



BILLA

SUSTAINABILITY REPORT 2024

SUSTAINABILITY REPORT 2024

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BILLA

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**ABOUT
BILLA**



WHAT A REMARKABLE YEAR FOR BILLA CZECH REPUBLIC

How would you characterise the BILLA business in 2024?

As always, BILLA is committed to serving customers with a local assortment and great value. In 2024, our focus was directed at customer satisfaction by enhancing their shopping experience. We prioritised the quality and freshness of our offerings.

I value our transformation into a modern omnichannel retailer. It makes us more accessible via multiple channels for the convenience of our customers. Additionally, we are committed to sustainability and fostering an active lifestyle within our communities.

How has BILLA Czech Republic advanced its sustainability initiatives in 2024?

BILLA has a notable milestone by opening its first green-concept store in Vracov, Moravia. The all-wooden construction store incorporates sustainable technologies and energy-efficient solutions. These include using waste heat for underfloor heating, harvesting rainwater and using a photovoltaic power system. The success of this new concept, as well as its further rollout, benefits from minimising environmental impact while achieving cost efficiency. The Vracov store does just that.

What is the most significant sustainability achievement of 2024?

We have expanded our food waste prevention initiative to include all BILLA stores. Our bags with discounted fruits and vegetables prevented over 930 tons from going to waste. By purchasing a 3 kg bag of fully ripe fruit and vegetables for the great price of CZK 49, our customers are in fact helping us to save food.

That is why we have used the slogan “THE GOOD STARTS WITH US” for the whole of 2024.

Marek Doležal
CEO & Sustainability Sponsor
BILLA Czech Republic

REWE GROUP OVERVIEW

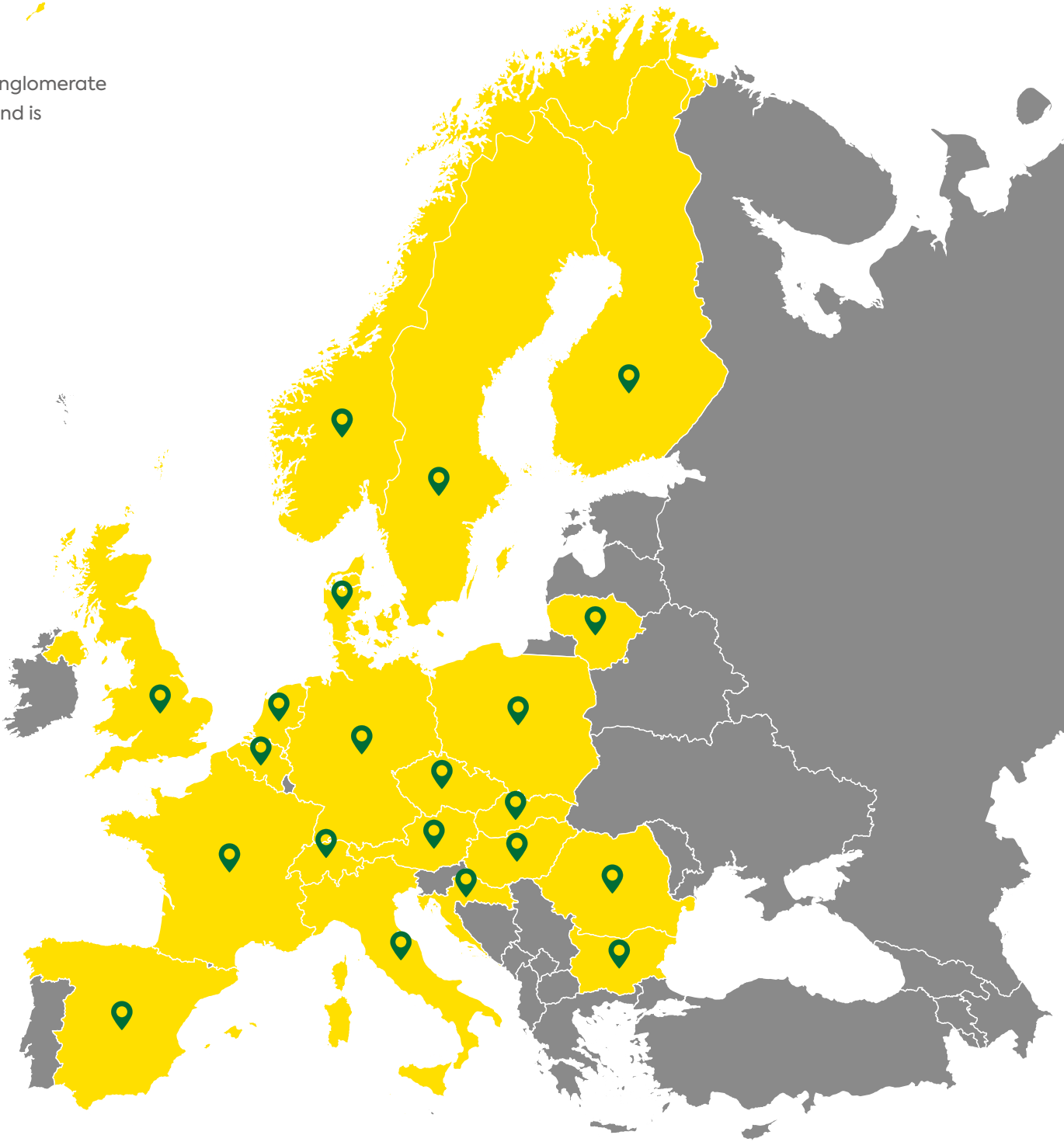
As BILLA Czech Republic, we are part of the REWE Group, a global conglomerate involved in trade and tourism. The REWE Group was founded in 1927 and is headquartered in Cologne, Germany. More about the REWE Group can be found [here](#).



countries

KEY FIGURES IN 2024

- Total revenue: EUR 96 billion
- Investments: over EUR 1 billion
- Employees: around 380,000
- Stores and travel agencies: 12,409



RETAIL GERMANY

9 retail chains with 6,300 stores, generating EUR 41.6 billion in revenue

RETAIL INTERNATIONAL

6 retail chains with 4,500 stores, generating EUR 20.1 billion in revenue

CONVENIENCE

4 chains generating EUR 15.1 billion in revenue

DIY MARKETS

2 chains with 320 stores, generating EUR 2.5 billion in revenue

TRAVEL AND TOURISM

17 companies operating in 30 holiday destinations and generating EUR 8.7 billion in revenue

OTHER

2 subsidiaries that provide services in the field of energy and supply to other companies within the group

GRI 2-1

GRI 2-6

GRI 201-1

BILLA OVERVIEW 2024



7,023
employees



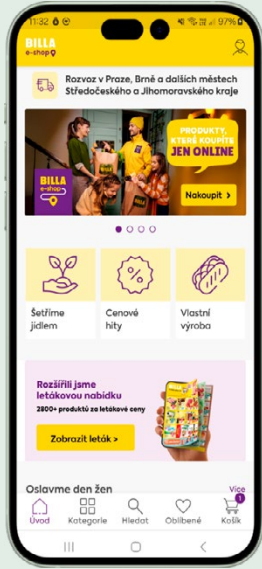
275
stores

BILLA

TO DOBRÉ ZAČÍNÁ U NÁS

New BILLA brand
positioning

BILLA e-shop available
to over 1 million
households



CZK 37 billion
total net sales

New BILLA club
app and loyalty
program



>145 million
served customers per year
through all channels



> CZK 2 billion
total investments

Omnichannel
convenient and
easily accessible
shopping options

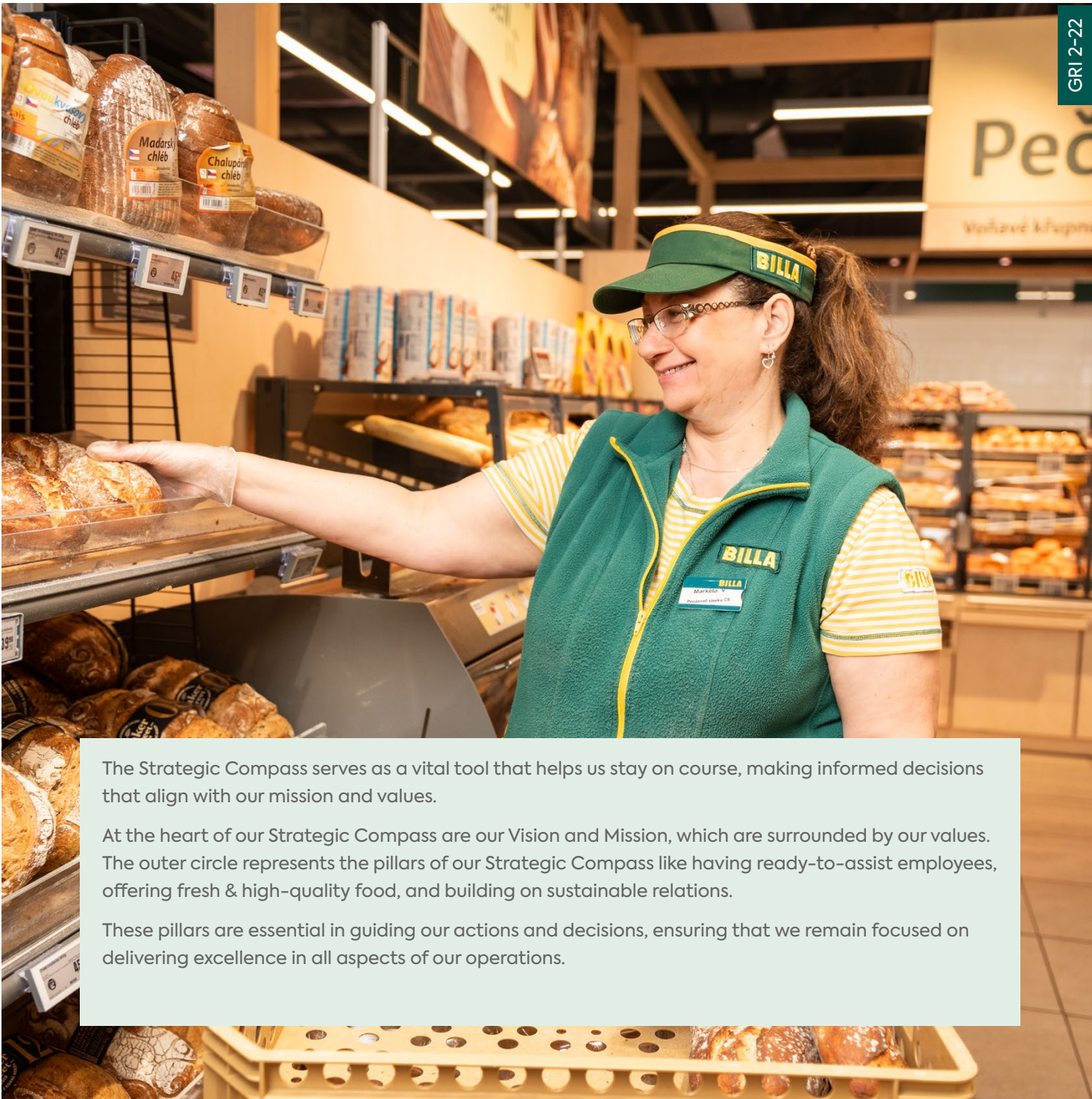


6 warehouse locations
& central office
in Modletice

STRATEGIC COMPASS: OUR VISION, MISSION AND VALUES



★ OPERATIONAL EXCELLENCE ★



The Strategic Compass serves as a vital tool that helps us stay on course, making informed decisions that align with our mission and values.

At the heart of our Strategic Compass are our Vision and Mission, which are surrounded by our values. The outer circle represents the pillars of our Strategic Compass like having ready-to-assist employees, offering fresh & high-quality food, and building on sustainable relations.

These pillars are essential in guiding our actions and decisions, ensuring that we remain focused on delivering excellence in all aspects of our operations.

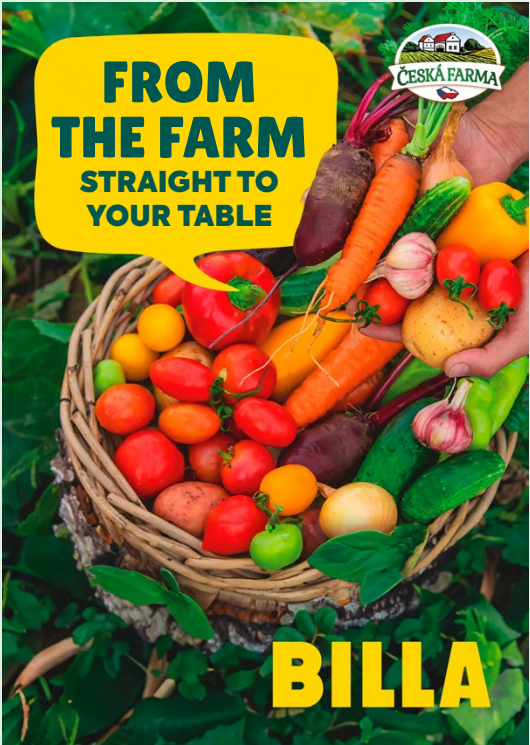
BILLA’S CORE PROMISE: QUALITY & FRESHNESS

BRAND REPOSITIONED FOR CUSTOMER SATISFACTION

BILLA has embarked on an exciting journey! We have repositioned our brand to align with the elevated **expectations of our customers**. Our ongoing communication highlights a **perfect shopping experience** and **joy of cooking** thanks to the high-quality ingredients and freshness of our range of food. We aim to encourage healthier and more **sustainable eating practices**, living up to our slogan: **THE GOOD STARTS WITH US**.



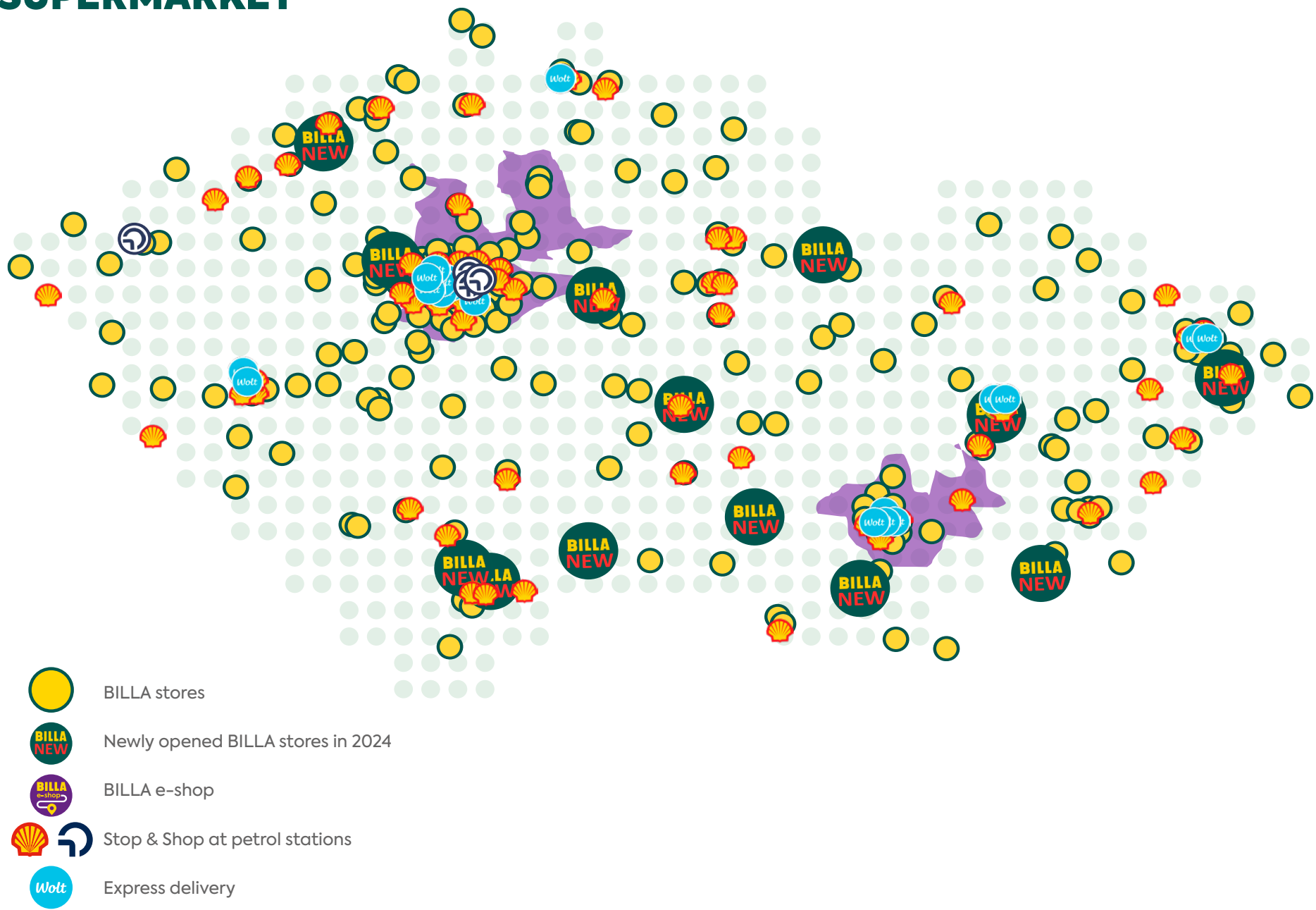
Examples of communication
featuring freshness in 2024



BILLA CLUB BRINGS EVEN MORE BENEFITS
During 2024, we significantly **enhanced our BILLA loyalty club** offerings. Our customers can benefit from a 5% **discount on purchases**, cash discounts, or a free product in exchange for club points. We regularly offer discount vouchers tailored to the shopping habits of our customers that can be activated in the brand-new app.

Customers can also use BILLA club points with **our partners**, like travel agencies Exim Tours and Fischer, the toy shop Bambule, and the jewellery store Aurum. By the end of 2024, we had selected 12 partners, and our customers received between **10-30% discounts** for their points.

BILLA IS YOUR OMNICHANNEL SUPERMARKET



BILLA has established itself as your reliable omnichannel supermarket, offering **convenience and accessibility** across various channels.

Our aim is to make your **shopping experience convenient**. If you prefer to shop in person at one of our stores across the Czech Republic, we opened 14 new stores in 2024. Or if you like to shop online via our e-shop with expanded reach, then BILLA is the right choice for you.

With **quick commerce** (delivery via Wolt) and at selected petrol stations (Shell or OMV), grocery shopping is now even more accessible and convenient.

**BILLA OFFERS A
CONVENIENT
SHOPPING
EXPERIENCE**

**That's why you will
always find a BILLA
close to you**

PERFECTLY AVAILABLE AT YOUR CONVENIENCE

GRI 2-6

OFFLINE CHANNELS



In 2024, we opened **14 new stores**, including our own green-concept store, reflecting our commitment to sustainability. All these new stores bring quality products and services even closer to you.



Stop by at one of the 70 BILLA **Stop & Shop** at Shell **petrol stations** or at the 4 VIVA BILLA shops at OMV petrol stations across the Czech Republic, where you can conveniently shop for basic groceries at any hour. You can select from a range of over 1,000 carefully selected products, including fresh pastries, fruits, vegetables, chilled items, and drugstore essentials.

ONLINE CHANNELS



BILLA e-shop, operating since 2023, offers fast and convenient online shopping. With delivery in just 3 hours, our selection includes over 1,600 exclusive online items among a total of 10,500 products, with a strong emphasis on healthy and organic food, making it the perfect choice for modern customers.



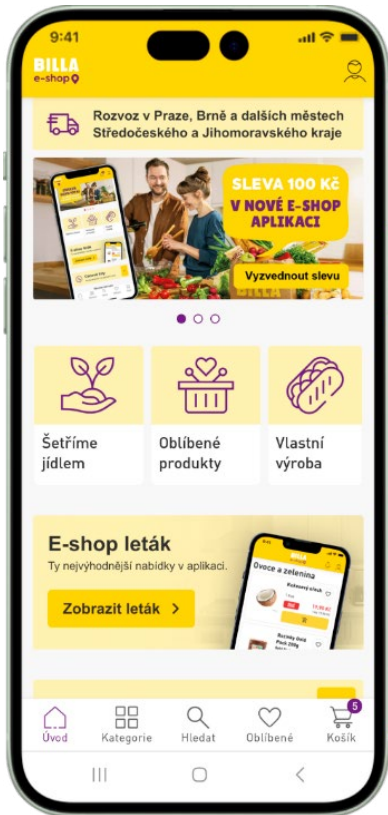
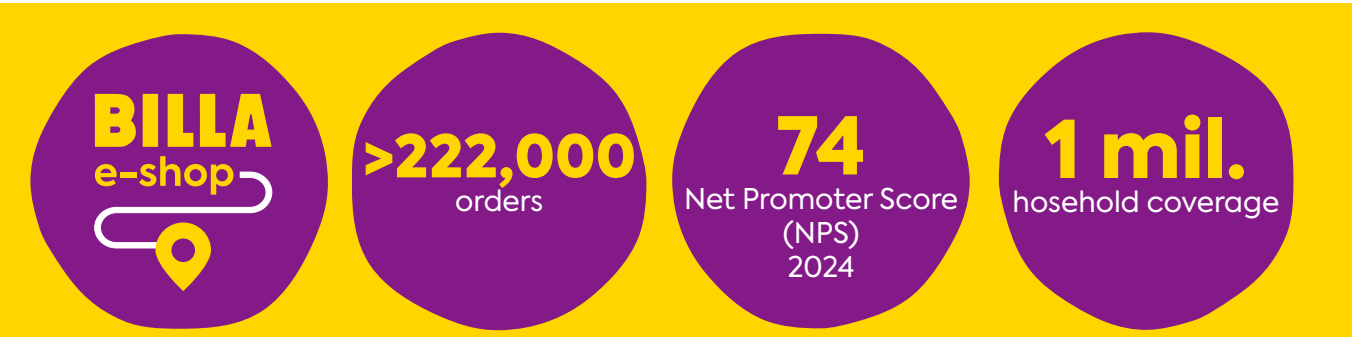
Order from selected BILLA stores and enjoy **express courier delivery** to your home in as little as **30 minutes**. Thanks to our newly launched partnership with Wolt, we're bringing you a faster and more convenient shopping experience – right to your doorstep.

“At BILLA, we are constantly looking for ways to offer our products to customers in ways other than regular brick-and-mortar shopping. That’s why we are expanding our services.”

Radovan Šesták, Head of Wholesale Department



BILLA E-SHOP: GROCERY DELIVERIES TO YOUR DOORSTEP



DISTINCTIVE ASSORTMENT

At the BILLA e-shop, we offer an extended range, larger than in our stores. In the diverse range of products (10,500 items), you can find specific **regional options** (>200 items) in the category BILLA Regionálně, such as farm-raised meats, cold cuts, cheeses, and local specialities like honey and jams, along with eco-friendly cosmetics.



The e-shop also accommodates **special dietary** needs (>1,000 items), providing a wide range of **gluten-free**, **vegan**, and **vegetarian** products, making it easy for our customers to navigate due to clear signage and filtering options. Some of these products are available exclusively just in our BILLA e-shop (>1,600 items).

CUSTOMER FIRST

Our dedication to continuously improving our services is evident in the **reduced claim ratio** (-2.5 pp) since the launch of the e-shop in 2023. This improvement means that more customers are receiving complete orders with a higher quality of products. Moreover, in 2024, we are pleased to have achieved our **highest number of new customers** who placed their first order, totalling 21,730.

WASTE PREVENTION IN OUR OPERATIONS

To prevent food waste, at the beginning of 2024 the e-shop introduced, a **special category** that offers **products nearing their expiration** dates. The category, called SAVING FOOD, enables customers to buy these items at **discounted prices**. In 2024, this initiative prevented nearly **350,000** items from going to waste equal to a value of more than CZK 10 million. Furthermore, our e-shop warehouse donates to Food Banks and animal rescue stations.

OPTIMISING LOGISTICS

Our warehouses use cutting-edge software helping us reduce costs and **improve the use of resources**, ultimately boosting efficiency. Plans are in place to introduce partial automation in warehouses by 2025. On top of that, our delivery **logistics algorithm** is structured to **reduce redundant trips** and conserve fuel, creating a more sustainable shopping experience than if customers were to make separate trips for their purchases by themselves.



ABOUT THE TEAM

The **e-commerce team** is made up of numerous local and foreign staff (40%), primarily focusing on logistics. Due to the team's distinctive roles and responsibilities within BILLA, we frequently arrange **workshops, team-building exercises**, and a variety of events to enhance collaboration **and foster personal development**.

SUSTAINABILITY AT BILLA

“Sustainability means caring for our communities by promoting local food, reducing waste and using energy wisely, while making our workplace welcoming for everyone.”

Definition of sustainability for BILLA CEE

Our strategy is based on **ESG principles**, integrating environmental, social, and corporate governance aspects, and further divided into five pillars (see next page).

In 2024, we updated our strategy by setting **ambitions in each pillar** for the CEE (Central Eastern Europe) cluster, which includes BILLA Czech Republic, Slovakia, Bulgaria, and IKI Lithuania. When setting these goals, we considered the **double materiality assessment** of each country and identified common themes to which all countries would contribute through their activities. For the Czech Republic specifically, we set the support of biodiversity.



SUSTAINABILITY STRATEGIC PILLARS & AMBITIONS

ENVIRONMENTAL

Green products

Localise product sourcing and enhance regional offerings

Promote healthy, fair, and high-quality products

Reduce food waste across all operations

Introduce packaging initiatives and encourage circularity

Support biodiversity within our supply chain (CZ specific)



Ladislav Lážňovský,
Senior Category Manager
at Fresh Food

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

3 GOOD HEALTH AND WELL-BEING

Energy, Climate & Environment

Improve energy efficiency

Reduce energy consumption

Minimise overall carbon footprint

Enhance waste management practices and resource recovery

Introduce economically green store standards

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION



Martin Raba,
Sustainable Technology
Manager

SOCIAL

Employees

Ensure a safe and healthy work environment for all employees

Foster a diverse, inclusive, and non-discriminatory workplace

Enhance workplace satisfaction and strengthen BILLA's reputation



Petr Šrámek,
Head of HR

8 DECENT WORK AND ECONOMIC GROWTH

3 GOOD HEALTH AND WELL-BEING

Social Commitment

Encourage a healthy lifestyle

Empower and support local communities

3 GOOD HEALTH AND WELL-BEING



Dana Bratánková,
Head of Corporate
Communication &
Public Affairs

GOVERNANCE

Governance

Compliance, reporting

Sustainability team in our structure



Ela Hortíková,
Sustainability Manager

4 priority OSN Sustainable Development Goals (SDGs) for BILLA CZ

3 GOOD HEALTH AND WELL-BEING

Ensure healthy lives and promote well-being for all at all ages

8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns.

13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

pillar owners at BILLA Czech Republic

GRI 3-2
GRI 3-3

2024 SUSTAINABILITY HIGHLIGHTS

GRI 3-3



Food waste prevention launched at e-shop



from the end of 2023



Commitment of REWE Group



Full-year collaboration with the Olympic & Paralympic Teams on right eating



Working together on BILLA's sustainability efforts and the 2024 report.
We are grateful to collaborate with colleagues across all BILLA stores and headquarter departments.



Kristýna Herceg
Strategy Project Manager

Harm Rijkerkerk
Head of Strategy & Sustainability

Ela Hortíková
Sustainability Manager



GREEN PRODUCTS

GREEN PRODUCTS PILLAR IN FIGURES

>25%
of revenue is comes from our private labels

SRDCE
DOMOVA
Launch of a private label showcasing traditional recipes.



Only cage-free
eggs sold



POTRAVINOVÉ
BANKY

787 tons

donations made to the Food Bank to reduce waste



of the Česká farma
assortment (private fruit
and vegetable label) grown
in the Czech Republic



saved in our bags with
discounted fruit &
vegetables

100%
of meat from private label
Vocílka obtained from Czech
suppliers



75% plastic reduction on minced
meat in flowpack



Multiple awards for our private labels

OUR HIGH-QUALITY PRIVATE LABELS

The success of **our private labels** plays a crucial role in advancing our sustainability strategy. We are dedicated to exploring **new local sourcing** opportunities within this assortment, **enhancing nutrition** by reducing sugar and salt, and utilising **innovative packaging** solutions. Moreover, our private labels are crafted to provide **quality products** at **competitive prices**. The Clever brand in particular is designed to offer affordable products and make shopping more accessible for our customers.

We take particular pride in our private brands, **Česká farma** (fruit and vegetables) and **Vocilka** (meat and sausages), both of which are **sourced entirely from Czech producers**. Consumer awards highlight the quality of our private label brands.



23

private labels

1,980

private-label products

>25%

of total revenue in 2024 generated by private labels

>66%

of private label products are produced by Czech suppliers

BILLA

NEW*

BILLA Premium

NEW*

BILLA ready

NEW*

Bon Via!

NEW*

GRILL PARTY

NEW*

clever

NEW*

nice bites

NEW*

ČESKÁ FARMA

NEW*

VOCILKA

NEW*

SRDCE DOMOVA

NEW*

SOL VINEUS

NEW*

CONTELLO

NEW*

U SEDMI KAŠEN

NEW*

Milora

NEW*

ja!

NEW*

BILLA BIO

NEW*

MASCARPONE

NEW*

VIVESS

NEW*

ZooRoyal

NEW*

today

NEW*

Your individual choice Free

NEW*

Douceur

NEW*

BABYWELL zum Wohlfühlen

NEW*

* PRIVATE LABELS LAUNCHED IN 2024

3 GOOD HEALTH AND WELL-BEING

GRI 204-1

GRI 2-6

NEW SRDCE DOMOVA LABEL

Our new private label Srdce domova (translated as Heart of the home) showcases traditional Czech recipes and flavours. Introduced in 2024, the brand has rapidly expanded to include over **130 products** by the end of the year, featuring a variety of items such as dairy products, eggs, pastries, honey, and more.

BENEFITS OF LOCAL SOURCING

Srdce domova offers a wide range of high-quality products crafted from **locally sourced** ingredients that embody authentic Czech flavours. By supporting local production, we not only enhance employment opportunities, but also reduce emissions associated with long-distance transportation. You can discover the complete selection of Srdce Domova products [here](#).

QUALITY ASSURED

All products under this brand are subject to **regular quality assessments** to ensure that they adhere to high standards. External quality verification has also been carried out.

*Four products from BILLA’s private label Srdce domova have received the “**Česká chuťovka 2024**” **award**. These include Czech butter, horseradish spread, bread dumplings and Wälscher Salat, which have been recognized by an independent panel for their **exceptional taste and quality** in line with Czech culinary traditions.

130

Srdce domova products

3

GOOD HEALTH
AND WELL-BEING

12

RESPONSIBLE
CONSUMPTION
AND PRODUCTION



SIGNIFICANCE OF OUR FRUIT AND VEGETABLE SELECTION

CZECH SOURCING IS OUR PRIORITY

Czech products can be up to 10% more expensive for our customers, but we and our customers prioritise **support for local farmers with fair pricing**. We strive to increase the proportion of **Czech-grown fruit and vegetables** in our stores. In 2024, we managed to reach 34%, even though we were facing sourcing capacity limitations (vs. 28% in 2022). We work hard on continuously improving ourselves and are proud to receive recognition from the Czech Minister of Agriculture for being the 3rd top seller of Czech asparagus in 2024.

EXCLUSIVE CZECH SOURCING FROM THE PRIVATE LABEL ČESKÁ FARMA

Since its introduction in 2012, the Česká farma label has offered seasonal fruit and vegetables sourced solely from local suppliers. Our collaborations enable us to deliver fresh produce to our stores within 24 hours, meeting the high-quality standards of Czech customers.



GRI 2-6

31
Czech suppliers of fruit
and vegetables

90
products under the Česká
farma private label

3 GOOD HEALTH
AND WELL-BEING

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



BILLA
TO DOBRÉ ZAČÍNÁ U NÁS

STRONG PARTNERSHIPS WITH LOCAL AND REGIONAL SUPPLIERS

We take pride in our shared achievements resulting from mutually beneficial **collaboration with local and regional suppliers**. This strategic approach aims to meet local demands by providing products **sourced from the community**, ensuring a consistent standard across the entire country while **catering to regional preferences**. We view local sourcing as essential for minimising unnecessary transportation, bolstering the local economy, and enhancing food security.

- Local products** made by Czech suppliers are available to our customers throughout the Czech Republic.
- Regional products** are made by suppliers in designated areas of the Czech Republic and can only be found within that region or nearby locations, thereby aiding the local economy and maintaining traditional practices.

Our consistent commitment to local production is reflected in the diverse range of products available to customers. These local products are **primarily** found in the categories of baked goods and **cold cuts**, as well as in the sections for **fruit** and **vegetables**. **Beers, meat products** and **delicacies** enjoy great popularity. In the coming years, we anticipate growth in the **dessert** category. We are pleased to see that **flowers** are emerging as a new category of regional products.



“Support for products from local suppliers remains one of BILLA’s priorities. Our customers will continue to find regional foods on the sales floor of our stores. We no longer sell them on a special shelf due to changes in the layout of BILLA stores and the inclusion of these products in the standard assortment.”

Dana Bratánková, Head of Corporate Communication & Public Affairs



INTRODUCING OUR LOCAL SUPPLIER – PELANT

More than 30 years ago, their parents started processing potatoes, but they were not happy with the unused waste in the form of peels. So they bought a few pigs to feed the peels. As a high school student, Mr. Pelant, the current Financial Director of the company, took care of the pigs. And this is where the story of **Pelant – DOUPOVSKÉ UZENINY** begins. And our story of **collaboration** started in 2016 with 2 products.



GRI 2-6



10

regional products in BILLA
(Karlovy Vary Region)

3

local products
in BILLA
(Czech Republic)

8x

winner of product
awards

Today, you no longer raise animals yourself and focus on producing quality meat products. So where does your meat come from?

We get our beef from two **farmers** in the region, one of whom even has organic certification. Most of our pork comes from Český Brod, but we also use high-quality imports from Belgium, Denmark or Germany.

Do you strive for sustainability in production?

Of course, we use modern technology to stay one step ahead. Our goal is to **save energy and water** – for example, instead of traditional boiling in water, we process meat with steam, which is more economical. With photovoltaics, we can generate some energy from renewable sources. My brother Jakub, who has a technical background and works as our Chief Production Technologist, focuses intensively on this issue.

In addition to the store, you also have a bistro. How did this idea come about?

We like to minimise **biological waste**. The trimmings we produce while processing meat for culinary preparation are processed in the bistro. We have a strong broth made from bones or beef with creamy sauce and homemade dumplings. We offer the convenience of shopping in our store and a quality lunch, preparing around a hundred portions a day.

I see that you have a strong connection to the region. How else do you engage in your community?

We **reinvest** the profits we make back into the region where we live. For example, we have planted a new oak alley around lake Medard, and we removed 40 tons of tires from illegal landfills, repaired several chapels, and support socially excluded families. We also organise long-distance walks, a pork butchering event, Advent gatherings, and more.

Amazing. We appreciate the partnership that has lasted for 9 years.

Thank you for the **human approach** of BILLA during our entire collaboration.



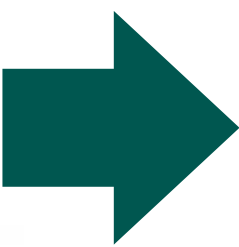
PACKAGING OF PRIVATE LABEL PRODUCTS

Aligned with our commitment to **responsible material utilisation**, we strive to ensure a standard where all packaging for our private labels is **recyclable, reusable, or compostable** by 2030.

VOCÍLKA MINCED BEEF PRODUCED IN FLOWPACK



Original packaging weight 20 g
Recyclability 95%



New packaging weight 5 g
Recyclability 95% (polypropylen)

Production with flowpack started in April 2023. 140,000 pieces of this article were sold during 2024, resulting in a strong reduction of plastic.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

HIGHER CIRCULARITY OF NICE BITES NUT PACKAGING

Our private label Nice Bites nuts, specifically the unprocessed and unsalted varieties, are now packaged using completely recyclable materials including polypropylene labels.

Currently, 42 out of our 68 products meet these standards, and we are actively working to expand it. Our focus on providing high-quality items with a long shelf life, particularly for our roasted and seasoned nuts, continues.



2.1 tons

of plastic reduction achieved with this single item



“We collaborated with our supplier to create an innovation that minimises plastic packaging. This approach ensures the packaging occupies less space during logistics, in shopping bags, and eventually in the recyclable waste of our customers.”

Jan Horník,
Senior Category Manager
for Meat category

ANIMAL WELFARE COMMITMENT

ONLY CAGE-FREE EGGS ARE AVAILABLE ON OUR SHELVES

In 2024, we continued with our commitment to animal welfare by selling only cage-free eggs, a practice we began at the end of 2023. We are proud of taking this step even **before the official ban on cages** for hens (target by 2027), making us the **first Czech retailer** to permanently offer only cage free eggs in our stores, including our special offers.



INITIATIVE TO USE CAGE-FREE EGGS IN OUR PRIVATE LABELS

BILLA takes proactive steps and where we tender for a private label product containing eggs, one of the requirements of the brief is the use of cage-free eggs. This incentive has already brought with it partial successes. For private label products where we have a mandate and the product contains eggs (69 products), 40 products already contain cage-free eggs.



CRUCIAL ROLE OF OUR SUPPLY CHAIN

We recognise the influence of our business exerts on the supply chain. That's why, as part of the REWE Group, we have incorporated animal welfare principles into the [REWE Supplier Code of Conduct](#), which is signed annually by all our suppliers. These guidelines stipulate that nationally applicable laws on animal welfare and protection must be fully complied with. And moreover, our suppliers and their suppliers are expected to proactively develop solutions for better animal welfare.

DONATIONS TO ANIMAL RESCUE SHELTERS

In collaboration with the Czech Union of Nature Conservationists, we have been supporting animal rescue stations for many years. These shelters are connected to 19 of our local stores or the warehouses from which we distribute food. We provide these stations with fruit, vegetables, or dry bread based on their specific needs.



SUPPORTING PEACEFUL CELEBRATIONS

As another of our initiatives we do not sell fireworks, a measure that began in 2022, with an increasing number of municipalities and retailers joining us by banning fireworks. This effort contributes to lower pollution levels and fosters more considerate celebrations, thereby protecting wildlife and the environment.

NO LIVE CARP SOLD IN OUR STORES

In 2024, we continued to prohibit sale of live carp in all BILLA stores and parking areas which we own. Selling live carp is a tradition in the Czech Republic during the Christmas season, but we have decided to promote more compassionate practices. It is important to clarify that this prohibition applies to car parks that we own as we lack the authority to enforce it on rental locations.

PREVENTING FOOD WASTE

OUR RESPONSIBILITY TO MINIMISE FOOD LOSS

Our food ordering processes are designed to reduce waste. However, we are not able to fully prevent it. To prevent unnecessary waste, we provide customers with special **discounts of 25% or even 50%** as the expiration dates of products approach.

In 2024, we also finalised a pilot project of semi-automated discounts by creating stickers with QR codes. This step helps us to ensure that products cannot be sold after their expiration dates (initiative described on page 33).



Our last preventive measure is to **donate unsold food to Food Banks**. In 2024, this process prevented 787 tons of food from going to waste by donating it to those in need (more at page 52). Similarly, we support **rescue stations for animals** (more on page 24). This practice not only decreases waste but also enhances **community well-being**.

When redistribution is no longer applicable, waste food is sent to **biogas plants or composting sites**, aiding in generation of renewable energy and improving soil quality.

FRUIT AND
VEGETABLES ARE
VALUABLE TO US

That's why we
prevent wasting it
with discounted bags

DISCOUNTED FRUIT & VEGETABLE (F&V) BAGS

Building on the success of our pilot project in 2023, we have expanded the sale of discounted fruit and vegetables across our store network. Customers can purchase bags containing discounted F&V, ranging from 3 to 3.5 kg, with a significant discount for just CZK 49. This bag contains, for example, **very ripe products**, such as bananas that would otherwise be **challenging to sell**.

We consider this approach very effective in minimising waste, and it has received **positive responses from our customers and employees**. For example, customers can use overripe fruit for smoothies or cooking. The results generated from March 2024 until the end of the year have exceeded our expectations – we prevented the waste of **more than 930 tons** through this initiative.



Discounted fruit
and vegetable
bags in numbers:

all
stores

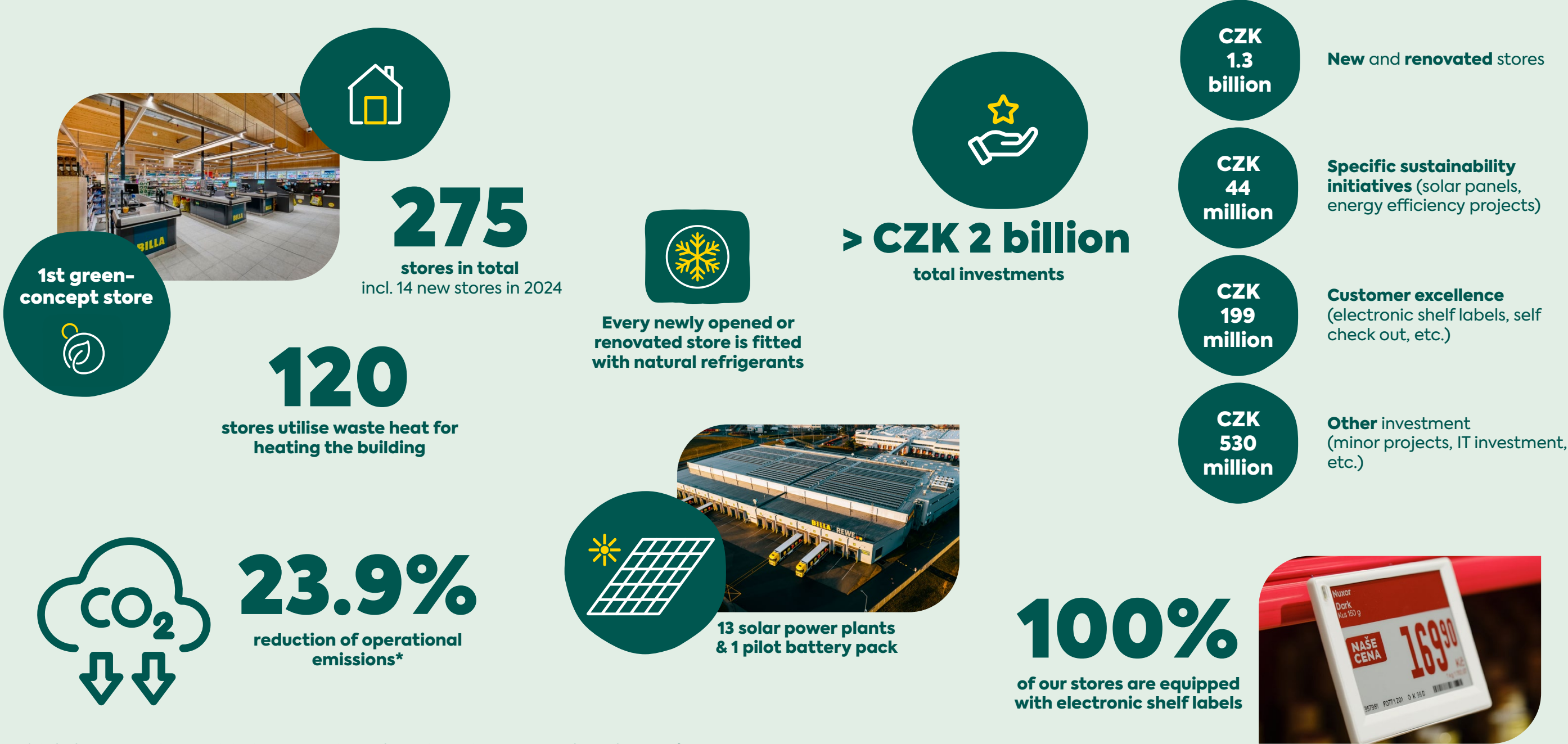
>310 k
bags sold

>930 tons
of fruit and vegetable saved



**ENERGY, CLIMATE
& ENVIRONMENT**

ENERGY, CLIMATE & ENVIRONMENT PILLAR IN FIGURES



UNDERSTANDING OUR IMPACT ON THE CLIMATE

SBTi COMMITMENT

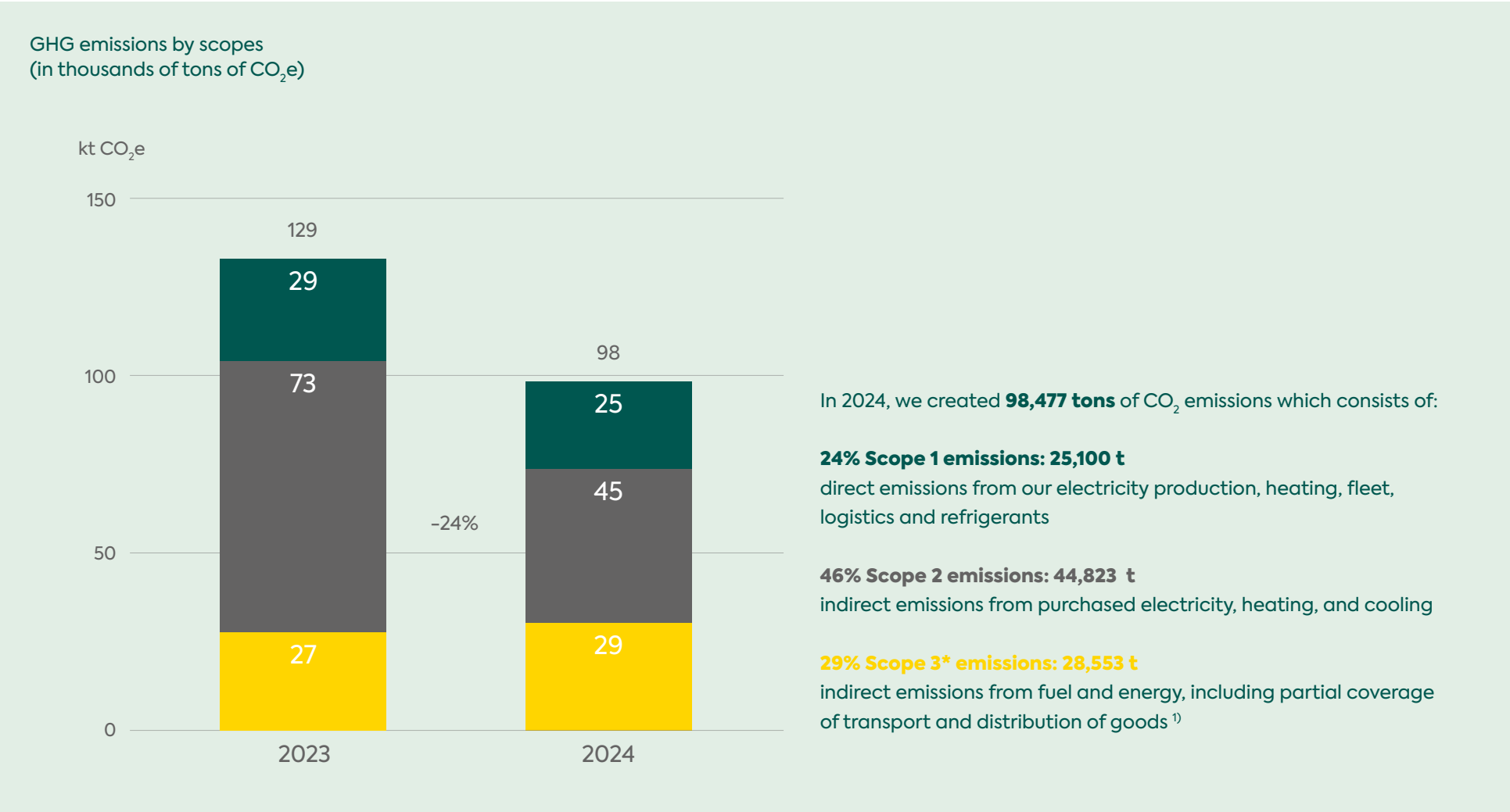
By joining the SBTi, the REWE Group is committing to **science-based climate targets** based on the 1.5-degree path of the Paris Climate Agreement.

Our goal is to achieve **net zero emissions as a group by 2050**. The focus is not only on a drastic reduction of emissions in our own activities but, takes the whole supply chain into consideration.

DEVELOPMENT OF GHG EMISSIONS AT BILLA CZECH REPUBLIC

We are committed to actively reducing our carbon footprint, expressed in CO₂ equivalent (standardised units). Keeping track of emissions is essential to our mission as we consistently aim for better climate solutions. In the graph you can see our development over the 2 years.

Our carbon footprint calculations focus on our operational activities (Scope 1&2), not fully covering Scope 3 emissions – for example production of sold goods, import and transport to our warehouses are not yet included. We recognise that these upstream emissions, particularly those associated with suppliers, represent a significant part of our overall environmental impact and is a subject of our goal setting in line with the SBTi commitment.



* Currently, our Scope 3 emissions are limited to specific categories. The most significant contributors are the production, import, and long-distance transportation of products to our warehouses. Due to the unavailability of data, emissions from business travel are not included.



UNDERSTANDING OUR IMPACT ON THE CLIMATE

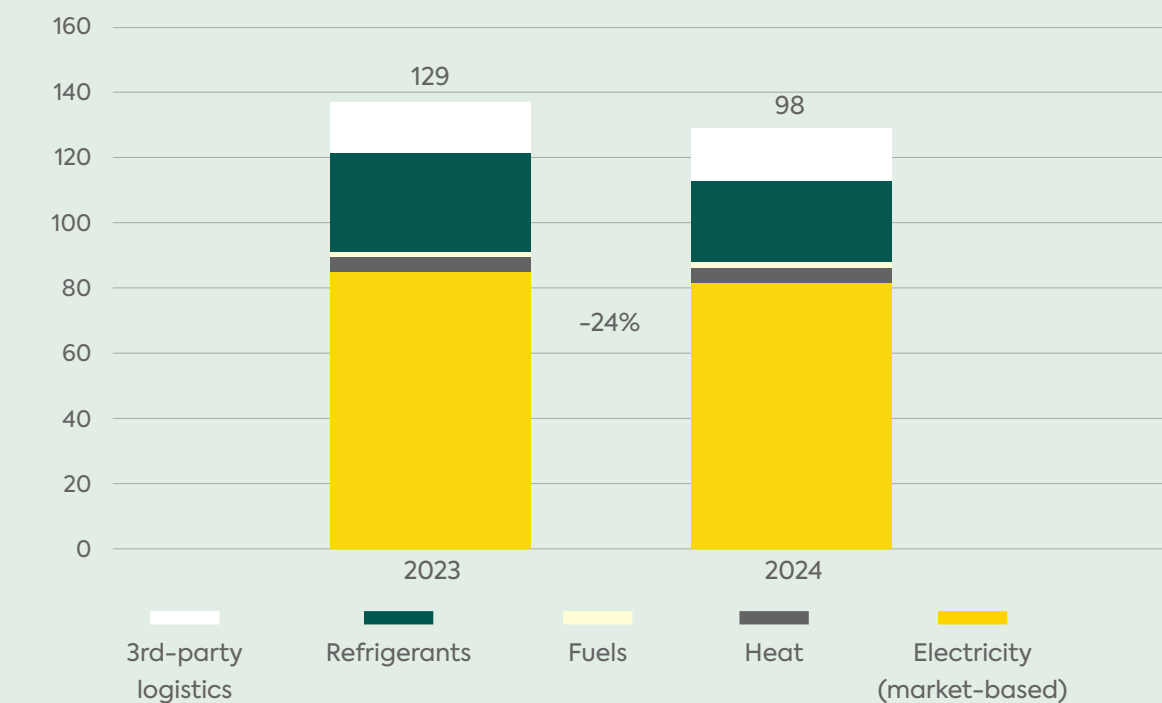
In the past year, we have made significant strides in reducing our greenhouse gas (GHG) emissions, reflecting our ongoing dedication to sustainability and energy efficiency.

- The primary contributor to our GHG reduction has been **electricity market-based emissions**, which decreased to 52 kt CO₂e in 2024. This change is attributed to the market-based emission factor, which is now calculated at 0.474 kgCO₂e/kWh compared to 0.752 kgCO₂e/kWh in 2023 thanks to an **improving national energy mix**.
- Our electricity consumption from the grid increased by 3% mainly due to store expansion (14 stores were opened in 2024, which means +5% vs 2023). We aim to address electricity consumption in upcoming years through our own zero-emission electricity generated from solar power plants.
- **Refrigerant leakage** is a key source of emissions and is responsible for 21% of our operational emissions. For this reason, all of our new stores and those undergoing major renovations are **equipped with natural refrigerants** with low global warming potential (GWP). For minor cooling system upgrades, we at least phase out high GWP refrigerants. This transition has resulted in a **17% decrease in emissions driven by refrigerants**, dropping from 25 kt CO₂e in 2023 to 21 kt CO₂e in 2024.

In summary, our total emissions fell from 129 kt CO₂e in 2023 to 98 kt CO₂e in 2024, **marking** an almost **24% reduction**. As we continue on our path to further reductions, we aim to invest in modern technologies such as heat pumps, improved insulation, and ongoing initiatives to transition to more sustainable refrigerants.



GHG emissions by scopes
(in kt of CO₂e)



in kt CO ₂ e	2023	2024
Electricity (market-based)	79	52
Heat	8	8
Fuels	2	2
Refrigerants	25	21
Third-party logistics	15	16
Sum (market-based)	129	98

REDUCTION OF ENERGY CONSUMPTION

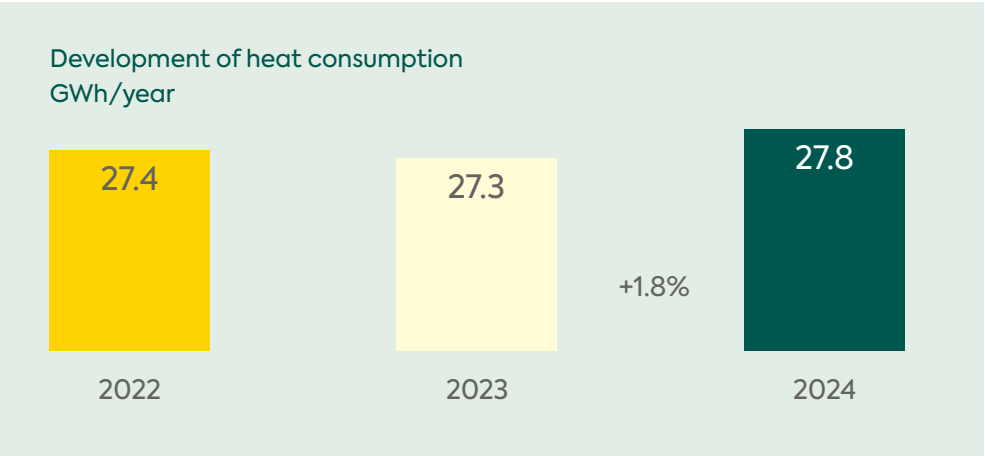
At BILLA, our commitment to **energy efficiency** continues. The main source of our consumption remains **electricity from the grid**, which in fact increased from 2023 by 3% to 109 GWh, mainly due to our store expansions (14 newly opened stores in 2024).

To reduce consumption from the grid, we have invested in **13 solar power plants** in recent years, 12 of which are located on our stores and the largest on our warehouse in Modletice. In 2024, we completed 3 installations and installed 9 new ones on stores, **almost doubling our solar capacity** to 1.92 million Wp. The increase in capacity will be particularly noticeable in 2025 and beyond. We also piloted a battery pack at one of our stores in the country to gain experience in the best use of battery storage for store consumption.

In spite of our efforts, we have seen a slight increase of heating consumption by 1.8% to 27.8 GWh in 2024 due to the very long heating season. We continue to invest in heat pumps, which already **recuperate waste heat** from the refrigerators in **120 of our stores**.

For more advanced **data management**, we are **installing sub-meters** on key resource-consuming systems in our stores, such as lighting, HVAC, ovens and water use.

In total, 544 electricity meters have been installed in 176 stores and water sub-metering has been installed in 31 stores, meaning that by 2024 we had water meters in over 100 of our stores. Sub-metering allows us to see data on a daily or weekly basis, so **we can quickly identify inefficient use** of resources or water leaks.



We consistently include a criterion requiring the **highest Euro 6 emission standard** in tenders for **logistics services**, except for a few special lorries, for example, those used for deliveries in city centres. Euro 6 applies to **92% of our fleet**, representing the highest possible emission standard.



As part of our **ISO 50001 Energy Management** System, we regularly set and review energy-saving goals, backed by internal and external audits. Employee training also continues to be a vital part of our strategy, ensuring that everyone plays a role in reducing energy consumption.



1ST GREEN-CONCEPT STORE

A MILESTONE IN OUR CONSTRUCTION HISTORY

In July 2024, we started the construction of our **first all-wooden building**. The store located in Vracov, Moravia, which opened to customers in December 2024, incorporates various **sustainable technologies** that minimise both the building’s impact on the environment but also our operational expenses.

SUSTAINABLE TECHNOLOGIES IMPLEMENTED AT THE VRACOV STORE

- All-wooden construction, featuring mineral wool insulation
- Underfloor heating utilising waste heat from refrigerators
- Energy-efficient LED lighting with control systems
- Electronic shelf labels
- Rainwater harvesting system for toilet flushing and irrigation of plants
- Solar power plant
- Electric vehicle charging station

What sets this apart is the integration of all these technologies, typically employed across our store network, within a single structure. We are testing the use of waste heat for **recuperation in underfloor heating**, a method we are implementing for the first time.

For future projects, we are considering using what we have learned from the Vracov construction project and even improving the concept for wooden building shells or public lighting powered by solar energy.

Watch a [time-lapse video](#) of the construction work.

RESULTS FROM THE BUILDING COMMISSIONING

- Electricity use decreased **by 20%** excluding solar power
- Electricity purchases fell **by 30%** due to the use of solar power
- Water usage dropped **by 25%** thanks to rainwater harvesting
- **90%** of heating is sourced from heat recuperation, with the remainder supplied by electricity

Savings compared to the average store were calculated per square metre, based on data gathered during the first quarter of operation.



1st GREEN-CONCEPT
STORE IN BILLA
CZECH REPUBLIC

Using underfloor
heating utilising waste
heat from refrigerators



CUSTOMER EXCELLENCE

At BILLA, we are always looking for new methods to improve the shopping experience for our customers.

WEIGHING FRUIT AND VEGETABLES AT THE CHECKOUT ZONE

A major improvement we have introduced for our customers is the ability to weigh produce directly at the checkout. Before that, customers had to weigh these items themselves in the fruit and vegetable section, which led to delays at the checkout. This innovation was brought to all stores in our network in 2024 as part of a comprehensive project, making it more convenient for our customers. We estimate that we will save up to 21 tons of paper stickers each year that customers previously had to put on products they weighed.

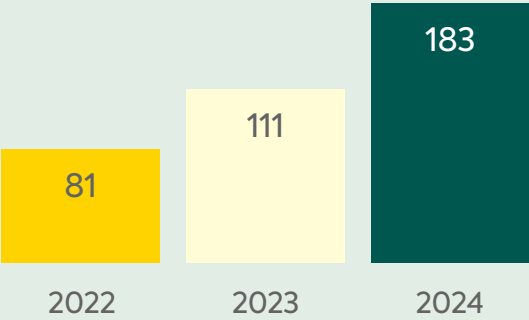


WI-FI ACCESSIBILITY IN STORES

Starting in mid-2024, we made Wi-Fi accessible at all our stores. Customers can enjoy consistent, free connectivity and, for example, consult with family about their purchases while shopping. This step has also enhanced the positive experience of the new BILLA Club app by providing access to the loyalty card and benefits.



Stores with self-checkout kiosks:



SELF-CHECKOUT KIOSKS

Our self-checkout kiosks (SCOs) greatly improve the shopping experience by providing a quicker and more convenient way for customers to scan and pay for their items at their own pace, using both cash and cashless payment options. In 2024, self-checkouts were implemented in 183 of our stores (originally planned for 188).



OPERATIONAL EXCELLENCE

Alongside our commitment to customer excellence, we also prioritise enhancements in our daily operations and processes.

ELECTRONIC SHELF LABELS

By the end of 2024, BILLA stores had eliminated paper price tags, replacing them with an electronic version making things more convenient for both customers and staff. This change reduced paper waste and minimised human error, **ensuring accurate pricing** at the checkout and allowing employees to focus on more valuable tasks.



EFFICIENT EXPIRY CONTROL

In 2024, we launched a pilot project to improve the final handling stage particularly for fresh products. As items near their expiration date, employees receive an electronic list that they can easily check without any printouts, and they can apply discounts via a QR sticker.

These stickers automatically adjust prices by 25% or 50% at the checkout, including our self-service kiosks. The system also prevents the sale of expired products, ensuring customer safety and preventing possible penalties. The initiative aims to reduce waste by selling items at lower prices before they expire. It will be fully implemented in 2025.

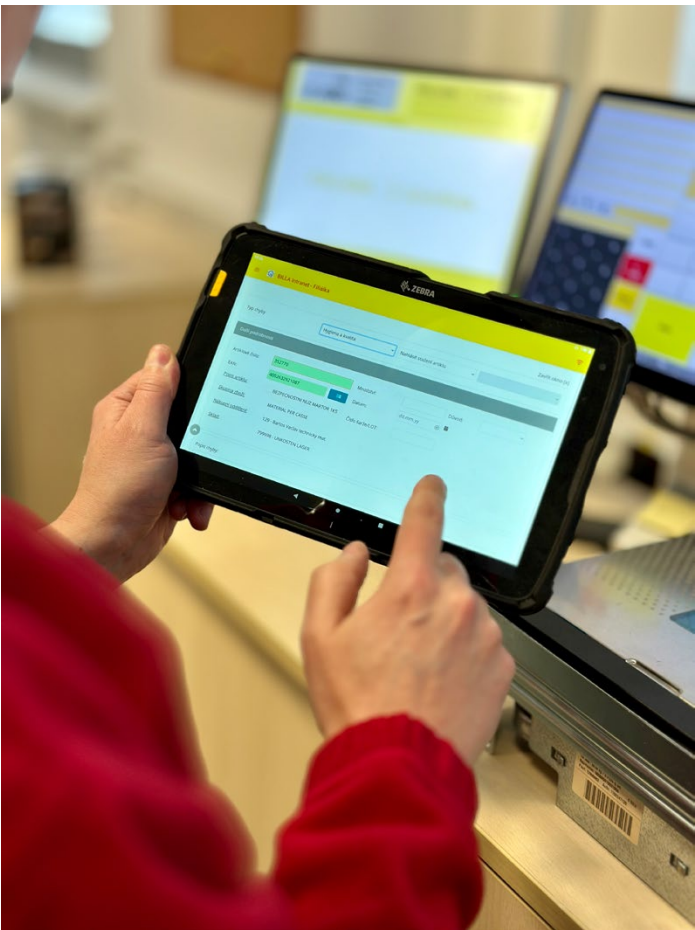
EFFECTIVE COMMUNICATION

An employee survey revealed the need for more efficient and streamlined communication between our teams. In response, we have **significantly upgraded the IT** infrastructure in our stores, enhancing the capabilities of both the hardware (e.g. tablets) and software.

Store teams now have essential information at their fingertips, which has improved **electronic communication** and eliminated the need for printing. Additionally, we have implemented a default smart setting on our printers across all stores to further **eliminate paper use**.

DIGITISATION OF THE INVOICING PROCESS

Since October 2024, we have only **accepted electronic invoices**. It has significant benefits for our operations and our suppliers.



Automation of the invoicing process has made individual steps faster and significantly reduced the probability of error. It has also **promoted transparency and clear accountability** for approvals while saving paper.



WASTE MANAGEMENT

At BILLA, our objective is to minimise waste and promote circularity whenever feasible. In 2024, we produced 23 thousand tons of waste across different categories. The increase of 11% vs 2023 is driven mainly by our store expansions. The biggest part of this waste originated from **paper and cardboard packaging** (44%), followed by **mixed municipal waste** at 20% and **organic waste** at 19%.

To reduce our environmental footprint, BILLA is dedicated to enhancing **waste separation**, which will subsequently boost recycling rates. We sort waste carefully, ensuring that a greater quantity of materials is redirected from landfills and reused efficiently. A professional **waste management company** oversees the process, adhering to legal requirements towards the government. They categorise plastics into five distinct groups based on purity, and together with paper and other valuable materials sell them to other businesses for repurposing and recycling.

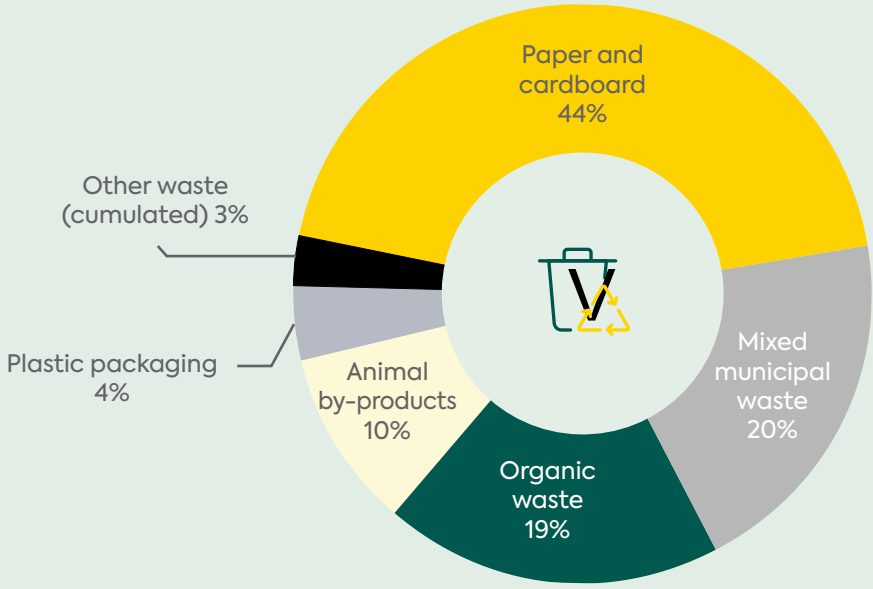
All of our stores are equipped with **presses** for both paper and plastic materials to facilitate efficient logistics of sorted materials for further repurchase. By the end of 2024, all stores were equipped with **sorting bins for customers** and in the **backroom for employees**.

In 2024, we fully implemented the project of offering bags of discounted fruit and vegetables to **reduce organic waste**, which we consider a very successful initiative that helps us prevent 930 tons of fruit and vegetables from being wasted (see page 25). Separated organic waste is disposed of at **biogas stations** (77%) or **composting facilities** (23%).



Distribution of waste by type in tons generated in 2024:

Paper and cardboard packaging	10,344
Mixed municipal waste	4,679
Organic waste	4,430
Animal by-products	2,307
Plastic packaging	871
Mixed packaging for recycling	243
Mixed construction and demolition waste	197
Iron and steel	132
Wooden packaging	65
Electronic waste & batteries	50
Glass	24
Total waste produced	23,342



CIRCULARITY OF BAGS, SHOPPING TOOLS & PACKAGING

A WIDE RANGE OF RECYCLED AND REUSABLE BAGS

All the bags offered in our stores are designed with a focus on recyclability. Cooler bags (1) and loop handle bags (2 – our most popular option) are crafted from at least 80% post-consumer recycled waste, fully recyclable, and have received Blue Angel certification. Starting in early 2025, we will switch to the Recyclclass certification. Similarly, our durable bag (5) is made from 90% post-consumer recycled material, and we strongly encourage customers to reuse them, as they are designed for multiple uses.

The polyester net-bag (3) is offered to our consumers as a reusable alternative to single-use plastics. Furthermore, our reusable and recyclable polyester bag (4) is certified by the Global Recycled Standard.



1) Cooler bag 2) Loop-handle bag 3) Polyester net-bag 4) Polyester bag 5) Durable bag



Weight (in tons) of single-use plastic and paper bags for goods provided to customers.



Type of packaging	Material	2023	2024
Plastic bags (fruit and vegetables, bakery)		319.5	326.1
Plastic containers (deli counter)		28.6	24.8
Paper bags (bakery/deli counter)		181.1	183.2
Composite packaging (deli counter)		26.2	23.6
		555.3 t	557.6 t

In our bakery section, we use **all-paper pastry bags** that incorporate a transparent cellulose component, making them **100% recyclable as paper**. These bags are made with at least 60% recycled material and are produced in the Šumperk region, with their sustainable origin verified by FSC certification.

Our hand **shopping baskets** are made from 95% recycled material and are fully recyclable. The wheeled baskets are also fully recyclable, but they are made of virgin plastic due to the need for high carrying capacity.





**OUR
EMPLOYEES**

EMPLOYEES PILLAR IN FIGURES



WE ARE ONE TEAM



53%
of management positions recruited internally



72%

Store Managers are women

35%

Head of departments at headquarters are women

7,023
employees

>10%
part-time contracts



59%
employee satisfaction rate

>6 years
average duration of employment

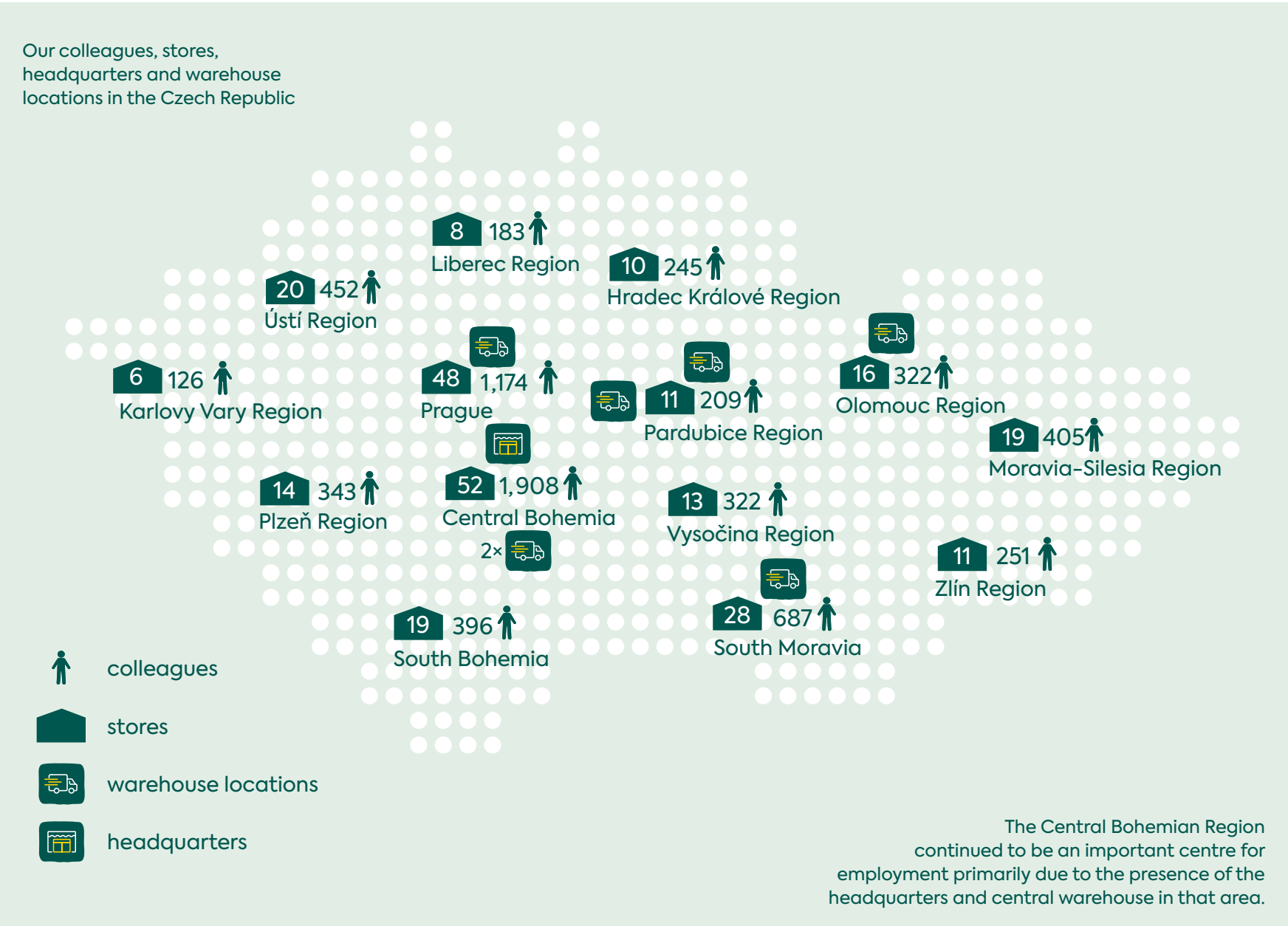


Winners of the internal competition BILLA CUP visiting Paris during Summer Olympic Games



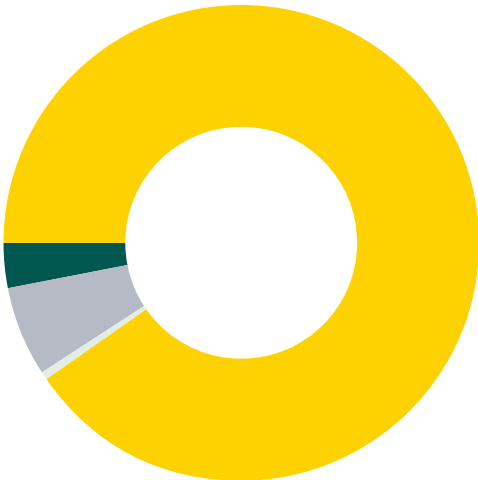
20
colleagues have been with BILLA for 30+ years

EMPLOYMENT OVERVIEW



As an employer, BILLA continued to prioritise its employees by fostering an **environment of respect and trust**, ensuring safety and **equal treatment**, and promoting job satisfaction. The company’s commitment extended beyond providing appropriate working conditions to supporting **career growth** and overall employee satisfaction.

		Number of employees	Percentage of all employees
	Stores	6,383	91%
	Logistics	396	6%
	Headquarters	208	3%
	E-commerce warehouse	36	0.5%



SAFE WORKPLACE

In 2024, we raised our investment in health and safety by 2% compared to the previous year. Prioritising decent working conditions for our employees has consistently been important to us. We are committed to enhancing our investments in their health and safety, concentrating on avoiding workplace accidents and enforcing preventive health strategies.



To enhance employee safety, we hold **regular health and safety training** sessions. In 2024, a total of 7,317 employees attended these sessions (+20% vs 2023), which are tailored to provide crucial knowledge about occupational safety and first aid. Participation in this training is **mandatory for all employees every two years**.

We work alongside external partners for legislative assistance, ensuring that our staff operates in safe environments. **Fire protection control** is conducted twice a year in each of our facilities, and we perform a comprehensive evaluation of occupational health and safety once a year. Additionally, representatives from our trade unions carry out regular checks in this field. In 2024, we reported 233 work-related injuries.

Number of total hours worked for BILLA in 2024

10.1 m
in stores

649 K
at headquarters

369 K
in logistics

68 K
in the e-commerce warehouse

8 DECENT WORK AND ECONOMIC GROWTH

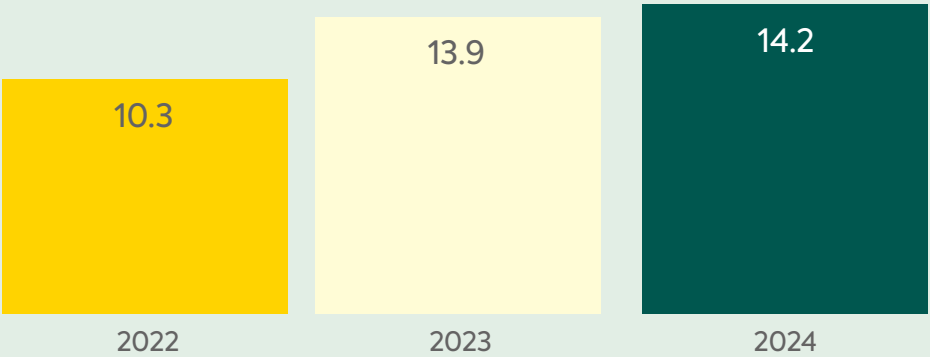
GRI 403-4

GRI 403-5

GRI 403-7

GRI 403-9

Spendings on health and safety in millions of CZK



HOW WE ENSURE A SAFE WORKPLACE

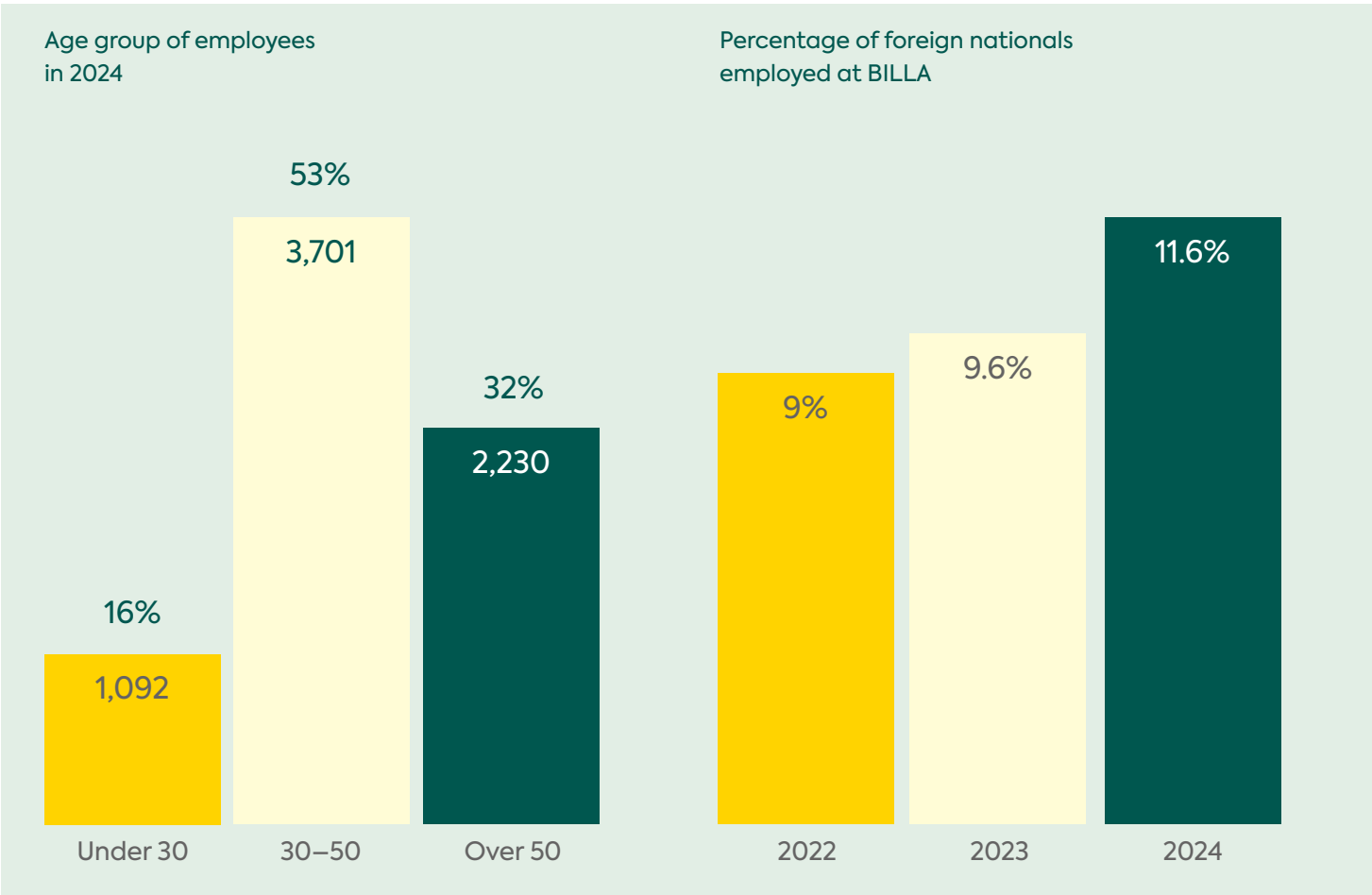
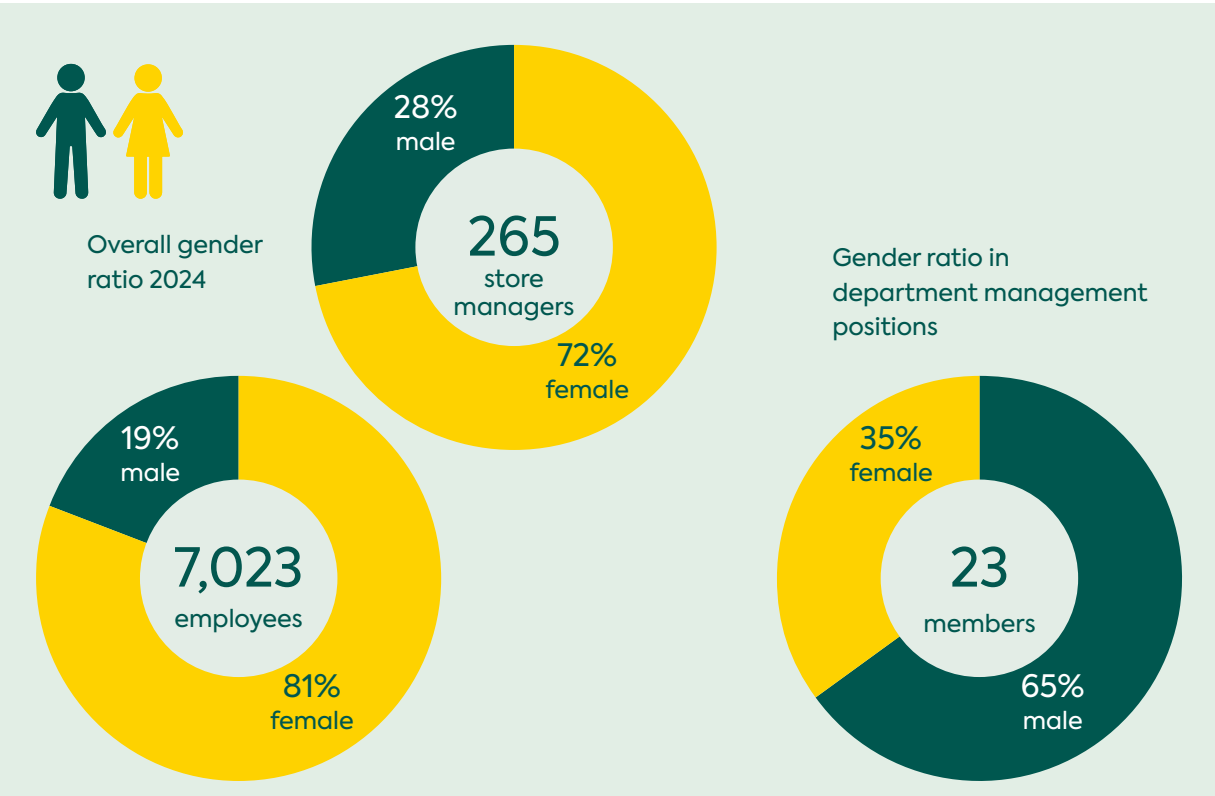
- 1. Routine safety inspections
- 2. Comprehensive training for all employees
- 3. A focus on preventive measures

DIVERSITY AND EQUAL OPPORTUNITIES

At BILLA, we are committed to fostering a diverse and inclusive workplace where everyone feels welcome. As part of the REWE Group, respect for minorities and diversity is a cornerstone of our values, as reflected in the REWE Group Code of Conduct. Our goal is to create an environment that supports all employees, customers, and business partners.

GENDER RATIO

Ensuring equal opportunities for all employees remains one of our core principles. In 2024, women constituted 81% of our workforce. Furthermore, 72% of our store managers were women. The gender ratio in department management positions grew slightly from 27% to 35% women. At BILLA, we like to emphasise fair treatment and equal pay for all employees, regardless of gender.



AGE DIVERSITY

There has been a noticeable increase in the number of colleagues with high experience, as reflected in the 2024 figures. While employees aged 30–50 remain in the majority, their proportion has decreased by 1 pp. Conversely, the proportion of employees aged over 50 has increased by 2 pp, demonstrating a greater presence of this age group. BILLA continues to prioritise equal opportunities for individuals of all ages, from students to retirees.

EMBRACING CULTURAL DIVERSITY

The diversity of our workforce continues to evolve, particularly in terms of nationality. By 2024, foreign employees accounted for 11.6% of our workforce, an increase of 4.6 pp compared to 2020. Out of our 813 foreign employees, the majority work in our stores. This growing multicultural team reflects BILLA's inclusivity and our support for employees from all backgrounds.



GOOD WORKING CONDITIONS

We exceed legal requirements to foster the well-being of our employees, prioritising health and a work-life balance. A variety of benefits are available, and we are committed to continuously enhancing salaries.

EMPLOYEE BENEFITS

We offer a comprehensive set of benefits. Our team members enjoy up to **5 weeks of leave**, flexible **work-from-home** arrangements for those at headquarters, pension contributions, retirement payments, and access to partner discounts (e.g. to travel agencies). For employees who have completed over 5 years of service, we provide an improved severance package.

One of our most valued offerings is the **Benefit Cafeteria**, which allows employees with over one year of service to access credit of CZK 12,000 a year. This credit can be used for services in areas like health, sports, culture, recreation, and education. In 2024, nearly 5,800 employees (82%) took advantage of it.

REDUCED TURNOVER RATE

Since 2020, we have successfully **decreased our turnover** rate by 6.5 pp. On the other hand, since last year, the rate grew by 1 pp compared to 2023, resulting in an average rate of 36% for 2024. The highest turnover rate is observed in stores (37%), while the lowest is found at headquarters (20%).

EMPLOYEE SATISFACTION SURVEY

Every two years, we conduct an employee satisfaction survey to **gather feedback**. The survey conducted in 2024 had an 81% participation rate. The satisfaction level reached 59%, a decrease of 6 pp compared to 2022.

We have improved in the categories *I am satisfied with the working environment at my workplace* and *The pay I receive is adequate*. On the other hand, we worsened in the areas of perceived acceptance within teams, application of changes based on the last survey, and improvement of processes.

Based on this feedback, we have **initiated mitigation activities**. Specifically, we are clearly defining roles and processes, providing software training and **improving internal communication**. You can read more about these activities in the Operational Excellence section on page 33.



BILLA employee benefits:

We accompany employees on their journey through life:



Pension contribution/supplementary pension insurance



Paid time off for unexpected life events




Retirement gratuity




Increased severance pay


We encourage interests and self-development:




A wide range of development and training opportunities



MultiSport card with employer contribution




Branch competition for cashiers




Branch competition BILLA Cup


We reward hard work and loyalty:




Benefit Cafeteria



Flat-rate meal vouchers




Reward for recommendation or work anniversary




Wage supplements beyond those required by law


We help make wishes come true:



Five weeks paid holiday



Christmas vouchers



Discounts with our partners

EMPLOYEE SPORTS DAY

Our collaboration with the Czech Olympic and Paralympic Teams has also been reflected in internal events for employees. One example of this is the Outdoor Sports Day in September 2024, which was attended by the team from headquarters and our regional managers. The day served as a great opportunity to try new sports, to enjoy an active break from day-to-day work and, most importantly, to build friendly relationships across departments.

In the morning session, 12 teams competed in several competitive activities – rafts and paddleboard races, attached football, mólkky, pétanque, strength sports and summer biathlon.

The afternoon block was dedicated to non-competitive activities where everyone could choose according to their taste. The range was varied – from a rope park, disc golf, scooters and electric bikes, to archery, paddleboards, pond boating, a water maxi slide or a guided walk around the area.



ADAPTING TO LIFE’S CHANGES

We are committed to supporting the professional and personal development of our employees, ensuring they have the flexibility to adapt to life’s changes.

FLEXIBLE AND SECURE EMPLOYMENT

Flexibility is a priority at BILLA, with part-time positions starting from **30 hours per month**. We provide part-time roles wherever possible. In 2024, more than **10% of our workforce** worked part-time, reflecting a growing demand for flexible employment options. Additionally, more than **86% of our employees were on permanent contracts**, while 14% worked on fixed-term contracts. We also employed 116 retirees and 31 young workers (aged 16-18) for part-time roles, particularly during the summer.

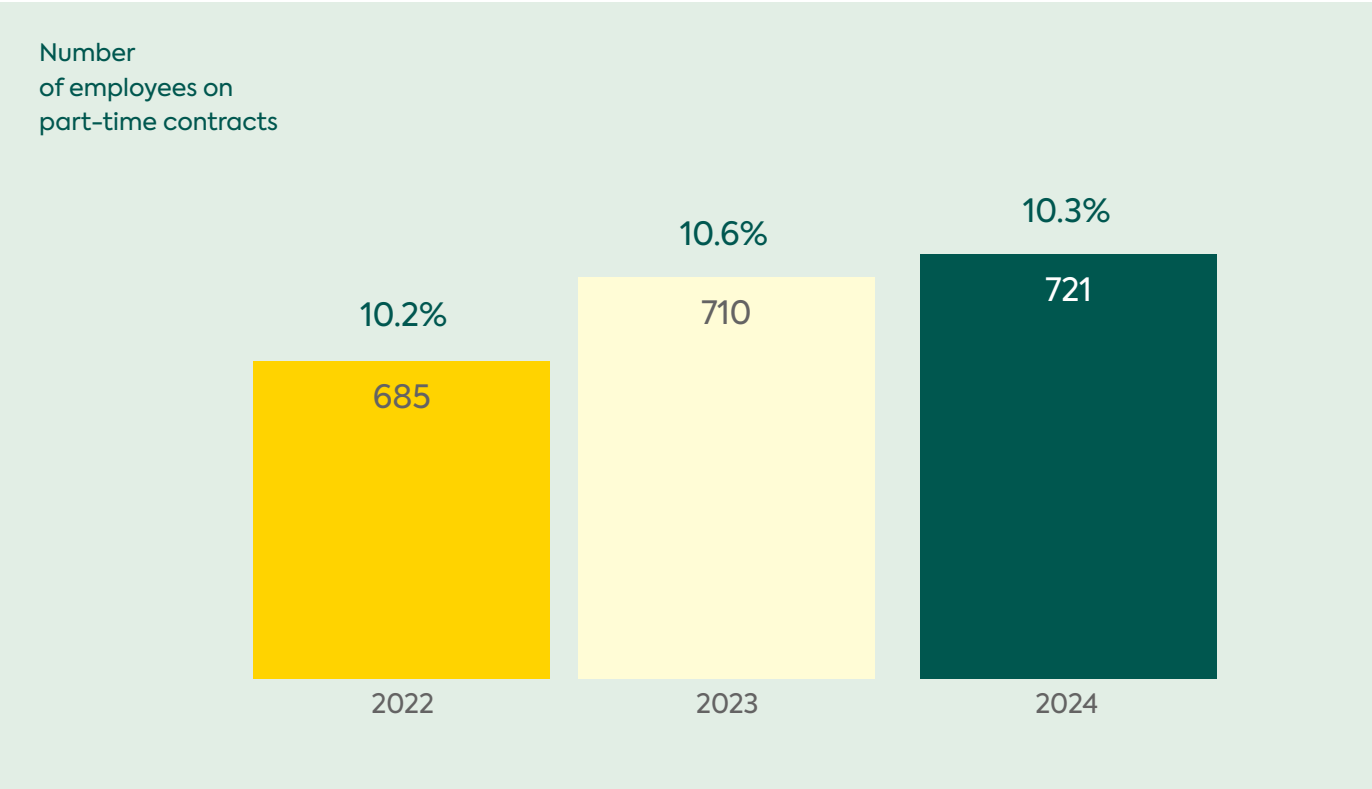
We actively **collaborate with secondary schools** across the Czech Republic, providing opportunities for **apprenticeships**. While apprentices and agency workers are not included in our direct employee count, they do play a valuable role in our operations. In 2024, we had 492 agency workers and apprentices in our stores, accounting for 7% of the total number of our store employees (6,383). In logistics, 172 agency workers and apprentices contributed significantly, making up 45% of our logistics employee base (208 employees).

SPECIAL NEEDS

The BILLA store in Brno has established a partnership with a local school for **students with combined disabilities**, which has already lasted for more than five years. The students learn to become salespeople and gain practical experience, which would otherwise be difficult for them to access. In total, we employ **188 colleagues with disabilities**.

PARENTAL LEAVE AND FAMILY SUPPORT

As of December 2024, **6.3% of employees (443 colleagues) took parental leave**, a figure that has been gradually declining, likely due to demographic shifts in our workforce. 19 of our male colleagues took paternal postnatal care leave for an average of 7.9 days and 1 of them opted for parental leave during 2024. We remain committed to supporting all employees in balancing work and family responsibilities.



FOSTERING CAREER GROWTH

CAREER DEVELOPMENT REVIEWS

At BILLA, we provide numerous opportunities for career advancement through consistent training and performance evaluations. All employees who have been with us for a minimum of six months are part of the performance and career development review. In 2024, 85% of our workforce, totaling 5,970 employees, completed these reviews. The highest participation was recorded at headquarters, with 90% of staff involved. These reviews are essential for fostering meaningful discussions that support employee growth and talent development.

CONVENIENTLY ACCESSIBLE TRAINING

Our four training facilities, in Prague, Brno, Plzeň, and Olomouc enable us to offer local training for our teams. We hold new hire sessions twice a month at these sites and at headquarters. Furthermore, we send internal trainers for on-site, role-specific training when we open new stores or receive requests from regional or store managers. This adaptability helps our team adjust to changes, such as introducing self-service kiosks.

TRAINING CENTRES NEWLY OPENED IN 2023



Training centre in Olomouc



Training centre in Plzeň



Store colleagues can request customised training sessions, and in 2024, we facilitated 692 sessions, 170 of them on demand, to cater to our colleagues’ needs—benefiting **over 5,159 employees at our training centres** alone. Our **SucCEED catalogue** provides a diverse array of training options.

Store employees can select from more than 45 different sessions that cover topics such as leadership, labour law, financial skills, role-specific training, and more. They can conveniently access manuals and eLearning resources or check available training dates at centres via the intranet website.

The **headquarters team** has access to 30 training options, which include essential training for risk mitigation, fostering our corporate culture, project management, IT, category management, compliance, store structure and other areas.

Furthermore, BILLA provides a variety of **skill-building courses**—both internally and via **external platforms** like INSTRUCTOR and [Seduo.cz](#) – to advance expertise across various specialisations.



FOSTERING CAREER GROWTH

COMBINED SKILLS TRAINING

In 2024, our training centres introduced two new courses that quickly gained popularity. The significant benefit of these full-day sessions is that participants acquire **skills relevant to two positions** in our stores simultaneously.



The most requested training is the **PECKA** training, which focuses on practical skills for **operating ovens** and managing the bakery department, while also covering **cash desk duties**. By the year's end, 240 colleagues had successfully completed this training.

The second most popular course teaches participants how to effectively oversee the **fruit and vegetable department**, together with the basics of **using our portable data terminal (PDT)**. The PDT assists colleagues in managing orders, write-offs, price tags, and even printing posters.

FOSTERING CAREER GROWTH

ENCOURAGING INTERNAL GROWTH

Our objective is to focus on **internal development** by offering open positions to current team members. We have set a goal to **fill 50% of management roles** with internal candidates by 2026, and we are proud to share that we have **achieved** this even sooner, **reaching 53% in 2024** (48 internally recruited roles from the 90 filled positions in total).



OUR TARGET FOR EMPLOYEES - ACHIEVED

50% of management positions to be recruited internally by 2026



ASPIRING FOR A CAREER IN A STORE & RETAIL BUSINESS

One of the enablers that helps us reach this goal is the **“Aspirant” role**. Since 2000, this training program has been designed to equip employees for possible future roles in store management (4-6 month course) or regional management (9-12 month course).

In 2024, a total of **27 colleagues successfully completed** the program and were promoted to the roles of **regional manager** (3), **store manager** (13) or another specialised management role.

The program involves in-store training across all departments, allowing participants to **rotate through different stores** and **shadow a store manager**. Training sessions are also conducted at our **training centres** to gain both theoretical knowledge and practical skills. Their progress is evaluated through regular assessments, culminating in tests and interviews.



FROM A PART-TIME JOB TO REGIONAL MANAGER IN 6 YEARS

Tomáš Krejčí began his career as a young student at university. Despite having previously promised himself that he would never work in the food industry, he decided to take a part-time job at a competitor. After a while, Tomáš applied for the position head cashier, even though he had skipped the ordinary cashier role. He was accepted and remained with the competitor for several more years.

His enthusiasm for the job and strong motivation opened the door to BILLA, where he initially became an **aspiring store manager**, then progressed to store manager, and eventually advanced to regional manager.

Tomáš describes himself as a non-directive, communicative, and motivating leader. “I enjoy my work, even though it can be intense at times, and I learn every day.” He appreciates the collaboration between stores in his region and sees the **strength of the team as key to success**. He strives for the best results for the stores, efficient internal processes, and a high level of service for customers.

And when it comes to BILLA, he says:

“I have had the opportunity to compare BILLA to the competition, and I value the friendly and human approach even more. I like the fact that people also spend time together, and it’s not just about getting the work done; the job has a greater significance.”

Tomáš Krejčí,
Regional Manager,
graduate of the Aspirant program



REWE TRAINEE PROGRAM



The REWE International Trainee Program annually selects 6 individuals for a **16-month program** starting in September, with an **international mix of participants** selected from 9 countries. The program prepares participants for a successful international career at REWE and allows them to develop **a career path based on their talents**. The only requirement is a university degree that has been completed less than one year ago. There is no age limit.

The outcomes have been impressive. Since the start of the trainee program in 2001, over 1/3 of our graduates are still with our company, a fact we are very proud of. For more details, visit the [Program website](#). If you found the program interesting, read the story of a Czech representative in the program for 2024–2025.

5 PHASES OF THE PROGRAM

6-month core business phase

- (home country)
- Involves 2 stores while shadowing the regional manager
 - Rotating at departments of the local headquarters

4-month international phase

(foreign business unit)

2-month rotation phase at local

headquarters (home country)

3-month phase at the international headquarters

(Vienna or Cologne)

1 month in a new position – to be continued post-program

STORY OF A CZECH TRAINEE IN THE PROGRAM

Lenka studied marketing management at a hotel school in Prague, worked in tourism and was **actively looking for future career** opportunities. As a long-standing customer of BILLA, she looked on our website and found our trainee program.

For her, it was the **best program compared to others**, especially because of the practical experience in the stores and the **holistic approach**. Her main criteria were career development, the use of English, travel and working in an international team. She wanted to understand the whole business.

The recruitment process and the assessment centre were very challenging, but she always felt welcome. The **interviews were surprisingly pleasant**.

During the interviews, Lenka was fascinated by the opportunity to learn about different cultures and the whole business from the ground up. This dream of hers came true when she was accepted for the **international phase** of Penny Italy, based in Milan.

What Lenka has liked the most about the last few months is being able to decide where her career is going with the support of **a buddy, mentor and coordinator**. The **networking opportunities** are huge. Step by step, she is discovering what she likes, she is progressing, and the **program is adapting to her**.

Lenka Ilavská, Trainee



BILLA CUP 2024

The BILLA Cup is an **internal competition** aimed at **boosting employee motivation, enhancing customer satisfaction**, and improving overall business performance. This competition takes place annually from spring to late autumn.

To highlight our collaboration with the Czech Olympic and Paralympic Teams throughout the year, we celebrated the winners from 2023 by taking them to the Olympic House in Paris.



Winners of the BILLA Cup 2023 in Paris



The winners of the BILLA Cup 2023 experienced the atmosphere of the Summer Olympics in Paris 2024

SOCIAL RESPONSIBILITY CHALLENGE

One of the initiatives motivated stores to prioritise social responsibility. These efforts positively impact our employees, customers and the environment. Teams choose projects they are passionate about, and a jury then selects the most significant ones for recognition and awards.

The array of projects was remarkable, featuring a total of 48 initiatives that address various areas. These projects showcase how our stores contribute positively to their communities. The outcome will be presented in the 2025 report.



**SOCIAL
COMMITMENT**

SOCIAL COMMITMENT PILLAR IN FIGURES

71



tons is our new record
in a single round of food
collection from autumn 2024



POTRAVINOVÉ
BANKY

787 tons

of unsold goods donated to
the Food Bank to prevent
waste



123 tons

of total donations to
the 2024 food collection
from BILLA customers





CZK 500,000

donated to assist children from underprivileged
backgrounds to a more active lifestyle through
our cooperation with the Olympic Foundation

General
partner



of the Czech Olympic
& Paralympic Teams



> CZK 1.2
million



donated to the community
during and after the flooding in
Moravia

100+

schools participating at sport events
supported by BILLA through our
partnerships

OUR PARTNERSHIP WITH THE CZECH OLYMPIC AND PARALYMPIC TEAMS

In 2024, BILLA proudly initiated its collaboration with the Czech Olympic and Paralympic Teams, reinforcing its dedication to **promoting an active and healthy lifestyle**.

Our partnership offers not just financial assistance, but also products distributed to athletes and participants. These products that support **right eating habits** include fresh fruit and a selection of nuts from the Nice Bites range.

Furthermore, we have donated an **extra CZK 500,000** to assist families of **children from underprivileged backgrounds**. This contribution aims to help these families support their children in being active in sports.

For more information about our efforts to promote a healthy lifestyle, visit www.billa.cz/olympiada.



As a **general partner of the Olympic and Paralympic Teams**, we support various initiatives and events they facilitate.

One significant event was the **Olympiáda dětí a mládeže** (Child and Youth Olympics), where we offered healthy refreshments and entertainment. Our BILLA zone drew many sports fans and their families. Through an interactive quiz on healthy eating, we distributed **over 500 kg of fresh fruit and 1,000 nutritious snacks** from our BILLA BIO line.

The **schoolgames** represent further key occasions for both the Olympic and Paralympic Teams supported by BILLA. Together we **reached over 100 schools**.

The goals shared by the Czech Olympic and Paralympic Teams and BILLA focus on **enabling everyone to engage in sports and exercise**, as well as supporting young athletes in achieving their aspirations.



LONG-TERM PARTNERSHIP WITH FOOD BANKS

YEAR-ROUND COLLABORATION

Our ongoing partnership with food banks has 2 main activities. Firstly, on a **daily basis** we **donate unsold food** that otherwise would go to waste. Secondly, we collaborate twice a year on the National Food Collection, held in spring and autumn.

DONATION OF UNSOLD FOOD FROM OUR STORES

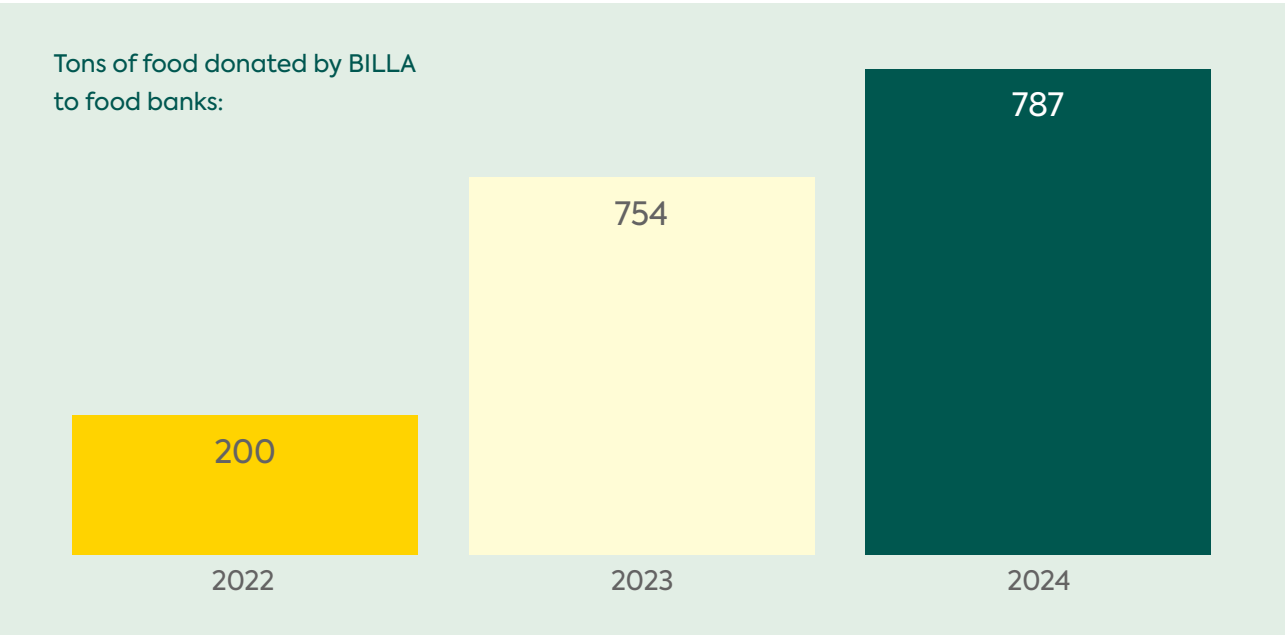
Mandatory food-donation regulations have been in place for all Czech retailers since 2018. As of 2023, we launched an e-learning program to assist our stores in the donation process, resulting in **consistent donations across all regions**. Each **store is linked to its local food bank**, where they agree on potential donation items and establish a pickup schedule.

Our warehouses also work closely with food banks, as they are able to donate bigger volumes than regular stores. Some of them additionally collaborate with animal rescue stations.

As a result of these actions, we have **donated over 787 tons of food**, which is then distributed to those in need. We consider this activity double-effective. It is not only support for the community, but also a very powerful way to prevent wasting food as one of our ambitions.



Donation routine at stores



LONG-TERM PARTNERSHIP WITH FOOD BANKS

FOOD COLLECTIONS

Through food collections, our customers can support the initiative by purchasing **long-shelf-life food** and essential non-food items. These are donated directly to food banks in all our stores. These contributions are distributed to individuals in need, like single parents, senior citizens, homeless individuals, and other disadvantaged groups.

ANOTHER RECORD ACHIEVED

In the autumn round of 2024, we achieved our highest record to date by collecting a **total of 71 tons of donated items**. This significant accomplishment was made possible by our generous customers and the efforts of all store teams along with **660 volunteers** who assisted with food collections at 90 stores.

Additionally, in 2024, we developed an online donation option, allowing on top our e-shop customers to purchase virtual packages worth CZK 100 or 500, which were then delivered as products to the food bank warehouse.

123 tons

of food and non-food products were donated to food banks through the food collection rounds in 2024

Weight of the food donated in tons:

Spring round	52 t
Autumn round	71 t

3 GOOD HEALTH AND WELL-BEING



SUPPORTING COMMUNITIES

BILLA’S ASSISTANCE DURING FLOODS

In autumn 2024, parts of the Czech Republic faced **extensive floods** that caused significant damage. BILLA **immediately supported employees** affected by the floods. The company’s management quickly organised an **internal fundraiser** and helped in the form of financial contributions, materials, and logistics.

The fundraiser launched during the floods **raised over CZK 170,000**. These funds supported employees whose property was severely damaged. The company also organised the **distribution of essential supplies**, such as cleaning materials, tools for removing flood damage, and **food packages**, and provided **extra leave** for employees to restore their homes and belongings.



Employees displayed immense solidarity and a strong **willingness to help affected colleagues**. This initiative strengthened the mutual trust and loyalty of the employees towards the company.

BILLA’s aid went to communities in the affected areas, as well as to the staff. A **total of CZK 1.2 million** was contributed, mainly through organisations such as food banks and the Red Cross, including internal fundraising.



AN ASSISTANCE DOG FOR VOJTA

BILLA, together with our supplier Mars, supported a charitable project that contributed to the training of the **assistance dog Persy** for nineteen-year-old Vojta. Four years ago, Vojta was diagnosed with a brain tumor, which caused partial paralysis, loss of vision, and short-term memory.

The training of the Labrador Persy was made possible thanks to financial **contributions jointly donated** by Mars and BILLA Czech Republic. For the eighth time, customers had the opportunity to financially support the initiative **by purchasing pet products** from the Mars portfolio, such as Pedigree, Whiskas, Perfect Fit, Sheba, Cesar, and Dreamies at BILLA stores.

The training process for these dogs, which spans 17 to 24 months, represents a significant investment of CZK 300,000 per dog.



THE TREE OF FULFILLED WISHES

Just like last year, in 2024 we also participated in the Tree of Fulfilled Wishes project with the Give Children a Chance organisation. We donated to three orphanages to help make Christmas merry for children at the Children’s Home in Fulnek, the Children’s Home in Boršov nad Vltavou, and the Children’s Home in Plumlov.

Our employees ensured that not a single child from the three orphanages was left without a gift under the Christmas tree.

RESTORATION OF THE CZECH LANDSCAPE

At BILLA, we have a long-standing commitment to social responsibility, engaging in various initiatives over the years. Since 2017, we have invested in **planting new orchards and deciduous avenues**, which help retain water in root systems and enhance biodiversity in the surrounding areas while serving communities as relaxation zones.

Orchard in Srnčí (Říčany)
supported by BILLA



PARTNERSHIP WITH THE CZECH UNION OF NATURE CONSERVATIONISTS
In 2024, cooperation with the Czech Union of Nature Conservationists, we supported the restoration of Hořečková stráň in the Trutnov district. It is one of the **most important botanical sites** in the region, hosting rare plant species. In addition to ongoing maintenance by mowing, BILLA has supported the expansion of the steppe hillside here. The support was implemented in the period from March to October 2024.

The second site supported in 2024 was a **sandpit** near Jindřichův Hradec, where **wetland communities** have formed on the bottom of the sandpit. Today it has the status of a protected area of natural beauty and hosts a number of light-loving, sandy wetland organisms, such as amphibians. BILLA has supported this project with surface treatment and restoration of the pool. The project started in September 2024 and will be completed in December 2025.

Since 2020, we have partnered with the **National Network of Rescue Stations** to care for injured wildlife. These stations are also supplied with donated food from our stores, such as fruit and vegetables, to avoid wasting food which is not suitable for human consumption.



GOVERNANCE

APPROACH TO CORPORATE GOVERNANCE

At BILLA, corporate governance is crucial in monitoring the company’s effects on the economy, environment, and society. The Board of Directors and senior management are **tasked with integrating sustainability principles** throughout our operations.

By the end of 2024, we have established a **quarterly Sustainability Steering Committee** to **track our progress** on sustainability initiatives, assess our strategy, and thoroughly review activities from the past three months while planning for the next three months. These meetings involve the Board, the Head of Strategy & Sustainability, the Sustainability Manager, and key strategy pillar owners responsible for managing sustainability issues.

HIGHEST GOVERNANCE BODY



MAREK DOLEŽAL

Marek Doležal has been the CEO of BILLA Czech Republic since April 2024. He oversees business strategy, strategic marketing, purchasing, expansion, human resources, and other corporate areas. He reports to a member of the Management Board of REWE International AG.



ANDREAS JÜTERBOCK

Andreas Jüterbock has been the COO of BILLA Czech Republic since January 2023. He oversees logistics and the technical and sales department. He reports to the Board of Directors of REWE International AG.



VINCENT VAN SCHAGEN

Vincent van Schagen has been the CFO since March 2023. He oversees the accounting, treasury and controlling departments as well as the IT, legal, real estate and security departments. He reports to the Board of Directors of REWE International AG.

GOVERNANCE PRINCIPLES

We continue to prioritise sustainability by fully integrating it into our governance framework, with the Board providing oversight and guidance on all sustainability initiatives.

We adhere to a zero-tolerance policy for corruption and are committed to transparent and responsible tax practices.

High ethical standards are an integral part of our corporate culture, and all employees are expected to uphold these values in their day-to-day activities.

In line with our dedication to a sustainable future, BILLA strives to create a positive impact across environmental, social, and economic dimensions, continuously improving our corporate governance practices to support long-term sustainability goals.

SUSTAINABILITY GOVERNANCE

By the conclusion of 2024, we had created new roles within our organisation to effectively oversee sustainability efforts in our business unit. These positions include a sustainability sponsor and key pillar owners, who will lead their respective sustainability areas. The names and positions of the key pillar owners can be found in the sustainability strategy presented on page 13.

ROLE	PEOPLE & EXPECTATIONS	SCOPE
SPONSOR FROM THE BOARD	<div>Marek Doležal (CEO)</div> <ul style="list-style-type: none">Advancing sustainability from the top downIntegrating sustainability into strategic and business aspects	Quarterly reviews of the steering committee and ad hoc meetings
CORE TEAM	<div>Harm Rijerkerk (Head of Strategy & Sustainability), Ela Hortíková (Sustainability Manager)</div> <ul style="list-style-type: none">Overseeing all sustainability initiatives, country leader for governance and specific projects	Full-time position or sustainability role as part of the job description
	<div>Key pillar owners</div> <ul style="list-style-type: none">Leading sustainability pillars to drive strategy and projects in their respective areas.	Quarterly reviews of the steering committee All essential meetings for the relevant topic
AMBASSADORS	<ul style="list-style-type: none">Volunteers with a genuine interest in sustainabilityPromoting sustainability both internally and externallyAssisting with idea generation and organisational tasks	Quarterly motivational meetings (depending on projects) Team established at the beginning of 2025
EVERY EMPLOYEE	<ul style="list-style-type: none">Every employee can contribute to BILLA's sustainability journeyComprehend what sustainability means at BILLA and experience it.	Voluntary participation at sustainability educational sessions Team-building activities promoting sustainability

SUSTAINABILITY GOVERNANCE



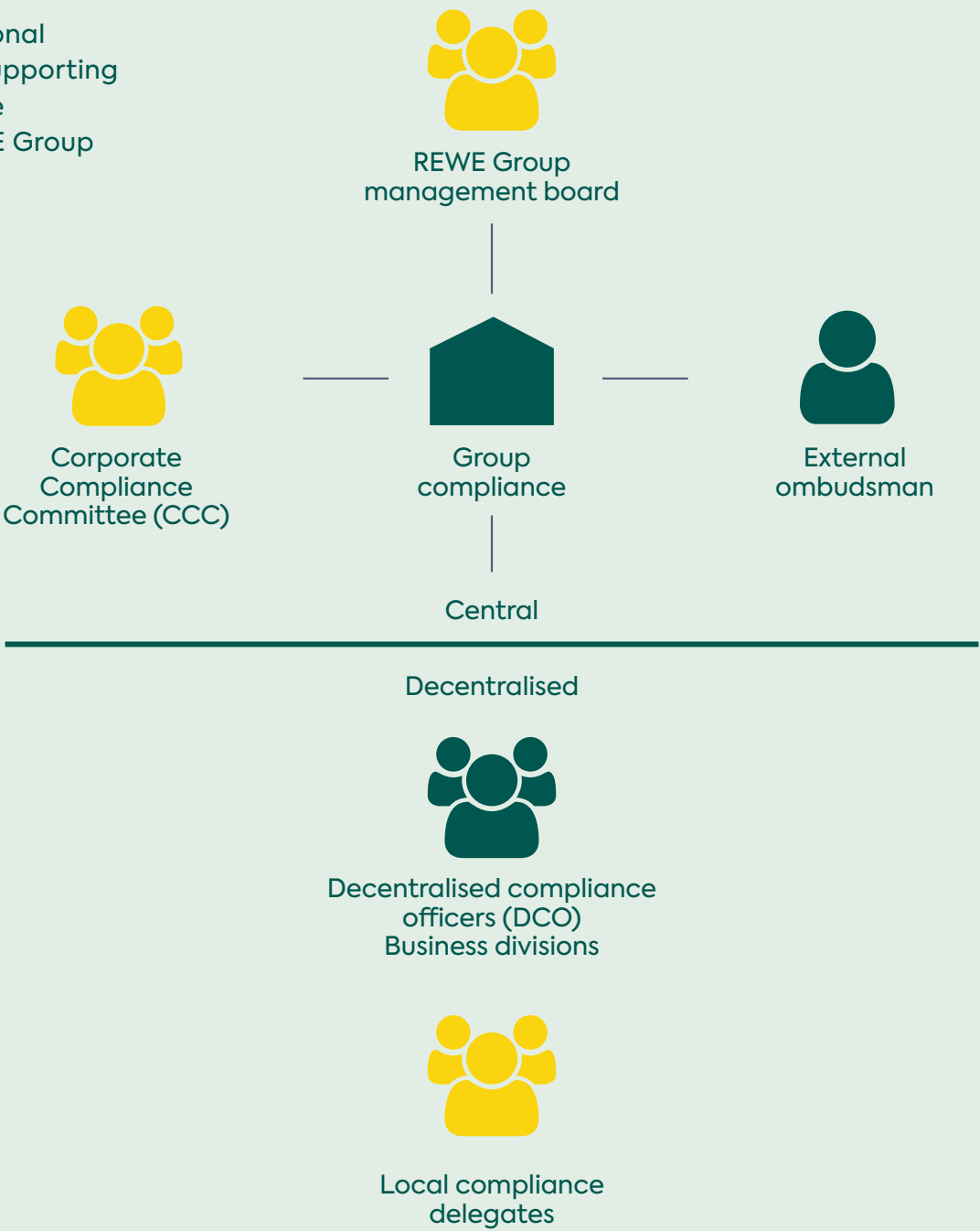
ENGAGING STAKEHOLDERS

At BILLA, we **regularly review** our sustainability strategy to ensure it remains relevant and effective. This includes insights from customer surveys, internal consultations, external experts, and competitor benchmarking, along with political debates and market trends.

Engaging stakeholders – those affected by our business – is crucial for achieving our long-term sustainability goals. We actively seek their input and **value feedback**, helping us make **informed decisions** and improve practices, especially on key sustainability issues. BILLA has established clear methods for engaging various stakeholder groups. This report is one of many ways we maintain transparency and encourage constructive dialogue with our stakeholders.

	Employees	Customers	Business partners	Associations & NGOs	Public authorities	Media
Engagement Channels	<ul style="list-style-type: none">• Regular 1-on-1 meetings• Regular team meetings• Regular meetings with the management• Intranet• Employee surveys• Newsletters and other internal communication• Corporate events• Store manager committee	<ul style="list-style-type: none">• Customer surveys• Customer support• Focus groups• Company website• Social media profiles• Mobile app• Commercials / Outdoor / Radio ads / Leaflets	<ul style="list-style-type: none">• Regular audits and consultations• Joint initiatives	<ul style="list-style-type: none">• Memberships• Donations• Events and campaigns	<ul style="list-style-type: none">• Discussions on regulations• Discussions on joint projects	<ul style="list-style-type: none">• Website• Meetings• Communication• Events and campaigns• Press conferences• Press releases
Engagement Topics	<ul style="list-style-type: none">• Compensation and benefits• Employee well-being• Training• Career development• Health and safety• Equal opportunities• Corporate information• Sustainability	<ul style="list-style-type: none">• Product-related topics• Pricing• Shopping experience• Operational excellence• Sustainability• Customer support• Data privacy	<ul style="list-style-type: none">• Contractual agreements• Delivery and payment terms• REWE and BILLA guidelines	<ul style="list-style-type: none">• Social initiatives• Donations• Sustainability	<ul style="list-style-type: none">• Legislation• Taxation• Compliance	<ul style="list-style-type: none">• Financial and operational achievements• Social initiatives• Changes in top management• New products in our portfolio• New developments in our company

Organisational structure supporting compliance in the REWE Group



BUSINESS ETHICS AND COMPLIANCE

CODE OF CONDUCT FOR OUR RESPONSIBLE BUSINESS

All employees of the REWE Group are required to comply with the REWE Group Code of Conduct. We keep our employees informed through periodically updated and repeated training on business conduct.

Compliance with the rules laid out in the code is ensured by the **REWE Group Central Division of Governance and Compliance**. This entire division implements the compliance

management system, which includes preventive measures such as risk assessment, training, and consulting.

Locally, the role of **Compliance Officer for BILLA Czech Republic** is held by our CFO, Vincent van Schagen. The compliance officer works closely with the Legal Department to monitor and react to any changes in legislation relating to our operations in a timely manner. It is also his or her responsibility to analyse possible risks and propose preventive measures.

The REWE Code of Conduct

serves as BILLA's foundational policy, establishing the standard for all our specific domain policies and procedures. Every employee is familiarised with our policies. They then safeguard the company's reputation, treat competitors fairly, and resolve conflicts of interest.

REWE Supplier Code of Conduct

We do business responsibly with responsible suppliers. This document integrates the human rights strategy into procurement processes and requires suppliers to provide necessary information for risk analysis upon request in accordance with the German Supply Chain Due Diligence Act

OUR FOCUS ON TRANSPARENCY

NO SPACE FOR CORRUPTION

Our supplier contracts include clauses restricting business with companies subject to international sanctions. They also refer to the REWE Supplier Code of Conduct and include an **anti-corruption clause**, accepted by all suppliers from 2022. During 2024, there was no suspected case of corruption. The REWE Group Hintbox allows for anonymous reporting of human rights violations or harmful practices to the environment.

WE VALUE YOUR OBSERVATIONS

We encourage both customers and employees to report GDPR breaches, as well as any instances of misconduct or unethical behavior. To facilitate this process, we have implemented a digital **whistleblowing** system known as the Hintbox, which ensures that any matters shared there are promptly directed to our dedicated Compliance Department. Over the past year, we have received 34 complaints via the Hintbox, primarily regarding product quality or store services, which were relayed to the relevant departments. None were deemed appropriate for compliance concerns.

PROTECTION OF PERSONAL DATA IS NOT JUST A PHRASE

Data is becoming **sensitive property** for all of us. We process only the data needed for a specific activity. Furthermore, our independent Data Protection Officer for the entire REWE Group resides in Germany and can be contacted directly. In 2024, we did not receive any substantiated complaints concerning breaches.

BUILDING COMPLIANCE INTERNALLY

Apart from Code of Conduct training, we continue to support our colleagues through regular training sessions, including round tables on competition law for departments like Purchasing, HR, and Controlling, to reinforce compliance. Additionally, BILLA offers various skill-building courses—both internally and through platforms like INSTRUCTOR and Seduo.cz—to enhance expertise across specialisations.

OUR COMMITMENT TO PREVENTING CORRUPTION

- Avoid using financial resources, invitations, or gifts to sway business choices.
- Refrain from soliciting advantages from our business associates.
- Maintain transparency in all sponsorships and donation efforts.

In 2024, our employees completed trainings in the following areas:



- Anti-corruption
- Ethics
 - GDPR
- Cyber security
- Antitrust law

BILLA

VÍTEJTE V BILLA
DOBROUŠOVCE

VÍTEJTE
VÁS
BILLA

VÍTEJTE
VÁS
BILLA

ANNEXES

RESTATEMENT OF INFORMATION

This section contains corrections of information that was presented in our Sustainability Report 2023 in cases where we have discovered that previously presented information needs to be revised due to an error.

RESTATED MATTER	EFFECT OF THE RESTATEMENT
Packaging given to our customers (page 31 of the 2023 report) – a significant portion of the deli counter composite packaging was actually paper packaging, and this is corrected in this report on page 35.	Composite packaging given to customers and deli counter/grill was actually only 26.2 tons compared to the reported 155.8 tons. The difference is now correctly calculated within paper packaging.
In the 2023 report, we published incomplete heating consumption data, which resulted in the reporting of a reduction in heating energy between 2022 and 2023 (2023 report, page 25). This error caused by late invoicing has been solved by application of the internal management system.	In fact, heating energy consumption is considered flat between 2022 and 2023. The actual reduction is from 27.4 GWh to 27.3 GWh.
In the 2023 report, we published that we had 8 warehouses. In fact, by separating based on specialisation we would have had 11 warehouses. One warehouse was incorrectly placed in the Hradec Králové Region and should have been placed in the Pardubice Region.	For the year 2024, we list 6 warehouse locations (Prague, Brno, Modletice, Jazlovice, Dašice, Prostějov), which are the same locations where the warehouses were in 2023. There was no actual increase or decrease in warehouse locations.
The carbon footprint has been retroactively recalculated for 2023 based on the latest heating data. Recalculation also uses the updated CO ₂ emission factors for the market-based electricity mix (page 29) used by EHA Germany.	The 2023 report shows a smaller carbon footprint in 2023, with a total difference of 774 metric tons of CO ₂ e after recalculation.
The graph on page 24 of the 2023 report (Understanding our Impact on the Climate) had an incorrect description: GHG emissions by scopes (in thousands of tons of CO ₂ e).	Correctly, it was GHG emissions by source (in tons of CO ₂ e), so the volume of emissions reported was significantly lower – tons, not thousands of tons.
The categorisation of waste types (page 29 of the 2023 report) was inaccurate, as it combined organic waste, mixed packaging waste for recycling, and mixed municipal waste into the single category of mixed municipal waste. Additionally, it overlooked IT electronic waste and collected batteries. The 2023 figures have now been revised to provide accurate numbers when compared to the waste amounts from 2024.	In 2023, the actual amount of mixed municipal waste was 4,757 tons, in contrast to the reported figure of 8,319 tons. Additionally, unreported categories included 6.5 tons of IT electronic waste and 10.5 tons of collected batteries.



SUSTAINABILITY REPORT STRUCTURE

The 2024 report signifies BILLA Czech Republic’s third annual Sustainability Report, reinforcing our dedication to displaying our sustainable practices and building upon the groundwork laid in our initial 2022 report. Covering activities from 1 January to 31 December 2024, this report has been prepared in accordance with the **Global Reporting Initiative (GRI) standards**. The report has **not been assured externally**. The inclusion of GRI references in the report does not indicate that the specific GRIs are reported in the full required scope.

GRI standards, globally recognised and widely adopted, address a wide range of sustainability topics—from biodiversity and emissions to diversity and health and safety—and are regularly updated to reflect emerging best practices.

In this report, we highlight our **ongoing efforts and accomplishments** in minimising environmental impact and fostering the socio-economic growth of our communities. With insights gained from our previous report and **feedback from internal stakeholders**, we strive to present a clear perspective on BILLA’s sustainability progress, strategies and objectives.

To demonstrate our commitment to advancing sustainability practices, this report focuses on our key material sustainability topics, detailing our initiatives in essential environmental and social sectors. Looking forward, we are dedicated to enhancing our stakeholder engagement to include a wider array of perspectives in upcoming reports.



For more information,
please contact: info@billa.cz

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BILLA

GRI CONTENT INDEX

STATEMENT OF USE

BILLA, spol. s.r.o has reported the information cited in this GRI content index for the period [1 January 2024 – 31 December 2024] with reference to GRI Standards. GRI 1 used GRI 1: Foundation 2021

GRI standard	Disclosure	LOCATION: Chapter	Page
GRI 2: General Disclosures 202	2-1 Organisational details	ABOUT BILLA	5, 6
		ANNEXES	65–66, 69
	2-2 Entities included in the organisation’s sustainability reporting	ANNEXES	69
	2-3 Reporting period, frequency and contact point	ANNEXES	65, 69
	2-4 Restatements of information	ANNEXES	64
	2-5 External assurance	SUSTAINABILITY STRUCTURE (The report has not been assured externally.)	65
	2-6 Activities, value chain and other business relationships	ABOUT BILLA	5–6, 8–11
		GREEN PRODUCTS	17–22, 24–25
		ENERGY, CLIMATE & ENVIRONMENT	32
	2-7 Employees	ABOUT BILLA	6
		OUR EMPLOYEES	37–38, 40–41, 43
	2-8 Workers who are not employees	OUR EMPLOYEES	43
	2-9 Governance structure and composition	GOVERNANCE	57
	2-12 Role of the highest governance body in overseeing the management of impacts	GOVERNANCE	58–59
	2-13 Delegation of responsibility for managing impacts	GOVERNANCE	58–59
	2-14 Role of the highest governance body in sustainability reporting	GOVERNANCE	59

GRI standard	Disclosure	LOCATION: Chapter	Page
	2-22 Statement on sustainable development strategy	ABOUT BILLA	4, 7
	2-23 Policy commitments	GOVERNANCE	61
	2-24 Embedding policy commitments	GOVERNANCE	58–59, 62
	2-26 Mechanisms for seeking advice and raising concerns	GOVERNANCE	62
	2-29 Approach to stakeholder engagement	GOVERNANCE	60
GRI 3: Material Topics 2021	3-2 List of material topics	SUSTAINABILITY IN BILLA	13
	3-3 Management of material topics	SUSTAINABILITY IN BILLA	12–14
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	SOCIAL COMMITMENT	55
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	ABOUT BILLA	5–6
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	GREEN PRODUCTS	18
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	GOVERNANCE	62
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	ENERGY, CLIMATE & ENVIRONMENT	30
	302-4 Reduction of energy consumption	ENERGY, CLIMATE & ENVIRONMENT	30–31
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	ENERGY, CLIMATE & ENVIRONMENT	28–30
	305-2 Energy indirect (Scope 2) GHG emissions	ENERGY, CLIMATE & ENVIRONMENT	28–30
	305-3 Other indirect (Scope 3) GHG emissions	ENERGY, CLIMATE & ENVIRONMENT	28–29
	305-5 Reduction of GHG emissions	ENERGY, CLIMATE & ENVIRONMENT	28–30
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	GREEN PRODUCTS	23, 25
		ENERGY, CLIMATE & ENVIRONMENT	33–35
		SOCIAL COMMITMENT	52

GRI standard	Disclosure	LOCATION: Chapter	Page
GRI 401: Employment 2016	306-3 Waste generated	ENERGY, CLIMATE & ENVIRONMENT	34
	401-1 New employee hires and employee turnover	OUR EMPLOYEES	41
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	OUR EMPLOYEES	41-42
	401-3 Parental leave	OUR EMPLOYEES	43
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	OUR EMPLOYEES	39
	403-5 Worker training on occupational health and safety	OUR EMPLOYEES	39
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	OUR EMPLOYEES	39
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