate if the proposed resolution has been approved by the Board without a vote against the majority of the independent directors:

Name or company name of the shareholder or any of its subsidiaries	% Shareholding	Name or corporate name of company or subsidiary	Nature of the relationship	Type of transaction and info required for its approval	Amount (thousands of euros)	Approving body	Identity of the significant shareholder or Director who has abstained	The proposal to the AGM, if applicable, has been approved by the Board without a vote against the majority of independent directors
No data								

D.3 Provide individual details of the significant transactions due to their amount or due to their subject matter carried out by the company or its subsidiaries with the administrators or managers of the company, including those transactions carried out with entities that the administrator or manager controls or controls jointly, indicating the

competent body for its approval and if any affected shareholder or Director has abstained. In the event that the Board of Directors has responsibility, indicate if the proposed resolution has been approved by the Board without a vote against the majority of the independent directors:

Name or company name of the administrators or managers or their controlled or jointly controlled entities	Name or company name of the company or entity within its group	Relationship	Type of transaction and info required for its approval	Amount (thousands of euros)	Approving body	Identity of the shareholder or Director who has abstained	The proposal to the Board, if applicable, has been approved by the Board without a vote against the majority of independent directors
No data							

D.4 Report individually on significant intra-group transactions due to their amount or due to their subject matter that have been undertaken by the company with its parent company or with other entities belonging to the parent's group, including subsidiaries of the listed company, except where no other related party of the listed company has interests in these subsidiaries or that they are fully owned, directly or indirectly, by the listed company.

In all cases, list any intragroup transaction performed with entities established in countries or territories considered to be tax havens:

Corporate name of the group entity	Brief description of the transaction and other information necessary for its evaluation	Amount (thousands of euros)
No data		

D.5 Provide individual details of the significant transactions due to their amount or due to their subject matter carried out by the company or its subsidiaries with other related parties pursuant to the international accounting standards adopted by the EU, which have not been reported in previous sections.

Corporate name of the related party	Brief description of the transaction and other information necessary for its evaluation	Amount (thousands of euros)
No data		

D.6 Provide details of the mechanisms in place to detect, determine and resolve potential conflicts of interest between the company and/or its group and its Directors, senior management, significant shareholders or other associated parties.

<p>Pursuant to Article 28 of the Company's Board Regulations, Directors must adopt the necessary measures to avoid becoming subject to conflicts of interest and, notwithstanding the statutory provisions on the duty to avoid situations of a conflict of interest, situations of a conflict of interest will be governed by the following rules:</p> <ul style="list-style-type: none"> a) Notification: Directors must notify the Board of Directors, through its Chairperson or the Secretary or Deputy Secretary, of any conflict-of-interest situation in which they find themselves. b) Abstention: Directors must leave the meeting during the deliberation and voting on those matters in which they are involved in a conflict of interest and shall be deducted from the number of members attending for the purposes of calculating the quorum for attendance and voting. c) Transparency: The Company shall report, where required by law, any conflict-of-interest situation in which

the Directors have found themselves during the financial year in question and of which it is aware by virtue of notification from the affected party or by any other means.

The above obligation to abstain shall not apply (except where otherwise provided in the law, the bylaws or the Board Regulations) to resolutions or decisions affecting their status as Directors, such as their appointment or removal from office on the managing body or others of similar significance.

In addition, as stated in Article 12.1 of the Audit and Compliance Committee Regulations, this Committee will have the function of reporting on any operations or transactions that may cause conflicts of interest before their authorisation by the Board of Directors or the Shareholders' Meeting, as applicable, which includes transactions with Company and Group Directors and related persons, as well as transactions with significant shareholders or shareholders represented on the Board of Directors and related persons.

At its meeting held on 27 October 2021, the Board of Directors approved the Día Group's Policy on the Management of Conflicts of Interest and Related-Party Transactions. In 2022, said policy was updated in relation to the scope of its application by agreement of the Board of Directors of 29 June 2022.

In accordance with this policy, a conflict of interest is a situation in which interests of the Company or its group companies directly or indirectly conflict with the personal interests of any person with management responsibilities, on their own behalf or on behalf of others, or of their related persons. It establishes that any person with management responsibilities must act with the loyalty of a faithful representative, acting in good faith and in the best interest of the Company, regardless of other own interests or those of third parties. Consequently, any person with management responsibilities will refrain from preferring their own interests, on their own behalf or on behalf of others, or their related persons, at the expense of DIA, and will seek to avoid any conflict situation in the exercise of their functions, including, in particular, those contained in Article 229.1 of the Capital Companies Law. In addition, any person discharging managerial responsibilities must refrain from attending and intervening in deliberations and voting in relation to conflict situations affecting them or a related person and must also refrain from accessing confidential information related to the matter and warn those who are to make the decision of the potential conflict situation.

All DIA Directors must notify the Board of Directors of DIA, through its secretary, the list of their related persons (which must be kept permanently updated) as well as any personal, family, professional or business situation or circumstance that may imply a conflict situation at any time. In the notice, Directors must indicate whether the potential conflict of interest affects them personally or through a related person, in which case they must identify such person. Directors must also specify the situation that gave rise to the conflict of interest, detailing, where appropriate, the purpose and the main conditions of the projected transaction or decision and its approximate amount. When the conflict of interest situation involves a permanent and structural conflict that prevents the Director from continuing to perform their duties faithfully, the Director must immediately tender their resignation to the Board of Directors.

The Board of Directors shall be the body responsible for analysing and, where appropriate, providing exemption, when permitted by law and under the terms established therein, following a report from the Audit and Compliance Committee, the conflict situations of DIA Directors or their related persons, except when such authorisation corresponds to the Shareholders' Meeting of the Company by operation of law.

The policy on the management of conflicts of interest and related-party transactions also regulates the procedure applicable to the transactions that DIA or any of its group companies perform with significant shareholders or board members.

D.7 Indicate whether the company is controlled by another entity in the meaning of Article 42 of the Commercial Code, whether listed or not, and whether it has, directly or through any of its subsidiaries, business relationships with said entity or any of its subsidiaries (other than the listed company) or carries out activities related to those of any of them.

Yes

No

E RISK MANAGEMENT AND CONTROL SYSTEMS

E.1 Explain the scope of the company's financial and non-financial risk management and control system, including those of a tax nature.

At Dia Group, risk management constitutes a fundamental pillar of strategic planning and a key tool to guarantee the achievement of Group objectives. The Comprehensive Risk Management System (CRMS) operates as an iterative process of continuous improvement, permeating all levels of the organization.

Inspired by the prestigious COSO ERM 2017 framework (Enterprise Risk Management - Integrating with Strategy and Performance), the CRMS is designed to identify, evaluate, and manage risks within the appetite and tolerance limits approved by the Board of Directors.

The CRMS is articulated and structured in five essential stages, where risk management and strategy work jointly:

- **Identification:** Strategy and objectives are defined, to then proactively identify risks that could threaten their achievement.
- **Assessment:** The impact and probability of occurrence of each risk are valued. Subsequently, risks are prioritized considering the speed of materialization to define the most appropriate actions (mitigate, transfer, share, or avoid).
- **Monitoring:** Risks are monitored and control mechanisms are established to ensure they remain within established appetite and tolerance thresholds.
- **Management:** Corrective and preventive actions are executed to maintain risk levels at the defined optimum.
- **Reporting and Communication:** A continuous and bidirectional flow of risk information (both internal and external) is ensured throughout the entire organization, facilitating timely decision-making.

Recognizing the criticality of regulatory compliance, a Tax Risk Management (TRM) has been developed. This system manages main tax risks and integrates effective controls, many of which are currently part of the Tax ICFR process.

In 2025, this commitment was reinforced with the update and approval of the Tax Policy by the Board of Directors. This policy establishes clear principles of good practices and also:

- Reaffirms adherence to the Code of Good Tax Practices.
- Commits Dia Group to the "OECD Guidelines for Multinational Enterprises" in tax matters.
- Expressly prohibits the use of opaque corporate structures or companies located in tax havens for tax purposes, guaranteeing the Group's transparency and business ethics.

Dia Group actively manages strategic, operational, compliance, financial, and reputational risks to ensure stability, trust, and sustainable growth in all markets where it operates.

Tax Practices and is committed to complying with the OECD Guidelines for Multinational Enterprises in tax matters.

E.2 Identify the bodies within the company responsible for preparing and executing the System of Control and Management of financial and non-financial Risks, including tax risk.

The governance structure of Dia Group's CRMS ensures supervision, execution, and compliance with risk management through the assignment of specific responsibilities to its main bodies and areas:

The **Board of Directors** is the highest governing body with non-delegable competence to approve the Enterprise Risk Management Policy and set the Group's risk appetite and tolerance level.

The **Audit and Compliance Committee** (hereinafter, ACC) has the responsibility to supervise that risk management is carried out within accepted appetite and tolerance limits. It supervises Policy compliance. It informs the Board, at least annually, regarding management adequacy and the existence of established processes for risk identification and monitoring, including emerging risks.

The **Group Management Committee** is ultimately responsible for the operational implementation of the CRMS. It disseminates and promotes risk and control culture. It previously approves the Group risk map and its updates before elevation to the ACC. It reviews business unit risk maps to ensure residual risks are managed within the approved risk appetite.

The **Risk Management and Internal Control Committee** is responsible for decision-making derived from CRMS functioning. It approves the methodological framework. It ensures good CRMS functioning (identification, valuation, management, communication, and supervision of important risks). It guarantees adequate management of emerging risks. It approves business unit and Group risk maps for elevation to the Group Management Committee. It annually reviews risk appetite and tolerance and monitors action plans.

The **Global Internal Control and Risk Management Direction**, reporting to the CFO, is in charge of CRMS design and development. It helps identify, evaluate, manage, and monitor the evolution of the most relevant risks. It reports on the situation and foreseeable evolution of risks to responsible areas, the Management Committee, and the ACC. It supplies a common risk management methodology and handles coordination with all risk managers.

Risk Owners: Are responsible for assigned functional areas for the direct management of a specific risk. They are responsible for establishing necessary controls and action plans to manage risk within the set risk appetite. Each risk has a unique owner.

Supervision of tax risk control is performed by the **Group Tax Direction**.

E.3 Indicate the main financial and non-financial risks, including tax risks, as well as those deriving from corruption (with the scope of these risks as set out in Royal Decree Law 18/2017), to the extent that these are significant and may affect the achievement of business objectives.

For Dia Group, risk is defined as any threat that an internal or external event materializes, preventing or hindering the achievement of strategy and objectives set by the Organization.

During 2025, the risk map was updated and approved by the Board of Directors, identifying the most critical risks affecting Group objectives. After analysing controls and action plans, the following (8) risks remained on the map with higher criticality (top-risks):

1. **Cybersecurity and Digital Information Security:** Risk of operational interruption, fraud, or sanctions derived from a breach of system security or data privacy. This risk can originate from external cyberattacks (increasingly sophisticated) or malicious activities and/or errors by employees and third parties. Its materialization endangers critical information protection and business continuity.
2. **Lack of information integrity:** Risk of making errors in decision-making and strategy establishment, derived from using low-quality data (unreliable, incorrect, or incomplete). This risk originates both from a lack of data governance (not having a single source of truth) and the use of tools not corporately validated or unverified information.
3. **Risk of inadequate cold chain management:** Risk of interruption in temperature continuity (refrigerated and frozen) at any point in the chain (warehouses, transport, or stores), originated by failures in installations or logistics operations. Its materialization generates a significant increase in shrinkage, impacting margins, and causes direct reputational damage due to the perception of deficient operations and loss of customer trust in our management of refrigerated and frozen products.
4. **Business continuity:** Risk of not being able to recover critical Group operations within tolerable timeframes after a critical incident, due to inadequate definition, implementation, or testing of continuity and crisis management plans. This risk is not limited to technological system crashes but includes threats whose materiality is measured by impact and scope of interruption (e.g., natural disasters, essential service blackouts, pandemics, or critical supply chain interruptions).
5. **IT Regulatory Compliance:** Risk of incurring sanctions, fines, or operational interruptions due to the lack of a governance framework allowing proactive and complete identification of the inventory of technological regulations applicable to the Group. This deficiency may prevent ensuring compliance with current regulations and preparing for recently approved or upcoming regulations (such as the NIS2 Directive or AI Regulation).
6. **Reputational damage and/or Group image:** Risk of not being able to detect, evaluate, and respond agilely and effectively to an adverse event (operational, financial, ethical, etc.), causing said event to escalate and

generate significant damage to the perception and credibility of the Group (corporate image), its commercial banners (business units), or its own brand.

7. **Food safety and product quality:** Risk of marketing products (both own brand and national brand) that do not comply with defined quality standards or applicable food safety regulations, due to deficiencies in internal and supplier controls. Although this risk is inherent to the activity, its materialization (e.g., a health alert or generalized quality problem) can expose the Group to relevant impact at reputational, legal, and financial levels.
8. **Non-compliance with the Strategic Sustainability Plan (SSP)** integrating the previous risk of ESG regulation non-compliance: Risk of not reaching objectives and goals of the Strategic Sustainability Plan, which must integrate compliance with all material regulation such as CSDDD and CSRD, due to inadequate integration of ESG criteria in key business decision processes. This risk is accentuated by a volatile and unpredictable regulatory environment, subject to constant delays, reviews, and scope changes, which may lead to inefficient resource allocation or non-compliance with regulations that do result material, affecting Group credibility.

At the end of 2025, the 2026 risk catalogue was updated to incorporate new environmental risks (such as AI) and perfect existing risk definitions. This review focused on distinguishing the root cause of risk versus its possible impacts, to facilitate more effective management. With these changes, the 2026 catalogue offers a risk base to manage that is more specific and adapted to the Group's current reality.

E.4 Indicate whether the entity has risk tolerance levels, including for tax risk.

Dia Group has established a methodology for risk valuation and management, which defines acceptable limits the Organization is willing to assume, centering on the definition and differentiation of two key parameters: tolerance and risk appetite.

Risk tolerance is the maximum risk capacity assumable by the Group, based on quantitative financial materiality criteria and other qualitative criteria. Risk appetite is the risk level Dia Group is willing to accept; it is established for each risk in the catalogue and is derived from the tolerance level. The definition and establishment of these critical limits involve senior management and Group governing bodies. The Dia Group Management Committee is responsible for defining the risk tolerance and appetite level. This tolerance level, updated with consolidated Group data at year-end, and the appetite are presented to the ACC and the Board of Directors for annual approval.

E.5 Indicate which financial or non-financial risks, including tax risks, have materialised during the year.

During the year 2025, the following risks derived mainly from extraordinary or conjunctural circumstances materialized:

- **Argentina country risk:** With a more difficult macroeconomic period caused by austerity and disinflation policies that significantly affected disposable income and demand for consumer goods, reaching minimum levels in the first half of 2025. This originated in Dia Argentina a sales volume drop of 15% in the first semester of 2025 and a consequent increase in competitive pressure causing a sharp drop in profitability. Despite this, Dia Argentina demonstrated great resilience and, in this context, focused on i) reducing fixed costs to adapt to lower sales volumes, reducing logistics costs, personnel costs, and closing non-profitable stores, and ii) greater capex discipline to preserve the net cash position and ensure the business continues to be self-financed.
- **Supply chain impact risk due to bird flu and swine fever in Spain:** Which could originate potential stockouts, shortages, and/or lost sales in stores due to lack of product:
 - Meat and meat products from pigs and wild boars infected by African swine fever virus constitute a transmission route for the disease among these animals. Although not transmitted to humans by contact or consumption, lack of knowledge could provoke social alarm and reduce purchase. In this sense, Dia Spain maintains a single pork supplier in the Catalonia area, which has been slaughtering normally.

- Regarding bird flu, there were three cases in layer farms during October 2025 in competitor suppliers which caused some tension in egg supply, mainly delivery delays, but without major shortages. This caused an increase in purchase and sales prices, which did not manage to reduce demand. Although Dia suppliers were not directly affected, measures taken had a direct impact on Dia supply in Spain. Movement of egg flows between farms of the same poultry groups was reduced or even paralyzed, and egg classification slowed down due to prevention and traceability measures that had to be implemented. However, this did not entail service level incidents, except in specific cases.

E.6 Explain the response and supervision plans for the entity's main risks, including tax risks, as well as the procedure followed by the company to ensure that the Board of Directors responds to the new challenges that may arise.

The operation of the Comprehensive Risk Management System (CRMS) materializes through decentralized management in business units and centralized supervision of results and mitigation actions.

Risk owners in each business unit are in charge of direct management of risks under their responsibility. This management implies valuing risks already contained in the catalog, as well as analyzing emerging risk events that could materialize. The need to include these new risks in the Group risk map is evaluated.

The reporting and control function is carried out within the scope of the Risk Management and Internal Control Committee, which receives periodic reports on significant events and facts occurred. Likewise, necessary action plans to mitigate risks are defined, and periodic monitoring is performed to confirm their correct implementation and progress.

Dia Group emphasizes the importance of reinforcing internal control and ethics. The implementation of the Tax Risk Management (TRM) is highlighted, reinforcing comprehensive management and providing supervision of the control the Group exercises in this area. Additionally, the Group has set policies and procedures aimed at informing and training employees on certain behavioral principles, to prevent and detect inappropriate conduct.

The Risk Management and Internal Control Direction is responsible for monitoring response plans, evaluating their strength, and supervising their effectiveness periodically. The main action plans for top-risks grouped by technological risks, product quality, and sustainability are described below:

- **Technology and Cybersecurity:** Strengthening of digital security (identity management, data protection and cyber insurance), progress in the Business Continuity Plan, ensuring data integrity and creation of the IT Regulatory Office.
- **Quality and Product:** Priority management of cold chain risk (equipment renewal), reinforcement of food safety (greater control of third parties and increase in hygienic-sanitary audits).
- **Sustainability: Reputational risk management:** Consolidation of reputational risk management with new protocols, development of the Strategic Sustainability Plan (PES 26-29) and ESG regulatory adaptation to the European "Omnibus" package in anticipation of the relaxation of requirements.

As a reinforcement to supervision activity, each risk in the catalog has defined KRIs (Key Risk Indicators) for monitoring. Their data is updated semi-annually, and action plans are also established by risk owners for risks with KRIs presenting deviation from defined alert thresholds.

In general terms, action plans advance according to plan on the roadmap, and risk management has been strengthened, laying the foundations for periodic monitoring enabling adaptation to future challenges, both at regulatory and operational levels.

F INTERNAL RISK MANAGEMENT AND CONTROL SYSTEMS RELATED TO THE PROCESS OF ISSUING FINANCIAL REPORTING (ICFR)

Describe the mechanisms comprised in the control and risk management systems for the issuing of financial reporting (ICFR) of your company.

F.1 The entity's control environment

Report on at least the following, describing their main characteristics:

F.1.1. Which bodies and/or functions are responsible for: (i) the existence and maintenance of suitable and effective ICFR; (ii) its implementation; and (iii) its supervision.

The Internal Control over Financial Reporting (ICFR) system is defined as the component of internal control that includes the set of processes designed and implemented by the Board of Directors, the Audit and Compliance Committee (ACC), senior management, and the entity's personnel. Its primary objective is to offer assurance regarding the reliability of regulated financial information based on established objectives.

Key responsibilities in the ICFR are distributed across the following levels of governance:

- **The Board of Directors:** Holds the ultimate responsibility for ensuring the existence and maintenance of an adequate and effective ICFR.
- **The Audit and Compliance Committee:** Is responsible for the supervision of the ICFR.
- **Senior Management:** Assumes direct responsibility for the design, implementation, and operational functioning of the ICFR, acting as the "first line of defense."

The Internal Control and Risk Management Direction reports directly to the Dia Group Financial Direction and is subject to the supervision of the ACC. This area is essential to:

- Foster a culture of control: Promote awareness and sensitivity regarding control requirements across all business units and organizational levels of the Group.
- Monitoring and continuous support: Provide constant support in activities such as:
 - Defining and preparing documentation associated with the ICFR.
 - Validating the effectiveness of implemented controls.
 - Coordinating and implementing assigned corrective action plans.

The surveillance function of the Dia Group's financial information preparation and presentation process must be executed continuously to safeguard its integrity. This implies:

- Exhaustive review of the preparation and presentation process, ensuring the clarity and integrity of economic-financial information.
- Verification of compliance with regulatory requirements, the correct delimitation of the consolidation scope, and the rigorous application of accounting criteria.
- Evaluation of compliance with legal requirements and the correct application of generally accepted accounting principles.

Within its functions regarding internal control and risk management, the following stand out:

- a) Periodically evaluate the global effectiveness of internal control and risk management systems.
- b) Supervise the policy established for the control and management of those risks that directly impact the achievement of corporate objectives.
- c) Promote a risk culture: Foster a corporate culture where risk assessment is a factor considered in Dia Group's strategic decision-making.

F.1.2. Whether the following components exist, especially in connection with the financial reporting process:

- Departments and/or mechanisms in charge of: (i) designing and reviewing the organisational structure; (ii) defining clear lines of responsibility and authority with an appropriate distribution of tasks and functions; and (iii) ensuring that there are sufficient procedures for their effective circulation within the company.

The maximum responsibility for the design and review of the Group's organizational structure, the definition of individual responsibilities of its members, and the determination of their hierarchical status associated with said responsibilities, falls to the Group CEO. The Corporate Human Resources Direction (Group CHRO) assumes responsibility for the execution and implementation of this design.

Regarding Senior Management positions, appointments and modifications to their terms are subject to approval by the Board of Directors. This approval is made based on a joint proposal by the Group CEO and the Group CHRO, and requires the mandatory favourable report of the Appointments and Remuneration Committee.

Reporting hierarchically to the Group CEO, the definition of the organizational model and business units at the local level is delegated to the CEO of each country. The Human Resources Director (HR) of the corresponding country assumes responsibility for the effective implementation of the organizational model in the country or business unit, as well as its formal communication within their respective scopes.

The Group maintains a formal organizational chart that details hierarchical relationships by identifying positions and their occupants.

The maintenance of the SCIIF is the responsibility of the Internal Control and Risk Management Direction. ICFR documentation includes, for each relevant financial process, a risk and control matrix. This matrix is fundamental for identifying and recording the specific individuals responsible for the execution and supervision of controls in the financial information preparation process.

- Code of conduct, approving body, degree of circulation and instruction, principles and values covered (stating whether there are specific references to record keeping and financial reporting), body in charge of analysing cases of breach and proposing corrective or disciplinary action.

Dia Group has a Code of Ethics approved by the Board of Directors. The Board considers the Code of Ethics (hereinafter the Code) to be the best instrument for putting a top-down compliance policy into practice, guiding employees by example with certain lines of conduct or behavior.

The Code of Ethics was updated, approved by the Board of Directors, published, and communicated to employees in June 2023 considering the reviewed corporate values of Dia Group.

This Code establishes and develops the following five ethical principles:

- Respect: We respect people and generate a spirit of collaboration and an environment of trust, diverse and inclusive, in which we defend different opinions.
- Integrity: We act with integrity and transparency; we seek to do the right thing and achieve the best results without harming the interests of others.
- Commitment: Our passion and commitment is that the customer and the rest of Dia Group's stakeholders are an essential part of our Company.
- Loyalty: We work loyally, complying with all regulations and commitments to which Dia Group adheres; we strive to seek continuous growth and learn every day about the implications of our activity and how it is regulated.
- Responsibility: In our daily work, we prioritize simplicity in what we do. We focus on taking care of the assets and information that the Company makes available to us.

Regarding financial information, assets and information are protected, and Dia's commitment to providing truthful and complete information is made explicit, ensuring the reliability and rigor of financial information, both for internal use and that supplied to the market. Dia Group has a Group Ethics Committee that reports periodically to the Board of Directors, and specifically to the Audit and Compliance Committee. Additionally, there are Ethics Committees in each of the countries where Dia Group operates. These committees have sufficient autonomy and independence to carry out their task. The Code of Ethics is mandatory for all employees.

All Group directors formally sign their adherence to the Code in writing, with the commitment to respect ethical principles, ensure they are respected in the teams under their responsibility, and put them into practice. Likewise, new hires receive a copy of the Code upon signing their employment contract and must sign their adherence to it. In this same sense, mandatory training related to the Code of Ethics is carried out annually by all employees.

The most relevant tools available to the Compliance function and the Ethics Committees to disseminate Dia Group's Ethical Culture and Integrity are: (i) the training sessions provided each year on all or part of the ethical principles and (ii) the management of communications received in the Ethics Hotline (see next section).

- Whistle-blowing channel, for reporting to the audit committee any irregularities of a financial or accounting nature, as well as potential breaches of the code of conduct and malpractice within the organisation, stating whether reports made through this channel are confidential and whether it enables anonymous reports to be made respecting the rights of the whistle-blower and the party being reported.

Dia Group has a unified communication channel ("Ethics Hotline") to send inquiries and/or complaints via web or telephone. This channel guarantees that Dia Group's activity is carried out with security, transparency, and efficiency. Using the WhistleB platform, Dia Group offers an open, transparent, and secure environment so that any third party and, in particular, employees, franchisees, and suppliers, can resolve potential interpretation doubts and report potential breaches of Dia Group's Code of Ethics.

All requests, inquiries, or complaints reach Group Compliance, which refers cases to the corresponding corporate or country Ethics Committee. Breaches of the Code of Ethics are analyzed and managed by the Corporate and/or country Ethics Committee in accordance with their operating protocol and resolved according to applicable internal and external regulations.

Communications and/or complaints received, which may be named or anonymous, will be evaluated and treated guaranteeing three basic general principles: (i) confidentiality, (ii) non-retaliation, and (iii) personal data protection. Thus, the data of whistleblowers and any person participating in the investigation will be treated confidentially and in accordance with the applicable personal data protection regulations in each jurisdiction, not tolerating retaliation against employees who, in good faith, have used the Ethics Hotline to inform the Ethics Committee of possible irregularities. The Ethics Hotline is managed in the Whistleblowing Centre, which guarantees that all inquiries or complaints reaching the channel are encrypted and protected by security measures. In this way, Ethics Committees can communicate confidentially with the whistleblower and/or petitioner, keeping traceability of all elements of the file.

Quarterly, during 2025, the Ethics Committees of each country have reported to the Corporate Ethics Committee a detailed breakdown of complaints received and investigated in the immediately preceding quarter, indicating the reference number, receipt date, whistleblower group (employee, franchisee, service or merchandise provider, and others), affected ethical principle, status of the file and, where appropriate, its resolution. Likewise, a report is periodically provided to the ACC, in which consolidated statistical information is provided at the Group level.

Another priority to achieve improved ethical management of the Group and greater trust from collaborators and other stakeholders has been to achieve greater agility in managing complaints arriving through the Ethics Hotline, reducing the average resolution time compared to 2024.

- Training and refresher courses for staff involved in financial reporting, as well as in assessing the ICFR, which address at least accounting standards, auditing, internal control and risk management.

The training plan at Dia Group aims to contribute as a key piece to the achievement of the Group's strategic objectives and the professional and personal development of its collaborators. To this end, it is articulated in two different chapters:

- Technical training: Aimed at equipping collaborators, through regulated training, with the necessary technical knowledge for performance in their job position.

- Training plan for skills development: Aimed at facilitating, through regulated training, the necessary skills to perform positions of greater responsibility. This includes special training programs such as languages, competence development, transversal knowledge, and others.

The preparation, creation, and review of financial information, as well as the evaluation of the ICFR, require specific knowledge of accounting and consolidation matters, processes, risks, and internal control. Updating this knowledge is encouraged through attendance at seminars, training actions, update bulletins, publications, sector association information, and other means. It is worth noting that during 2025, members of the Internal Audit team attended various training topics on auditing, internal control, and risk management totaling 273 hours in 2025, and the Consolidation and Reporting team participated in accounting training sessions totaling 50 hours.

F.2 Assessment of risks in financial reporting

Report on at least the following:

F.2.1. What are the main characteristics of the risk identification process, including those risks of error or fraud, in terms of:

- Whether the process exists and is documented.

Dia Group implements rigorous practices for the design and maintenance of its Internal Control System, aiming to provide assurance regarding the reliability of regulated financial information. The methodology used for identifying risks of error or fraud in financial information aligns with the internationally recognized COSO integrated control framework.

The ICFR Policy, which during 2025 was integrated with the ICSR (Internal Control over Sustainability Reporting), having been approved by the Board of Directors, establishes that risk assessment is fundamental to analyze accounts and disclosures whose materiality or potential impact on financial information is significant.

The starting point for financial risk management is risk identification. This is achieved by analyzing the information contained in the Group's most relevant consolidated accounting statements. The most critical accounting items are selected based on both quantitative and qualitative criteria.

- Selected accounting items are associated with the processes where information is generated.
- Through the evaluation of identified risks, the potential impact of various events on achieving objectives related to financial information reliability is analyzed.

According to the ICFR manual, functional Directions are directly responsible for identifying risks of error or fraud within their respective processes. In this sense, each significant account and disclosure has associated risks that could compromise the accuracy of financial information.

The risk identification process at Dia Group is comprehensive and includes the following considerations:

- Understanding the specific control environment in each country where the Group operates.
- Identifying the particularities of business process flows in different countries and their impact on financial information, aiming to determine the main inherent control risks.
- Considering the effects of other risk categories (operational, financial, strategic, regulatory compliance, among others) that may have an adverse impact on the reliability of financial information.

The result of this evaluation is the risk and control identification matrix (or scoping matrix). This document identifies and prioritizes risk areas, allowing supervision of relevant processes and controls designed to mitigate detected threats. To ensure continuous review and monitoring of the ICFR, an annual work plan is followed. This plan is prepared using Audit work methodologies and follows International Standard on Auditing (ISA) 320, referring to "Materiality in planning and performing an audit."

The ICFR Scope Matrix (or scoping):

- Is prepared annually based on the Consolidated Annual Accounts audited as of December 31 of the closed year.
- Must be approved by the Audit and Compliance Committee.
- Its objective is to identify accounts and disclosures with significant risk whose potential impact on financial information is material. The approach for determining the ICFR work scope is based on risk management

and a variation analysis system using the following criteria:

- Quantitative, according to the calculated materiality
- Qualitative:
 - Size: weighting of the accounting balance according to materiality.
 - account discrimination or inclusion compared to planning materiality.
 - Process automation: automation vs. manual nature of processes.
 - Degree of ICFR documentation update: assessment of the update of documentation associated with processes.
 - Susceptibility to fraud or error: risks of fraud or unintentional error.
 - Degree of estimation/judgment and valuations: consideration of the degree of estimation and/or judgment required for recording transactions.
 - Changes regarding the previous year: consideration of potential changes in accounting treatment, changes in the economic environment, or in the process itself.
 - Internal control weaknesses: consideration of adjustments/control weaknesses identified by internal/external auditors with impact in previous years.

- Whether the process covers all the financial reporting objectives (existence and occurrence; integrity; valuation; presentation, breakdown and comparability; and rights and obligations), whether it is updated and how frequently.

Each of Dia Group's ICFR processes has the following associated documentation: process flowcharts, descriptions, control and risk matrices, as well as the rules, policies, procedures, and information systems that support them.

For each of the significant accounts and disclosures, the processes, sub-processes, and key activities associated with them are defined, and risks that could generate errors and/or fraud in financial information are identified, covering all financial information objectives:

- Existence and occurrence: Transactions, facts, and other events recorded in financial information actually exist and have been recorded at the appropriate time, limiting operations to the specific period ("cut-off").
- Integrity and completeness: Information reflects all transactions, facts, and other events in which the entity is an affected party.
- Valuation: Transactions, facts, and other events are recorded and valued in accordance with applicable regulations, as well as the associated significant risks.
- Presentation and disclosure: Transactions, facts, and other events are classified, presented, and disclosed in financial information according to applicable regulations.
- Rights and obligations: Financial information reflects, at the corresponding date, rights and obligations through corresponding assets and liabilities, in accordance with applicable regulations.

- Whether a specific process is in place to define the scope of consolidation, with reference to, inter alia, the possible existence of complex corporate structures, shell companies or special purpose vehicles.

The Group Legal Direction confirms quarterly the data on the companies that make up the group's corporate perimeter to the Group Reporting Direction, which depends organizationally on the Group Financial Direction.

Dia Group's internal rules regulate the responsibility of each country's legal function to keep the country's corporate and control structure updated and the duty to report it to the Country Financial Direction and the Group Legal Direction quarterly and/or whenever a change occurs. In turn, the Country Financial Direction and Group Legal Direction will inform the Group Reporting Direction of the country's consolidation perimeter and the corporate and control structure in the Group respectively, so that the Group Reporting Direction determines the Group's consolidation perimeter.

Monitoring and updating each country's corporate structure, as well as the reporting and/or communication process to the Group Legal Direction and Group Reporting Direction, are mandatory, being a rule included in Dia Group's internal regulations.

- Whether the process addresses other types of risk (operating, technological, financial, legal, tax, reputational, environmental, etc.) insofar as they may affect the financial statements.

As detailed in section E of this report, Dia Group has a risk management model based on the methodological standard "Enterprise Risk Management - Integrating with Strategy and Performance," published by COSO. Said standard, generally accepted in the market, has been adapted to Dia Group's needs with a comprehensive, systematic, and detailed approach that allows identifying, evaluating, and responding to risks related to achieving its business objectives.

Dia Group's enterprise risk management process ensures the identification of different types of risk, financial and non-financial (including operational, strategic, compliance, technological, social, environmental, and reputational) faced by the organization, including tax risks among the financial ones.

The different types of risk faced by the Group apply not only to the processes of preparing the mentioned information but also to all those of an operational or technical nature that may have a relevant impact on accounting or management figures.

- Which of the company's governing bodies is responsible for overseeing the process.

The Board of Directors has the ultimate responsibility for the existence and maintenance of an adequate and effective ICFR.

Its supervision is the responsibility of the ACC, with execution performed by the Internal Control and Risk Management Direction.

The ACC, according to its own functions, includes in its annual report the tasks it has performed in its role as supervisor of the Internal Control System during 2025, among which the following stand out:

- Supervision of the preparation and presentation process of mandatory economic-financial information (quarterly and semi-annual), both individual and consolidated, to be supplied to the markets and its control bodies.
- Adequate delimitation of the consolidation perimeter, correct application of generally accepted accounting principles, and safeguarding the integrity of financial information.
- Supervision of relations with the external auditor, as well as compliance with the audit contract.
- Assessment and approval of the Internal Audit Plan.
- Supervision and monitoring of Internal Audit function activities.
- Supervision of the follow-up on ICFR evaluation results regarding key and material processes in Spain and other countries where Dia Group operates.
- Systematic monitoring and supervision of Risk Management carried out at Dia Group.
- Review of related-party transactions.
- Monitoring compliance with the Internal Code of Conduct, Board Regulations and, in general, Dia Group's corporate governance rules, with no relevant breaches detected.
- Review and approval of this 2025 Annual Corporate Governance Report, specifically those matters that specifically concern the Committee itself, which are developed in sections C, D, E, F, and H of this Annual Report.

F.3 Control activities

Report on the existence of at least the following, and specify their main characteristics:

F.3.1. Procedures for reviewing and authorising financial information and description of the ICFR to be disclosed to the securities markets, stating who is responsible in each case and the documentation describing the flow of activities and controls (including those addressing the risk of fraud) for each type of transaction that could materially affect the financial statements, including accounting close procedures and the specific review of critical judgements, estimates, evaluations and projections.

Consolidated financial statements, including semi-annual reports, are prepared based on information reported by each business unit. The Group Reporting Direction, part of the Financial Direction, performs the consolidation process.

Consolidated financial information is reviewed by the Group Financial Direction and the Audit and Compliance Committee before publication and, where appropriate, approval/formulation by the Board of Directors.

Monthly, the Group Financial Direction reports the most relevant management information to Senior Management (Group Management Committee), including the income statement and the evolution of main economic indicators. This Committee, in turn, reports it to the Board of Directors. This information is previously reviewed by:

- Financial Directors and the Management Committee of each country.
- The Group Financial Direction.
- Teams from the Group Financial Direction and Business Units/countries, jointly.

On the other hand, the Group's external auditor performs a limited review of the Group's consolidated summarized interim financial statements under IAS 34 "Interim Financial Reporting" and the audit of the Group's consolidated annual accounts under IFRS regulations.

Dia Group's ICFR is composed of 14 processes in Spain and Argentina including, in addition to manual and semi-automatic controls, IT application controls (ITACs), plus entity-level controls (ELCs) and IT general controls (ITGCs). Functional Directions in each country have documented risks of error or fraud in financial information and controls mitigating such risks affecting the following fourteen processes/sub-processes:

- Sales.
- E-commerce sales.
- Management of accounts receivable from franchisees.
- Purchases (direct).
- Inventories.
- Treasury.
- Closing.
- Consolidation and reporting.
- Management of creditors and general expenses (Indirect purchases).
- Management of tangible fixed assets.
- Personnel.
- Goodwill valuation.
- Taxes.
- Contingent liabilities.

During 2025, the redesign phase of the Internal Control over Financial Reporting (ICFR) System was carried out for the eight key processes identified: Sales, Ecommerce, Franchises, Treasury, Direct Purchases, Inventories, Closing, and Consolidation and Reporting plus ELCs. The goal of this initiative was to establish a more robust ICFR aligned with best practices.

Within ICFR processes, the closing and consolidation and reporting processes are particularly relevant, as well as all those affected by relevant judgments, estimates, valuations, and projections.

Documentation for each process consists of:

- Detail of significant accounts and disclosures.
- Detail of information systems affecting sub-processes.
- Detail of procedures and internal rules approved by Management regulating said sub-processes.
- Detail of organizational structures or responsible parties involved.
- Descriptions of each sub-process associated with each process.
- Flowcharts of each process.
- Detail of significant financial information risks (including those related to fraud risk), as well as others (operational and/or compliance) associated with different sub-processes and control objectives.
- Detailed description of key and non-key controls mitigating each identified risk.
- If tested, the result of the evaluation of the design and operational effectiveness of key controls, identifying improvement opportunities and defining action plans, responsible parties, and implementation deadlines.

For each control, the following have been identified:

- Control support evidence.
- Organizational structures and/or position functions responsible for each identified control.
- Frequency of controls.
- Level of control automation.
- Type of control: preventive or detective.

The responsibility for keeping this information updated lies with the control owners, that is, the owners of each control and those responsible for their supervision. Therefore, for each control, the person responsible for its validation has been individually identified to also ensure maximum traceability. Documentation associated with each process

(narrative and flowchart) is updated when there are changes modifying the reality of the established process and is available on the Dia Group Policy Portal accessible to all employees.

The Internal Control and Risk Management Direction performs a continuous process of updating and supervising the correct functioning of the internal control system for financial information, supported by the SAP GRC Process Control tool, ensuring its quality and reliability under a single centralized environment. The validation procedure for the financial information control environment is formalized annually through internal certifications via SAP GRC at the Country CFO level with the approval of the business unit/country CEO, as well as by the Group CFO and Group CEO. This process culminates with the presentation of ICFR certification results to the ACC, prior to the authorization for issue of annual accounts by the Board of Directors.

F.3.2. Internal control policies and procedures for IT systems (including secure access, control of changes, system operation, continuity and segregation of duties) that support the relevant company processes in relation to the preparation and publication of financial information.

Dia Group has an information security team, led by the CISO (Chief Information Security Officer) and composed of multidisciplinary teams for the functions of (1) Security Engineering, (2) Security Operations, (3) Governance, Risk, and Compliance of Information Security, and (4) Cyber-Resilience. The Information Security team is integrated into the Information Technology (IT) team, reporting to the CTO (Chief Technology Officer) of Dia Group, and follows a Security Master Plan that is periodically updated. This plan is reported to Dia Group Management as well as its control bodies, and its objectives are to maintain control levels over information systems, as well as to identify and apply improvements according to organizational goals.

There is a Corporate Information Security Policy (reviewed and updated annually) which outlines the strategy for information protection regarding security linked to human resources, training and awareness, asset management, vulnerability management, access control, encryption, physical and environmental security, operational security, communications security, security in projects and development, security with third parties, asset monitoring, security incident management, compliance and contact with authorities, supervision and continuous improvement, and guidelines regarding data retention.

The policy defines criteria to mitigate risks affecting the confidentiality, integrity, and availability of all information, including financial reporting.

Policy guidelines are developed in a security regulatory framework that is reviewed and updated periodically according to company evolution.

There are also Standards and procedures associated with change management and information system operations, as well as a Business Continuity Policy updated in 2025 to strengthen operational continuity.

At Dia Group, we are constantly identifying and implementing improvements in ITGCs in the main systems supporting financial processes, aiming to guarantee internal control and security levels over Dia Group's critical systems.

Periodic reviews are performed on systems, processes, and controls (both internally and by the external auditor) to verify compliance with internal rules and policies.

Additionally, there is a continuous training and awareness program for all company employees, updated annually to guarantee good security practices in our daily operations, as well as to respond to new regulatory requirements, technologies (e.g., Artificial Intelligence), and/or emerging risks, putting special focus on preparing (both theoretically and practically) teams (both management and other areas) for detection and action against security incidents.

F.3.3. Internal control policies and procedures for overseeing the management of outsourced activities, and of the appraisal, calculation or valuation services entrusted to independent experts, where these could materially affect the financial statements.

When the Group subcontracts certain work to third parties, it ensures the technical capacity, independence, competence, and solvency of the subcontractor, to ensure they are companies of recognized prestige in the corresponding country.

It is worth noting that Dia Group has a "Consolidation and Reporting Standard", updated during 2025, which is part of the Group's Mandatory Compliance Standards. The mentioned standard is published on the Policy Portal and includes specific sections regarding contracting with this type of company, to control agreements reached at the group level, aiming to set bases that provide the possibility of contributing improvements in ongoing negotiations, and controlling the technical capacity, independence, competence, and solvency of involved providers.

The use of tax advisory and financial back-office support services for the execution of certain controls is maintained. These activities have been performed by firms of recognized prestige and have been validated by Group personnel with necessary competencies, supervised by Management, who have verified the fundamental hypotheses used by external parties, as well as the reasonableness of conclusions.

Additionally, other activities have been subcontracted to third parties such as tax, accounting, and corporate book management services for Luxembourgish companies.

F.4 Information and communication

Report on the existence of at least the following, and specify their main characteristics:

F.4.1. A specific function in charge of defining and keeping accounting policies up to date (accounting policies area or department) and settling doubts or disputes over their interpretation, which is in regular communication with the team in charge of operations at the company, as well as an updated accounting policies manual provided to all company operating units.

The Group Financial Direction, through the Group Reporting Direction, is responsible for defining, updating, and supervising the correct application of accounting policies, as well as answering questions and doubts that may arise in their interpretation. It is also in charge of communicating to business unit managers and global teams the changes occurring in accounting regulations affecting financial information presentation.

The Group annually updates the Group Accounting Policies Manual, based on International Financial Reporting Standards adopted by the European Union (IFRS-EU). The last update of said Manual was carried out in December 2025. In case significant changes occur affecting any Accounting Policies, a communication is sent to relevant managers, and corresponding impacts are analysed jointly by the Group Reporting Direction.

F.4.2. Mechanisms in standard format for the collection and preparation of financial information, which are applied and used by all units within the entity or group, and support the main financial statements and notes thereto, as well as disclosures concerning ICFR.

The financial information the Group publishes in the stock market is in accordance with International Financial Reporting Standards (IFRS). In this sense, information reported from countries, as commented in point F.4.1., follows this regulation.

The Group has a common consolidation tool for all countries. This tool, after data loading extracted from SAP by each country, allows preparing financial information with homogeneous formats and facilitates the consolidation process.

Data loading is performed manually, extracting data from SAP and integrating it into the tool. For this, preventive controls have been defined in the tool itself ensuring correct data loading. In this way, information from individual financial statements of all Group units is centralized in a single tool with the same chart of accounts.

Information supporting disclosures and notes to the financial statements is included in the same tool, and is reported by countries, whose reporting format is updated when appropriate by the Group Reporting Direction.

F.5 Supervision of the functioning of the system

Report on at least the following, describing their main characteristics:

F.5.1. The ICFR monitoring activities undertaken by the audit committee and whether the entity has an internal audit function whose tasks include that of supporting the audit committee in its role as supervisor of the internal control systems, including the ICFR. Report on the scope of the ICFR assessment performed during the year and the procedure used by those in charge of the assessment to report their findings, whether the entity has an action plan that details eventual corrective measures, and whether their impact on the financial information has been considered.

The ACC has the responsibility to "supervise and periodically review the effectiveness and efficiency of internal control," relying for this on the Internal Audit Direction.

The Group has an Internal Audit Direction that reports hierarchically and functionally to the ACC.

Within the annual internal audit plan, the Dia Group Internal Audit Direction evaluates the design and functioning of ICFR process controls in areas or processes determined by their special relevance and according to the Annual Internal Audit Plan. Additionally, in accordance with the audit plan approved by the ACC, the Internal Audit Direction performed a limited review of the ICFR certification process covering the 2025 fiscal year, whose results were presented to the Direction responsible for it, as well as to the Group CEO and the ACC.

The Internal Audit Direction periodically informs the ACC of the implementation level of action plans agreed with auditees.

On the other hand, as a second line of defence, the Group Risk Management and Internal Control Direction is the area responsible for the design, implementation, functioning, and monitoring of the ICFR, and for fostering the control culture in the Group's different business units.

Likewise, in 2025 and in compliance with the annual internal control plan approved by the ACC, the execution of the ICFR evaluation has been carried out. This plan is based on certifying different processes based on calculated materiality and qualitative criteria of the area. Key ICFR controls of processes within scope in countries where Dia Group operates have been reviewed through design and effectiveness tests, aiming to determine the adequate implementation of ICFR controls, as well as continuous improvement of the internal control system.

F.5.2. Whether there is a discussion procedure whereby the auditor (pursuant to TAS), the internal audit function and other experts can report any significant internal control weaknesses identified during their review of the financial statements or other assignments entrusted to them, to the company's senior management and to the audit committee or company Directors. Likewise, state whether the entity has an action plan to correct or mitigate the weaknesses found.

The Board of Directors Regulations in Article 23 and the Audit and Compliance Committee Regulations in Article 6 gather the ACC's faculty to serve as a communication channel between the Board of Directors and auditors, evaluate results of each audit and management team responses to their recommendations, and mediate in cases of discrepancies between them regarding principles and criteria applicable in preparing financial statements.

The external auditor is invited to all ACC meetings. In this fiscal year, they attended all of them, except for the meeting in which it was decided on their re-election for the 2025 fiscal year and their appointment for the 2026-2028 period. Furthermore, on an annual basis, the account auditor formally communicates to the ACC potential significant internal control weaknesses detected in the development of their work, if any.

Annually, the account auditor meets with the members of the Board of Directors, in full session, without the presence of the Group CEO or other members of DIA Group management.

As described in section F.5.1, the ACC approves the scope determined in the annual scope matrix and is reported the results of ICFR reviews and the implementation status of remediation plans arising as a consequence thereof.

F.6 Other relevant information

Not applicable

F.7 External auditor's report

Report on:

F.7.1. Whether the ICFR information reported to the market has been reviewed by the external auditor, in which case the corresponding report should be attached as a schedule. If not, explain the reasons why.

The scope of auditor review procedures, corresponding to the 2025 fiscal year, has been carried out in accordance with the Guide of Action on the Auditor's Report referred to in Information regarding the Internal Control System over Financial Reporting of listed entities, published by the National Securities Market Commission on its website, which is attached as an annex.

G DEGREE OF COMPLIANCE WITH CORPORATE GOVERNANCE RECOMMENDATIONS

Indicate the degree of the company's compliance with the recommendations of the Good Governance Code of Listed Companies.

If the company does not comply with any of the recommendations or complies only in part, include a detailed explanation of the reasons so that shareholders, investors and the market in general have enough information to assess the company's behaviour. General explanations will not be acceptable.

1. The bylaws of listed companies should not place an upper limit on the votes that can be cast by a single shareholder or impose other obstacles to the takeover of the company by means of share purchases on the market.

Complies Explain

2. Where the listed company is controlled by another entity within the meaning of Article 42 of the Commercial Code, listed or unlisted, and has, directly or through its subsidiaries, business relationships with another entity or any of its subsidiaries (other than those of the listed company) or pursues activities related to any of them, the following should be reported publicly and precisely:
 - a) The respective areas of activity and any business relationships between on the one hand, the listed company or its subsidiaries and, on the other, the parent company or its subsidiaries.
 - b) The mechanisms in place to resolve possible conflicts of interest.

Complies Partially Complies Explain Not Applicable

3. During the annual shareholders' meeting, the chairperson of the Board should verbally inform shareholders in sufficient detail of the most relevant aspects of the company's corporate governance, supplementing the written information circulated in the annual corporate governance report. In particular:
 - a) Changes that have occurred since the last Annual Shareholders' Meeting.
 - b) Specific reasons why the company has not followed one or more of the recommendations of the Code of Corporate Governance and the alternative rules applied, if any.

Complies Partially Complies Explain

4. The company should draw up and implement a policy for communications and contact with shareholders and institutional investors within the

framework of their involvement in the company, as well as with proxy advisors, that complies in full with market abuse regulations and accords equitable treatment to shareholders in the same position. This policy should be disclosed on the company's website, including details of how it has been put into practice and stating the contact persons or persons responsible for its implementation.

Further, without prejudice to the legal obligations of disclosure of inside information and other regulated information, the company should also have a general policy for the communication of economic-financial, non-financial and corporate information through the channels it considers appropriate (media, social media or other channels) that helps maximise the dissemination and quality of the information available to the market, investors and other stakeholders.

Complies Partially Complies Explain

5. The Board of Directors should not make a proposal to the shareholders' meeting for the delegation of powers to issue shares or convertible securities without pre-emptive subscription rights for an amount exceeding 20% of capital at the time of such delegation.

When a Board approves the issuance of shares or convertible securities without pre-emptive subscription rights, the company should immediately publish a report on its website explaining the exclusion as envisaged in company legislation.

Complies Partially Complies Explain

6. Listed companies drawing up the following reports on a voluntary or compulsory basis should publish them on their website well in advance of the annual shareholders' meeting, even if their disclosure is not obligatory:

- a) Report on auditor independence.
- b) Reports on the workings of the audit and nomination and remuneration committees.
- c) Audit committee report on related-party transactions.

Complies Partially Complies Explain

7. The company should broadcast its shareholders' meetings live on the corporate website.

The company should have mechanisms that allow the delegation and exercise of votes by electronic means and even, in the case of large-cap

companies and, to the extent that it is proportionate, attendance and active participation in the shareholders' meeting.

Complies Partially Complies Explain

The Annual General Shareholders' Meeting held on 20 June 2025 was only partially broadcast live, which was considered sufficient given Grupo DIA's capital structure.

In addition, the Company complies with the second part of the recommendation, since mechanisms were put in place for shareholders to grant a proxy, vote, and participate by electronic means in the General Meeting.

8. The audit committee should strive to ensure that the financial statements that the Board of Directors presents to the shareholders' meeting are drawn up in accordance to accounting legislation. And that in cases in which the auditor has included a qualification or reservation in its audit report, the chairperson of the audit committee should clearly explain to the general meeting the opinion of the audit committee on its content and scope, making a summary of this opinion available to shareholders at the time when the meeting is called, alongside the other Board proposals and reports.

Complies Partially Complies Explain

9. The company should disclose its conditions and procedures for evidencing share ownership, the right to attend shareholders' meetings and the exercise or delegation of voting rights and display them permanently on its website.

Such conditions and procedures should facilitate shareholder attendance and the exercise of shareholder rights and be applied in a non-discriminatory manner.

Complies Partially Complies Explain

10. When a verified shareholder exercises the right to supplement the agenda or submit new proposals prior to the shareholders' meeting, the company should:

- a) Immediately circulate the supplementary items and new proposals.
- b) Publish the duly modified specimen attendance card or proxy appointment or remote voting form so that new agenda items and alternative proposals can be voted on in the same terms as proposals made by the Board of Directors.
- c) Put all these items or alternative proposals to a vote, applying the same voting rules as for those submitted by the Board of Directors, with particular regard to assumptions concerning the direction of votes.
- d) After the shareholders' meeting, disclose the breakdown of votes on such supplementary items or alternative proposals.

Complies Partially Complies Explain Not Applicable

11. In the event that the company plans to pay fees for attendance at the shareholders' meeting, it should first establish a general, long-term policy in this respect.

Complies Partially Complies Explain Not Applicable

12. The Board of Directors should perform its duties with unity of purpose and independent judgment, providing the same treatment to all shareholders in the same position. It should be guided at all times by the company's best interest, understood as the creation of a profitable business that promotes its sustainable success over time, while maximising its economic value.

In pursuing corporate interest, it should not only abide by laws and regulations and conduct itself according to principles of good faith, ethics and respect for commonly accepted customs and good practices, but also strive to reconcile its own interests with the legitimate interests of its employees, suppliers, clients and other stakeholders, as well as with the impact of its activities on the broader community and the natural environment.

Complies Partially Complies Explain

13. The Board of Directors should have an optimal size to promote its efficient functioning and maximise participation. The recommended range is therefore between five and fifteen members.

Complies Explain

14. The Board of Directors should approve a policy aimed at promoting an appropriate composition of the Board and which:

- a) is concrete and verifiable;
- b) ensures that proposals for appointment or re-appointment are based on a prior analysis of the skills required by the Board of Directors; and
- c) favours a diversity of knowledge, experience, age and gender. For these purposes, measures that encourage the company to have a significant number of female senior managers are considered to favour gender diversity.

The outcome of the preliminary analysis of the skills required by the Board of Directors should be set out in the explanatory report of the appointment committee, to be published when the shareholders' meeting is called that is to ratify the appointment or re-appointment of each Director.

The appointments committee should run an annual check on compliance with this policy and set out its findings in the annual corporate governance report.

Complies Partially Complies Explain

15. Nominee and independent Directors should constitute an ample majority on the Board of Directors, while the number of executive Directors should be the minimum necessary, bearing in mind the complexity of the corporate group and the ownership interests they control.

Further, the number of female Directors should account for at least 40% of the members of the Board of Directors before the end of 2022 and thereafter, and not less than 30% previous to that.

Complies Partially Complies Explain

16. The percentage of nominee Directors out of all non-executive Directors should be no greater than the proportion between the capital of the shareholder they represent and the remainder of the company's capital.

This criterion can be relaxed:

- a) At large cap companies where few shareholdings are legally considered significant shareholdings.
- b) In companies with a plurality of shareholders represented on the Board but not otherwise related.

Complies Explain

17. Independent Directors should represent at least half of all Board members.

However, when the company does not have a large market capitalisation, or when a large cap company has a shareholder or several shareholders acting in concert that control more than 30% of the share capital, independent Directors should make up, at least, one-third of Board members.

Complies Explain

18. Companies should disclose the following Director information on their websites and keep it regularly updated:

- a) Professional experience and background.
- b) Directorships held at other companies, listed or otherwise, and other paid activities they engage in, of any nature.

- c) Statement of the Director category to which they belong, in the case of nominee Directors, indicating the shareholder they represent or have links with.
- d) Dates of their first appointment as a Board member and subsequent re-appointments.
- e) Shares held in the company, and any options on same.

Complies Partially Complies Explain

19. Following verification by the nomination committee, the annual corporate governance report should disclose the reasons for the appointment of nominee Directors at the request of shareholders controlling less than 3% of capital; and explain any rejection of formal requests for Board representation from shareholders whose shareholding is equal to or greater than that of other shareholders who have successfully requested the appointment of nominee Directors.

Complies Partially Complies Explain Not Applicable

20. Nominee Directors should resign when the shareholders they represent dispose of their shareholding in its entirety. If such shareholders reduce their shareholdings to a level that requires a reduction in the number of their nominee Directors, the number of nominee Directors should be reduced accordingly.

Complies Partially Complies Explain Not Applicable

21. The Board of Directors should not propose the removal of independent Directors before the end of bylaw term for which they were appointed, except where it considers there is just cause, based on a report by the nomination committee. In particular, just cause will be deemed to exist when Directors take on new offices or responsibilities that prevent them from dedicating the necessary time to the performance of their functions as Director, breach the duties inherent in their office or become subject to any circumstances that strip them of their status as an independent Director, in accordance with the provisions of the applicable legislation.

The removal of independent Directors may also be proposed as a result of takeover bids, mergers or similar corporate transactions that entail a change to the company's capital structure, where such changes in Board structure arise from the proportionality criterion set out in recommendation 16.

Complies Explain

22. Companies should establish rules obliging Directors to disclose any circumstance that might harm the organisation's name or reputation, related or not to their actions within the company, and tendering their resignation as

the case may be, and, in particular, to inform the Board of any criminal proceeding in which they appear as investigated parties, and of any developments in its procedural steps.

When the Board is informed or becomes aware of any of the situations mentioned in the previous paragraph, the Board of Directors should examine the case as soon as possible and, attending to the particular circumstances, decide, based on a report from the nomination and remuneration committee, whether or not to adopt any measures such as opening of an internal investigation, calling on the Director to resign or proposing their dismissal. Information should be provided in the annual corporate governance report, unless there are special circumstances that justify otherwise, which must be recorded in the minutes. This without prejudice to the information that the company must disseminate, if appropriate, at the time when the corresponding measures are implemented

Complies Partially Complies Explain

23. Directors should express their clear opposition when they consider a proposal submitted to the Board could be contrary to the corporate interest. In particular, independent and other Directors not affected by the potential conflict of interest should challenge any decision that could harm the interests of shareholders not represented on the Board.

When the Board makes significant or repeated decisions about which a Director has expressed serious reservations, then such Director must draw the pertinent conclusions and, should they choose to resign, explain their reasons in the letter referred to in the next recommendation.

The terms of this recommendation also apply to the Board secretary, even if they are not a director.

Complies Partially Complies Explain Not Applicable

24. Directors who give up their position before their tenure expires, through resignation or resolution of the shareholders' meeting, should state the reasons for this decision, or in the case of non-executive Directors, their opinion of the reasons for the shareholders' meeting resolution, in a letter to be sent to all members of the Board.

Without prejudice to the reporting of all the foregoing in the annual corporate governance report, if it is relevant for investors, the company should publish an announcement of the departure as rapidly as possible, with sufficient reference to the reasons or circumstances provided by the Director.

Complies Partially Complies Explain Not Applicable

25. The appointments committee should ensure that non-executive Directors have sufficient time available to correctly perform their functions.

The Board regulations should establish the maximum number of company Boards on which Directors may serve.

Complies Partially Complies Explain

26. The Board should meet with the frequency necessary to effectively perform its functions and at least eight times a year, in accordance with the schedule of dates and items established at the start of the year, and each Director may propose the addition of items not initially included on the agenda.

Complies Partially Complies Explain

27. Director absences should be kept to a strict minimum and quantified in the annual corporate governance report. In the event of absence, Directors should grant a proxy with instructions.

Complies Partially Complies Explain

28. When Directors or the secretary express concerns about any proposal or, in the case of Directors, about the running of the company, and such concerns are not resolved at the Board meeting, they should be recorded in the minutes book if the person expressing them so requests.

Complies Partially Complies Explain Not Applicable

29. The company should provide suitable channels for Directors to obtain the advice they need to perform their functions, including, if necessary, external advice at the company's expense.

Complies Partially Complies Explain

30. Regardless of the knowledge Directors must possess to perform their functions, the companies should also offer them refresher programs when circumstances so advise.

Complies Partially Complies Explain

31. The agenda of Board meetings should clearly indicate the items on which the Board must adopt a decision or resolution so that Directors can study the matter or gather together the material they need beforehand.

For reasons of urgency, the chairperson may wish to submit decisions or resolutions for Board approval that were not included on the meeting agenda. In such exceptional circumstances, their inclusion will require the express prior consent, duly recorded in the minutes, of the majority of Directors present.

Complies Partially Complies Explain

32. Directors should be regularly informed of movements in share ownership and of the views held by significant shareholders, investors and rating agencies on the company and its group.

Complies Partially Complies Explain

33. The chairperson, as the person responsible for the effective functioning of the Board of Directors, in addition to the functions attributed by law and the company's bylaws, should prepare and submit to the Board a schedule of meeting dates and items to be addressed; organise and coordinate the periodic evaluation of the Board and, where appropriate, the company's Chief Executive Officer; be responsible for the management of the Board and for its effective functioning; ensure that sufficient time is given to the discussion of strategic matters, and approve and review refresher courses for each Director, when circumstances so advise.

Complies Partially Complies Explain

34. When a lead Director has been appointed, the bylaws or Board regulations should grant them the following powers, in addition to those conferred by law: to chair the Board of Directors in the absence of the chairperson or deputy chairmen, if any; to voice the concerns of non-executive Directors; to maintain contacts with investors and shareholders in order to ascertain their views and form an opinion about their concerns, especially those relating to the corporate governance of the company; and to coordinate the chairperson's succession plan.

Complies Partially Complies Explain Not applicable

35. The Board secretary should strive to ensure that the Board's actions and decisions are informed by the applicable good governance recommendations contained in the Good Governance Code.

Complies Explain

36. The plenary session of the Board should conduct an annual evaluation, adopting, where necessary, an action plan to correct any weakness detected with respect to:

- a) The quality and effective functioning of the Board.
- b) The functioning and composition of its committees.
- c) Diversity in the composition and skills of the Board.
- d) The performance of the Board Chairperson and the company's Chief Executive.

- e) The performance and contribution of each Director, paying particular attention to the chairs of the various Board committees.

The evaluation of the various committees should be based on the reports sent by them to the Board of Directors, while the Board evaluation should be based on the report sent to it by the nomination committee.

Every three years, the Board of Directors should engage an external consultant to assist with the evaluation process whose independence should be verified by the nomination committee.

Any business dealings that the consultant or any company in its group has with the company or any company in its group should be detailed in the annual corporate governance report.

The process followed and areas evaluated should be detailed in the annual corporate governance report.

Complies Partially Complies Explain

37. When there is an executive committee, there should be at least two non-executive members, at least one of whom should be independent; and its secretary should be the secretary of the Board of Directors.

Complies Partially Complies Explain Not applicable

38. The Board should be kept fully informed of the business transacted and decisions adopted by the executive committee and all Board members should receive a copy of the committee's minutes.

Complies Partially Complies Explain Not applicable

39. All members of the audit committee, particularly its chairperson, should be appointed with regard to their knowledge and experience in accounting, auditing and risk management matters, both financial and non-financial.

Complies Partially Complies Explain

40. Companies should have a unit in charge of the internal audit function, under the supervision of the audit committee, to monitor the effectiveness of the reporting and internal control systems and such unit should report to the Board's non-executive chairperson or the chairperson of the audit committee.

Complies Partially Complies Explain

41. The head of the unit handling the internal audit function should present an annual work programme to the audit committee, for approval by this

committee or the Board, inform it directly of any incidents or scope limitations arising during its implementation, the results and monitoring of its recommendations, and submit an activities report at the end of each year.

Complies Partially Complies Explain Not applicable

42. The audit committee should have the following functions in addition to those provided for in the law:

1. With respect to internal control and reporting systems:

- a) Monitor and evaluate the preparation process and the integrity of the financial and non-financial information, as well as the control and management systems for financial and non-financial risks related to the company and, where appropriate, to the group – including operating, technological, legal, social, environmental, political and reputational risks or those related to corruption – reviewing compliance with regulatory requirements, the accurate demarcation of the consolidation perimeter, and the correct application of accounting principles.
- b) Monitor the independence of the unit handling the internal audit function; propose the selection, appointment and removal of the head of the internal audit service; propose the service's budget; approve or make a proposal for approval to the Board of the priorities and annual work programme of the internal audit unit, ensuring that it focuses primarily on the main risks the company is exposed to (including reputational risk); receive regular reports on its activities; and verify that senior management are acting on the findings and recommendations of its reports.
- c) Establish and supervise a mechanism that allows employees and other persons related to the company, such as Directors, shareholders, suppliers, contractors or subcontractors, to report irregularities of potential significance, including financial and accounting irregularities, or those of any other nature, related to the company, that they notice within the company or its group. This mechanism should guarantee the confidentiality and, in any event, provide for cases in which reports may be made anonymously, respecting the rights of the whistle-blower and the party being reported.
- d) In general, ensure that the internal control policies and systems established are applied effectively in practice.

2. With respect to the external auditor:

- a) In the event that the external auditor resigns, examining the circumstances leading to such resignation.

- b) Ensure that the remuneration of the external auditor does not compromise its quality or independence.
- c) Ensure that the company notifies any change of external auditor to the CNMV, accompanied by a statement of any disagreements with the outgoing auditor and the substance of same.
- d) Ensure that the external auditor has an annual meeting with the plenary session of the Board to inform it of the work undertaken and developments in the company's risk and accounting positions.
- e) Ensure that the company and the external auditor comply with applicable rules regarding the provision of services other than auditing, limits on the concentration of the auditor's business, and, in general, all other rules regarding auditors' independence.

Complies Partially Complies Explain

43. The audit committee should be empowered to meet with any company employee or executive, even ordering their appearance without the presence of another executive.

Complies Partially Complies Explain

44. The audit committee should be informed of any structural or corporate modifications planned by the company, so the committee can analyse them and report to the Board beforehand on their economic conditions and accounting impact and, in particular, where applicable, the proposed exchange ratio.

Complies Partially Complies Explain Not applicable

45. The risk management and control policy should identify and determine at least:

- a) The different types of financial and non-financial risk the company is exposed to (including operational, technological, legal, social, environmental, political and reputational risks, included those related to corruption), with the inclusion under financial or economic risks of contingent liabilities and other off-balance-sheet risks.
- b) A risk control and management model based on different levels, of which a specialised risk committee will form part when industry regulations so provide or the company deems it appropriate.
- c) The risk level the company sees as acceptable.
- d) The measures in place to mitigate the impact of identified risk events should they occur.

- e) The internal control and reporting systems to be used to control and manage the above risks, including contingent liabilities and off-balance-sheet risks.

Complies Partially Complies Explain

46. Under the direct supervision of the audit committee or, as the case may be, a dedicated Board committee, companies should establish an internal risk management and control function, exercised by one of the company's internal departments or units that expressly has the following functions:

- a) Ensuring the proper functioning of risk management and control systems and, in particular, that they adequately identify, manage and quantify all material risks affecting the company.
- b) Actively participating in drawing up the risk strategy and in important decisions regarding risk management.
- c) To ensure that risk management and control systems are mitigating risks effectively within the framework of the policy drawn up by the Board of Directors.

Complies Partially Complies Explain

47. When appointing members of the nomination and remuneration committee – or of the nomination committee and the remuneration committee, if they are separate –, companies should procure that they have the adequate knowledge, skills and experience for the functions they are called on to perform and that the majority of such members are independent directors.

Complies Partially Complies Explain

48. Large cap companies should have separate nomination and remuneration committees.

Complies Explain Not applicable

49. The nomination committee should consult the Board Chairperson and Chief Executive, especially on matters relating to executive Directors.

When there are vacancies on the Board, any Director may approach the nomination committee to propose candidates that it might consider suitable.

Complies Partially Complies Explain

50. The compensation committee should operate independently and have the following functions in addition to those conferred by law:

- a) Propose to the Board the standard terms of senior executive contracts.
- b) Monitor compliance with the remuneration policy set by the Company.
- c) Periodically review the remuneration policy for Directors and Senior Executives, including share-based remuneration systems and their application, and ensure that their individual remuneration is proportionate to the amounts paid to other Directors and Senior Executives of the company.
- d) To ensure that conflicts of interest do not jeopardise the independence of any external advice provided to the committee.
- e) To verify the information on Director and senior executives' remuneration contained in the various corporate documents, including the annual report on Directors' remuneration.

Complies Partially Complies Explain

51. The remuneration committee should consult the company's Chairperson and Chief Executive, especially on matters relating to executive Directors and Senior Executives.

Complies Partially Complies Explain

52. The rules on composition and functioning of the supervision and control committees should be set out in the Board regulations and be consistent with those applicable to the Board committees required by law, in line with the preceding recommendations, including:

- a) The committees should be made up exclusively of non-executive Directors, with a majority of independent Directors.
- b) They should be chaired by independent Directors.
- c) The Board should appoint the members of such committees with regard to the knowledge, skills and experience of the Directors and each committee's mandate; discuss their proposals and reports; and the committees should report on their activities and the work performed at the first plenary session of the Board following each committee meeting.
- d) The committees may seek external advice, when they feel it necessary for the performance of their functions.
- e) Minutes should be taken of the committee meetings and a copy made available to all Board members.

Complies Partially Complies Explain Not applicable

53. The task of supervising compliance with the policies and rules of the company in the environmental, social and corporate governance areas, and internal rules of conduct, should be assigned to one Board committee or split between several, which could be the audit committee, the nomination committee, a committee specialised in sustainability or corporate social responsibility, or another specialised committee established by the Board under its powers of self-organisation. And such a committee should be made up solely of non-executive Directors, the majority being independent and specifically assigned the following minimum functions.

Complies Partially Complies Explain

54. The minimum functions referred to in the previous recommendation are as follows:

- a) Monitor compliance with the company's internal codes of conduct and corporate governance rules, and ensure that the corporate culture is aligned with its purpose and values.
- b) Oversee the application of the general policy regarding the communication of economic-financial, non-financial and corporate information, and regarding communication with shareholders and investors, proxy advisors and other stakeholders. Similarly, the way in which the entity communicates and relates with small and medium-sized shareholders should be monitored.
- c) Periodically evaluate the effectiveness of the company's corporate governance system and environmental and social policy to confirm that it is fulfilling its mission to promote the corporate interest and catering, as appropriate, to the legitimate interests of the remaining stakeholders.
- d) Ensure that the company's environmental and social practices are in accordance with the established strategy and policy.
- e) Monitor and evaluate the company's interaction with its stakeholder groups.

Complies Partially Complies Explain

55. Environmental and social sustainability policies should identify and include at least:

- a) The principles, commitments, objectives and strategy regarding shareholders, employees, clients, suppliers, social welfare issues, the environment, diversity, fiscal responsibility, respect for human rights and the prevention of corruption and other illegal conducts.
- b) The methods or systems for monitoring compliance with policies, associated risks and their management.
- c) The mechanisms for supervising non-financial risk, including that related to ethical aspects and business conduct.
- d) Channels of communication, participation and dialog with stakeholders.
- e) Responsible communication practices that impede the manipulation of data and protect integrity and honour.

Complies Partially Complies Explain

56. Director remuneration should be sufficient to attract and retain individuals with the desired profile and remunerate the time commitment, competencies and responsibility that the office demands, but not so high as to compromise the independent judgment of non-executive directors.

Complies Explain

57. Variable remuneration linked to company performance and the director's performance, as well as the award of shares, options or rights over shares or instruments linked to the share value and long-term savings schemes, such as pension plans, retirement systems or other employee welfare systems, should be confined to executive directors.

The company may consider the award of shares as remuneration for non-executive directors provided they retain such shares until the end of their term of office. This condition will not apply to any shares that the director must dispose of to defray costs related to their acquisition.

Complies Partially Complies Explain

58. In the case of variable awards, remuneration policies should include limits and specific technical safeguards to ensure they reflect the professional performance of the beneficiaries and not simply the general progress of the markets or the company's sector of activity or other similar circumstances.

In particular, variable remuneration items should meet the following conditions:

- a) Be subject to predetermined and measurable performance criteria that factor the risk assumed to obtain a given outcome.

- b) Promote the long-term sustainability of the company and include non-financial criteria that are relevant for the company's long-term value, such as compliance with its internal rules and procedures and its risk control and management policies.
- c) Be focused on achieving a balance between the delivery of short, medium and long-term objectives, such that performance-related pay rewards ongoing achievement, maintained over a sufficient period of time to appreciate its contribution to long-term value creation. This will ensure that performance measurement is not based solely on one-off, occasional or extraordinary events.

Complies Partially Complies Explain Not Applicable

59. The payment of the variable components of remuneration is subject to sufficient verification that previously established performance, or other, conditions have been effectively met. Entities should include in their annual Directors' remuneration report the criteria relating to the time required and methods for such verification, depending on the nature and characteristics of each variable component.

Additionally, entities should consider establishing a reduction clause ('malus') based on deferral for a sufficient period of the payment of part of the variable components that implies total or partial loss of this remuneration in the event that prior to the time of payment an event occurs that makes this advisable.

Complies Partially Complies Explain Not Applicable

60. Remuneration linked to company earnings should bear in mind any qualifications stated in the external auditor's report that reduce the amount of such earnings.

Complies Partially Complies Explain Not Applicable

61. A significant percentage of the variable remuneration of executive Directors should be linked to the award of shares or financial instruments linked to the share value.

Complies Partially Complies Explain Not Applicable

62. Following the awarding of shares, options or financial instruments corresponding to the remuneration systems, executive Directors should not be able to transfer their ownership or exercise them until a period of at least three years has elapsed.

Except for the case in which the Director maintains, at the time of the transfer or exercise, a net economic exposure to the variation in the price of the

shares for a market value equivalent to an amount of at least twice their fixed annual remuneration through the ownership of shares, options or other financial instruments.

The foregoing shall not apply to the shares that the Director needs to dispose of to meet the costs related to their acquisition or, upon favourable assessment of the nomination and remuneration committee to address an extraordinary situation.

Complies Partially Complies Explain Not Applicable

63. Contractual arrangements should include provisions that allow the company to reclaim variable compensation components when payment was out of step with the Director's actual performance or based on data subsequently found to be misstated.

Complies Partially Complies Explain Not Applicable

64. Payments for the termination or cancellation of the contract should not exceed an amount equivalent to two years of the Director's total annual remuneration and should not be paid until the company confirms that they have met the criteria or conditions established for its receipt.

For the purposes of this recommendation, payments for contractual termination or cancellation include any payments whose accrual or payment obligation arises as a consequence of or on the occasion of the termination of the contractual relationship that linked the Director with the company, including previously unconsolidated amounts for long-term savings systems and the amounts paid under post-contractual non-compete undertakings.

Complies Partially Complies Explain Not Applicable

H OTHER INFORMATION OF INTEREST

1. If there are any material aspects relating to corporate governance at the company or at group entities that have not been addressed elsewhere in this report and which are necessary to provide a more comprehensive and reasoned view of the corporate governance structure and practices at the company or group, provide a brief explanation.
2. You may include in this section any other information, clarification or qualification related to the previous sections of this report to the extent they are significant and not repetitive.

Specifically, indicate whether the company is subject to corporate governance legislation from a country other than Spain and, if so, include any information it is obliged to provide and is different from that required in this report.

3. Also state whether the company voluntarily adheres to other codes of ethics or standard practices, at international, sectoral or any other level. If so, give details of the code and the date of adhesion. In particular, state whether the company has adhered to the Code of Good Tax Practices of 20 July 2010.

The Company adhered to the Code of Good Tax Practices of 20 July 2010 on 3 September 2019.
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This Annual Corporate Governance Report was approved by the Board of Directors of the Company in its meeting held on:

02/25/2026

Indicate whether any Directors voted against or abstained from voting on the approval of this Report.

Yes

No

**Auditor's report on the "Information
Related to the System of Internal
Control Over Financial Reporting (ICFR)"
of DISTRIBUIDORA INTERNACIONAL
DE ALIMENTACIÓN, S.A. for the year
2025**



The better the question.
The better the answer.
The better the world works.



Shape the future
with confidence



Shape the future
with confidence

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AUDITOR´S REPORT ON THE "INFORMATION RELATED TO THE SYSTEM OF INTERNAL CONTROL OVER FINANCIAL REPORTING (ICFR)"

Translation of a report and information originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails

To the Board of Directors of **Distribuidora Internacional de Alimentación, S.A.:**

In accordance with the request from the Board of Directors of Distribuidora De Alimentación, S.A. (hereinafter the Entity) and our engagement letter dated January 7, 2026, we have performed certain procedures on the "ICFR related information" attached in section F of the Annual Corporate Governance Report of Distribuidora Internacional de Alimentación, S.A., which summarizes the internal control procedures of the Entity in relation to the annual financial information.

The Directors are responsible for adopting the appropriate measures in order to reasonably guarantee the implementation, maintenance and supervision of an adequate internal control system as well as developing improvements to that system and preparing and establishing the content of the accompanying ICFR related information attached.

It should be noted that irrespective of the quality of the design and operability of the internal control system adopted by the Entity in relation to its annual financial information, it can only provide reasonable, rather than absolute assurance with respect to the objectives pursued, due to the inherent limitations to any internal control system.

In the course of our audit work on the financial statements and pursuant to the Technical Auditing Standards, the sole purpose of our assessment of the entity´s internal control was to enable us to establish the nature, timing and extent of the audit procedures to be applied to the Entity´s financial statements. Therefore, our assessment of the internal control performed for the purposes of the audit of the financial statements was not sufficiently extensive to enable us to express a specific opinion on the effectiveness of the internal control over the regulated annual financial information.

For the purpose of issuing this report, we exclusively performed the specific procedures described below and indicated in the Guidelines on the Auditors' report relating to information on the Internal Control over Financial Reporting of Listed Companies, published by the Spanish National Securities Market Commission (CNMV) on its website, which establishes the work to be performed, the minimum scope thereof and the content of this report. Given that the scope of these procedures was limited and substantially less than that of an audit or a review of the internal control system, we do not express an opinion on the effectiveness thereof, or its design or operating effectiveness, in relation to Entity's annual financial information for 2025 described in the ICFR related information attached. Consequently, had we performed additional procedures to those established by the Guidelines mentioned above or had we carried out an audit or a review of the internal control over the regulated annual financial reporting information, other matters might have come to our attention that would have been reported to you.



Likewise, since this special engagement does not constitute an audit of the financial statements in accordance with prevailing audit regulations in Spain, we do not express an audit opinion in the terms provided for therein.

The procedures performed were as follows:

1. Read and understand the information prepared by the Entity in relation to the ICFR - which is provided in the Annual Corporate Governance Report disclosure information included in the Directors' Report- and assess whether such information addresses all the required information which will follow the minimum content detailed in section F, relating to the description of the ICFR, as per the model established by CNMV Circular nº 5/2013 dated June 12, 2013 and subsequent amendments, the most recent one being CNMV Circular 3/2021 of September 28, 2021 (hereinafter, the CNMV Circulars).
2. Make enquiries of personnel in charge of preparing the information described in point 1 above in order to: (i) Obtain an understanding of the process followed in its preparation; (ii) Obtain information which will allow us to assess whether the terminology used is adapted to the definitions provided in the reference framework; (iii) Obtain information on whether the control procedures described are implemented and in use by the Entity.
3. Review the explanatory documentation supporting the information described in point 1 above, which should basically include that which is provided directly to those responsible for preparing the ICFR descriptive information. In this respect, the aforementioned documentation includes related reports prepared by the Internal Audit Department, senior management, and other internal and external experts providing support to the Audit and Compliance Committee.
4. Compare the information described in point 1 above with our knowledge of Entity's ICFR obtained as a result of performing the external audit procedures within the framework of the audit of the financial statements.
5. Read the minutes of the meetings held by the Board of Directors, Audit and Compliance Committee and other Entity committees in order to assess the consistency between the ICFR issues addressed therein and the information provided in point 1 above.
6. Obtain the representation letter related to the work performed, duly signed by the personnel in charge of preparing the information discussed in point 1 above.

As a result of the procedures performed, no inconsistencies or issues were observed that might have an impact on ICFR related information.



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This report was prepared exclusively within the framework of the requirements stipulated in article 540 of the Consolidated text of the Corporate Enterprises Act and CNMV Circulars on ICFR description in Annual Corporate Governance Reports.

ERNST & YOUNG, S.L.

(Signed on the original version in Spanish)

María del Tránsito Rodríguez Alonso

February 25, 2026