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2020 OVERVIEW

€39.8 BILLION
TOTAL SALES

7.4% SALES GROWTH
OVER PREVIOUS YEAR
AT CONSTANT
CURRENCY VALUES

552M² AVERAGE
GLOBAL STORE SIZE

48
COUNTRIES



181
NEW STORES



14.5
MILLION
CUSTOMERS
PER DAY



410,000
SPAR
COLLEAGUES



13,501
STORES



255
DISTRIBUTION
CENTRES



7.45
MILLION M²
OF RETAIL
SALES AREA



5,347
EURO AVERAGE
ANNUAL SALES
PER M²



7.6%
GROWTH IN
RETAIL SALES
PER M²



Managing Director's Report

"The SPAR ethos of partnership and collaboration provides a solid foundation for future success, ensuring that we grow and prosper together as we continue to meet the needs of the communities we serve."

Tobias Wasmuht, Managing Director,
SPAR International



**better
together**

STRONG GROWTH IN TIMES OF ADVERSITY

2020 was very much characterised by the impact of the global COVID-19 pandemic and its severe consequences, but it was also a year which saw accelerated growth as a result of the dedication and focus of our highly committed SPAR colleagues across all parts of our global SPAR network.

The terrible impact of the pandemic on a global scale and the rapid pace of its spread across multiple countries could not have been predicted and, as such, found us having to respond with great urgency and speed. However, crisis situations do invariably bring out the best in people and we at SPAR can be proud of the astounding selfless and brave response of the SPAR worldwide organisation.

Our Annual Review for 2020 provides just a snapshot of how our more than 410,000 SPAR colleagues across over 13,500 stores fulfilled an essential role in supplying their local communities with continued access to fresh food and daily essentials, at a time when they were needed most.

SPAR, as a leading global retailer, has a major responsibility and an essential function to fulfil. We worked hard throughout the year to maintain the supply of products to our stores, to make sure our stores were safe and secure, whilst also scaling up our online channels and helping the wider communities we support in large scale and innovative ways.

Our SPAR country initiatives included working with local charities to ensure the delivery of groceries to members of the local community most at risk, who were often older and self-isolating. A common feature across all markets was the importance of the established local supply chain. SPAR local and regional sourcing initiatives not only provided access to market for existing suppliers, but also for new suppliers whose traditional channels such as foodservice or Horeca had been significantly diminished.

The entire SPAR worldwide organisation was able to make a difference through the resourcefulness and responsiveness that comes from our integrated local presence, and together we were able to respond to the needs of our communities with speed and agility.

It is hard to underestimate the critical role local proximity retailing, in many cases delivered by local independent retailers rooted in the community, has played as a critical lifeline for local communities through this pandemic.

At an international level we were proud to be able to effectively support and serve the needs of our SPAR colleagues worldwide across the full spectrum of our supply chain through the changing phases of our global COVID-19 response.

Thank you to all SPAR Colleagues worldwide that have selflessly continued to work and be there for our customers. Thank you, too, to our suppliers and business partners worldwide that have collaborated so well and supported us through the crisis and, in many ways, demonstrated the importance of working better together more so than ever before. Together, we have persevered and delivered a strong performance in the most adverse of times.

In this unprecedented year, requiring resilience and agility like never before, annual sales growth of 7.4% and total turnover of €39.8 billion for 2020 represents a remarkable achievement by the SPAR Brand globally.

The response to the COVID-19 pandemic succeeded in highlighting the collective strength of the SPAR family, the competitive advantages of the SPAR multi-format strategy, and the critical role of independent retailing in societies and communities across the globe.

OUR WORLDWIDE PERFORMANCE

Despite the challenges of 2020, the SPAR brand continues to grow across all five global regions. The global retail turnover of €39.8 billion represents a 7.4% over the previous year. A total of 13,501 stores in 48 markets with retail sales area of 7.45 million square metres serve 14.5 million customers each day.

The most significant engine for growth in 2020 was SPAR's mature markets in Western Europe, which experienced annual growth of 12%. This growth was driven by being very much connected with customer needs through our multi-format store proposition and the rapid adoption of technology and innovation which in turn was rewarded by the trust and loyalty of our SPAR customers.

A unique strength is the SPAR model of independently owned and operated stores – 70% of our stores across Western Europe are owned by local entrepreneurs and their families, many of whom also live locally to the communities they serve.

The challenges of 2020 brought a new dimension to SPAR's 'Better Together' strategy, from a local to global level. We will be forever grateful to those across the SPAR network, at every level, who continued to serve the brand and provide an essential service to SPAR customers worldwide during a time of great uncertainty.

WESTERN EUROPE

With overall sales growth of 12%, SPAR countries across Western Europe returned an exceptional sales performance in 2020 of €25.7 billion. The 16 SPAR countries and 10,000 stores that represent the region delivered 64.6% of SPAR global revenue in the 12 months to December 2020.

Once again, SPAR Austria proved the standout performer with highly impressive revenue growth of 16% to record total sales of €8.3 billion – up €1.2 billion on 2019. The company excelled in its responsiveness to consumer needs throughout the pandemic, and its strategic investment programme saw growth and expansion of its store footprint and distribution network. SPAR Austria is again the fastest growing food retailer in the market and, for the first time in its history, No.1 and market leader in Austria with a market share of 34.6%.

SPAR Netherlands continued its phenomenal growth trajectory, with retail sales growth in the year of 23.5% – this on top of 22.8% growth in 2019. A successful combination of investment in modern, strategically located city and urban stores as well as young, entrepreneurial independent retailers has seen SPAR outperform the Dutch retail market.

The consistent theme of independent retailers excelling through the provision of proximity or neighbourhood retailing can be seen through the strong results in other Western European markets including SPAR Belgium (+16%), SPAR Switzerland (+12.5%), and SPAR Ireland (+10%). In Ireland, where over 96% of SPAR retailers operate as independents, growth was driven by local and suburban stores providing essential



services, throughout COVID-19 restrictions, to the communities in which they operate.

Across the south of the European continent there was a similar story of growth in independent retailing. SPAR Italy grew sales revenue by 8.4%, SPAR Spain by 7.2% and SPAR Portugal by 2.3%. All three countries saw the dramatic decline in tourism footfall counterbalanced by changing consumer habits, where shoppers discovered the significant advantages of shopping locally.

Despite ongoing Brexit uncertainty and the challenges of local and national lockdowns, SPAR UK performed very strongly, growing at 12% in 2020, driven by significant wholesale growth and the roll-out of a new generation of flagship store designs.

In the Nordics, SPAR Norway maintained its position as the No.1 local retailer in the market with 12.5% growth in retail sales, with sales through the EUROSPAR format alone up 15.3% when measured in constant currency terms.

CENTRAL AND EASTERN EUROPE

Continued expansion by the 11 SPAR countries operating across Central and Eastern Europe saw like-for-like sales increase by 8.9% on the previous year.

SPAR Hungary retail sales grew by 9% in the year to €2.3 billion, prompted by the success of continued investment in its multi-format strategy. 2020 saw particular growth in the contribution of independently owned and operated stores which now account for over 35% of SPAR stores in Hungary.

SPAR Slovenia provided a case study on the critical role omni-channel retailing played throughout 2020. Growth of 8.2% was driven by effectively engaging consumers through traditional and online platforms, including strategic investment in digital and mobile apps and best-in-class loyalty programmes.

SPAR Poland saw a return to growth in 2020. Retail sales grew in the year by 12%, with plans for significant expansion of the brand in 2021.

In Russia, the SPAR Brand continues to grow in strength and popularity. Like-for-like sales of 6.8% for the year were driven by continued multi-format expansion in the region and the popularity of SPAR Own Brand products, which now account for nearly 12% of overall sales. The pandemic also saw a surge in consumer engagement through digital with, for example, SPAR Middle Volga and SPAR in the Moscow region benefiting from surpassing one million downloads of its fully integrated Mobile App during 2020.

Many of the remaining countries in the region experienced solid growth in the year, despite adverse times, with SPAR Ukraine increasing sales revenue by 52.2%, helped by the addition of 22 new stores. SPAR Albania grew by 6.9% despite local legislative COVID-19 restrictions which led to the temporary closure of two of

the company's largest hypermarkets. SPAR Albania showed great agility and adaptability by switching focus to omni-channel and utilising its hypermarket infrastructure to fulfil online orders.

SPAR Georgia built on its record performance in 2019 by recording another year of strong growth, opening over 80 new stores and recording sales growth of 34.8%. In what provides a snapshot of SPAR's reach into local communities across Europe, SPAR Georgia successfully contributed to the Georgian Government initiative to provide SPAR vouchers for food and other essentials which could be redeemed at SPAR stores throughout all of Europe by Georgian citizens stranded overseas due to the COVID-19 travel restrictions.

AFRICA AND THE MIDDLE EAST

Across Africa and the Middle East, the SPAR Brand deepened its presence in 15 countries and continued its growth trajectory with sales of €6.23 billion, representing a 2.8% increase in the previous year's performance.

SPAR South Africa remains the biggest contributor in the region with sales, at constant currency exchange rates, of €5.2 billion. Similar to Western Europe, SPAR South Africa's success during 2020 is characterised by the role of independent retailers and their agile response to the COVID-19 pandemic. The vast majority of SPAR South Africa's 889 stores are owned and operated by independent retailers, and their knowledge of their local consumer combined with support for local suppliers meant that SPAR was the recognised industry leader in the response to the pandemic.

The arrival of COVID-19 and its subsequent economic impact resulted in exceptionally challenging trading conditions across southern and central Africa. Despite this, many SPAR countries in the region continued to perform strongly and became recognised leaders in

the response to the pandemic including SPAR Cameroon (+15%), SPAR Mozambique (+14%), SPAR Zimbabwe (+9.6%), and SPAR Namibia (+2.4%).

SPAR Ghana officially joined the SPAR family in 2020, opening its first stores in August. The company had 10 stores operational by the end of the year, with a further 10 openings planned in 2021.

SPAR's performance in 2020 in the Middle East was characterised by exceptional sales growth for SPAR Oman and for SPAR Qatar (25% and 82.5% respectively). This was driven by investment in the store proposition and corresponding uplift in average baskets as customers increased their propensity to dine at home and reduce eating out.

For SPAR in the United Arab Emirates and Saudi Arabia it was a year of consolidation. The UAE remains SPAR's largest market in the region and grew by 2.1% in the year. After a record year of growth in 2019, SPAR Saudi Arabia's larger stores, particularly hypermarkets, were impacted by COVID-19 restrictions. A key highlight has seen the development of the SPAR Express modern convenience format in key locations in the capital city of Riyadh.

SPAR remains one of the fastest growing food retail brands in the Middle East and the Gulf Cooperation Council (GCC) countries remain a strategic priority region for SPAR and the brand has ambitious growth plans for the region.

ASIA PACIFIC

As the region that first had to contend with the true impact of the COVID-19 pandemic, SPAR in Asia Pacific produced a solid performance of 1.5% growth over the year and €1.88 billion in retail turnover.

SPAR China recorded retail sales of €1.55 billion and like-for-like annual sales growth of 7.9%. Our six SPAR partners in China successfully opened 57 new stores, including the launch of SPAR China's first independent retailer operated stores. The early introduction of COVID-19 restrictions led to a renewed emphasis on digital, online retailing, and consumer loyalty programmes. Mobile payments within SPAR China now stand at 85%.

Out of all SPAR countries worldwide, SPAR India has experienced the greatest challenges as a result of COVID-19. Widespread restrictions led to the nationwide closure of large-scale SPAR Hypermarkets for much of the year – which impacted directly on SPAR India's retail footprint. The move prompted SPAR India to shift focus and maintain momentum, and customer engagement and loyalty, through impressively ramping up their SPAR online channels.

Across the remainder of the region, the SPAR brand has continued to outperform the market. SPAR Pakistan and SPAR Sri Lanka continued on their growth momentum of 2019 with the opening of new stores and growth of 38% and 63% respectively.

In Australia, where despite intermittent lockdowns, society has remained relatively open for much of the year, SPAR Australia produced excellent revenue growth of 16.5%. Proximity and neighbourhood retailing have proven a very popular and winning format as communities shopped increasingly local.

€39.8 BILLION RETAIL TURNOVER WORLDWIDE

“ Door Eendrachtig Samenwerken Profiteren
Allen Regelmatig – Through United Co-operation
All Shall Benefit.”

Mr. Adriaan van Well, Founder of SPAR

FUTURE OUTLOOK

The COVID-19 pandemic has accelerated long-term, prevalent trends in the retail industry. We can expect a continuation of the polarisation of consumer consumption patterns as a result of a difficult economic environment creating an increase in value and a growing share of own brand sales.

The heightened focus on sustainability and health shall continue to drive strong growth in organic and sustainable own brand food ranges, such as SPAR Natural as well as the SPAR Eco non-food range. In response to lifestyle changes and new ways of working, a significant shift to in-home consumption is to be expected as the move to online retail experienced in 2020 gains further traction and scale.

As a consequence, we shall continue to scale up our e-commerce operations, leveraging our international online presence presently in 30 countries to gain greater synergies internationally. Our SPAR network, with its core strengths in proximity and neighbourhood food retailing, is well placed for growth in a winning channel. Having witnessed growth of over 150% in e-commerce across some of our largest European markets, we expect to see a further rapid roll-out and expansion of our online capabilities to complement our strong local network of stores, providing increased capability for agile and responsive on-demand online grocery retail.

Internationally, we aim to target our expansion into new territories within Europe, as well as Africa and the Middle East.

Plans are at an advanced stage for the launch of the SPAR Brand in two new markets and, working together with our SPAR country organisations, we shall continue to innovate our retail proposition across our multi formats ranging from modern lifestyle convenience to large scale supermarkets.

As we look to the future, we do so with confidence. SPAR has shown great resilience during the crisis of 2020 and has prospered and grown. With accelerated developments in retail and across our supply chain, we are well placed to build on this strong foundation.

A key positive factor of the last year has been the benefits of close international cooperation wrought by new, remote ways of working. The advantages of this intensity of cooperation are beneficial to all of SPAR as we increasingly reap the benefits of our international presence and scale, whilst adding purposeful value to the local communities we serve.

OUR PROMISE

To enhance the competitiveness, productivity and profitability of our retail and wholesale partners worldwide thus ensuring the continuous development of our brand presence and brand value.

OUR GOALS

- Be the No.1 retail brand of choice for partners globally.
- Fast track development of regional retailers in the face of international competition.
- Provide insights and resources to allow our partners to excel globally.
- Lead and innovate retail trends and developments.
- Grow and develop our SPAR people globally.

SPAR GROWTH MODEL

- Grow our presence.
- Grow our resources & services.
- Harness scale & resources.
- Leverage our international network.
- Reinvest value generation.

OUR STRATEGIC FOCUS

- 1 Targeted growth through **EXPANSION**.
- 2 **RETAIL** Development and Innovation.
3. Foster integration of **DIGITAL** solutions and enhance collaboration through **DATA** analysis.
- 4 Generating value through better **BUYING**.
- 5 Leveraging our scale in **PROCUREMENT**.
- 6 Investing together in our **BRAND** Communications.
- 7 Collaboration in our **SUPPLY CHAIN**.
- 8 Growing our **PEOPLE** through building an international training and people development platform.



Building on the contributions SPAR makes as a RESPONSIBLE RETAILER by amplifying our local activity through international roll-out.

BOARD MEMBERS

SPAR INTERNATIONAL BOARD

Through their extensive knowledge of both the brand and the industry, the SPAR International Board continues to drive SPAR's global development to ensure a strong future for all.

Coming together in different markets four times each year, the Board reviews the brand's development and opportunities for continued expansion and growth, providing guidance and a strategic direction.

The Board members conduct visits to independent retailers coinciding with their meeting each quarter in a different country. During these visits, they provide a wealth of expertise to retailers and assess market strategies with the SPAR members. Working together with SPAR International, the Board members influence the strategic direction for the brand globally.

By drawing on their own market strategies, the Board members can assist SPAR International in identifying priorities for the delivery of long-term strategic objectives which address the ever-changing needs of the global marketplace.

During the year, the Board members also meet with the International SPAR Guild, which comprises retail representatives from several markets, representing the needs of independent retailers and company-owned stores around the globe. Since being founded in the Netherlands in 1932, a cornerstone of the success of SPAR has been the Guild system which ensures representation of both wholesale and retail divisions to discuss strategic direction and challenges.

International SPAR Guild Member are: Christian Prauchner, Austria; Suzanne Weldon, Ireland; Martin Pircher, Italy; Per Irgens Skjerdal, Norway; Dean Jankielsohn, South Africa; and Peter McBride, United Kingdom.

At the start of the coronavirus outbreak, the SPAR International Board provided strategic direction for the urgent need to mitigate the impact of the outbreak on the SPAR Brand internationally.



Chairman
Graham O'Connor, South Africa



Members
Gerhard Drexel, Austria
Retired 31.12.2020
Fritz Poppmeier, Austria
Appointed 01.01.2021
Paul Klotz, Italy
Knut Johannson, Norway
Dominic Hall, United Kingdom
Tobias Wasmuht and
David Moore, SPAR International





SPAR 

TRAFIK LOTTO



As a food retailer present in 48 countries around the world, **SPAR IS COMMITTED TO ADDING VALUE TO THE COMMUNITIES IN WHICH WE OPERATE.** As a global brand, we embrace our responsibility to support social and environmental prosperity for all. This sense of responsibility lies at the heart of the SPAR responsible retailing strategy, comprising **SIX TARGET AREAS.**

RESPONSIBLE RETAILING

Our six-pillar strategy encompasses global SPAR Partner strategies on health, sourcing, community, climate, environment, and people. In 2020, as the COVID-19 pandemic spread across the globe, rapid operational changes have globally encouraged a stronger focus on responsible retailing initiatives. As consumer and industry priorities shift towards healthy lifestyles and diets, reduced climate impacts, and responsible production practices, SPAR has embraced the opportunity to make a real and tangible impact on the communities we serve.

This community focus has prompted additional investments into responsible retailing and placed SPAR in a strong position to lead in global and regional initiatives.

All SPAR operations are tailored to meet global agendas such as the UN Sustainable Development Goals. SPAR operators also play a role in shaping and meeting regional policy developments, such as the EU Green Deal.

At SPAR, we work across the globe to learn from each other, using our scale to reduce our environmental footprint by finding sustainable solutions and collaborating with other organisations in the food retail sector to gain maximum impact.

SPAR's footprint stretches across markets where both overweight and undernourishment are prevalent. SPAR provides customers with relevant nutritional information while working closely with suppliers to diversify the food portfolio. This approach ensures customers have access to the fresh and healthy options required for a balanced lifestyle.

Understanding that food waste is a significant drain on natural resources and a large contributor to global GHG emissions, SPAR is committed to reducing food waste throughout the supply chain. SPAR Partners are also increasingly adopting digital solutions to tackle food waste in their Distribution Centre and store operations.

COMMUNITY

Our Commitment: SPAR's commitment to local communities extends beyond providing a high-quality, value-for-money shopping experience. SPAR also offers opportunities for employment, supporting those in need by volunteering time, generating funding for charities, and bringing the local community together through SPAR sponsored events.

Our Initiatives: SPAR Gran Canaria donated 24,800 kg of food to the Las Palmas Food Bank in 2020, helping over 27,000 people in difficulties due to COVID-19. SPAR UAE helped distribute food baskets worth AED 28 million (€6.6 million) to 42,000 families in 2020. SPAR Ghana donated 61,000 kg of food to over 105,000 vulnerable families and community charities in 2020.

Our Contribution:



HEALTH

Our Commitment: SPAR's commitment to promoting healthy eating has seen improvements for consumers in fresh foods and groceries. SPAR has a clear strategy for offering customers organic and natural products, as well as products that fit within specific dietary requirements. In addition to our focus on healthy eating, SPAR recognises the benefits of exercise.

Our Initiatives: SPAR Austria has driven an industry wide national collaboration to reduce sugar consumption. SPAR Italy cut 105 tonnes of sugar from DESPAR branded fruit juices and nectars, while SPAR Hungary cut 97 tonnes of sugar from own brand products. SPAR Spain has removed 150 tonnes of sugar from 300 own brand products within two years.

Our Contribution:



SOURCING

Our Commitment: SPAR is committed to providing customers with a wide range of fresh and dry goods that are locally and/or sustainably sourced. SPAR operators worldwide continue to develop ways to provide customers with products that have a reduced impact on the environment, promote animal welfare, and provide equal opportunities for farmers and fishers.

Our Initiatives: SPAR Croatia champions local produce and in 2020 expanded its cooperation agreements with 60 small-scale agricultural producers facing challenges marketing freshly harvested produce during the pandemic.

SPAR Hungary's 'Hungaricool by SPAR' competition supports small local entrepreneurs producing high-quality foods by introducing their products into 34 INTERSPAR Hypermarkets nationwide.

SPAR South Africa's Rural Hub Programme is a collaboration between small-scale farmers, communities, and retailers. The programme targets improved food security, affordability, and nutrition for rural communities.

SPAR Gran Canaria partnered with the local government (El Cabildo) in 2020 to create a Programme of Support for local farmers and producers affected by the current pandemic.

Our Contribution:



ENVIRONMENT

Our Commitment: SPAR seeks to minimise post-harvest losses, improve cold chains, shorten the supply chain where possible, and reduce food waste throughout the business. SPAR's commitment to reduce plastic waste means continuously reviewing product packaging to remove excess, and that the packaging SPAR does use is recyclable or reusable, where possible.

Our Initiatives: A global agreement with Too Good To Go in 2020 saw over 1,300 participating stores preventing 1,500+ tonnes of CO₂ emissions and saving 600,000 meals in four months.

SPAR UK removed nearly 300 tonnes of virgin plastic from 53 own brand products in 2020. Through its packaging revamp, over 100 tonnes of black plastic were prevented from going into landfill.

SPAR also joined the UK Plastics Pact, a wider global movement that aims to collaboratively reduce plastic waste. Similarly, SPAR joined the South Africa Plastic Pact.

Over 500,000 fresh growers and 1,600 preferred farming fields currently participate in SPAR Shandong's farm-to-fork initiative, bringing quality safe produce to stores in northern China.

SPAR Denmark has since 2017 made bags available in its stores comprising 70-80% recycled plastic.

Our Contribution:



CLIMATE

Our Commitment: As a global retail business with a key role to play in reducing the impact of CO₂ emissions and energy consumption, SPAR is continuously adapting its operations. At SPAR, we are committed to reducing our environmental footprint while providing our customers with the excellent service and quality they expect.

Our Initiatives: SPAR Ireland in 2020 launched a fleet of biogas powered vehicles and installed almost 800 solar panels at its Distribution Centre in Dublin. It will have a generation capacity of 250KW, representing enough energy to power the equivalent of approximately 50 homes for a year.

SPAR Austria's 100 power plants on the roofs of SPAR stores produce 4.8 million kilowatt-hours of green electricity every year. This contributes to a CO₂ reduction of 800 tonnes.

SPAR South Africa's Distribution Centres use solar energy. Total installed capacity across all these centres is 6.89 MWp and the solar PV installations generated 8042 MWh of energy during the 2020 financial year.

SPAR Switzerland added in 2020 a fully electric vehicle to its fleet. The silent e-truck can save 19,000 litres of diesel per year, leading to a reduction of 50 tonnes in CO₂ emissions.

Our Contribution:



PEOPLE

Our Commitment: SPAR's goal is to develop and grow people within the organisation while actively contributing to the communities we serve. Across SPAR, we are committed to ensuring inclusivity and equality across all our operations. We value diversity and aim to provide equal opportunities to all current and prospective employees.

Our Initiatives: SPAR Austria trained over 2,500 students on various training and career options during apprenticeship events in 2020.

SPAR South Africa provides a free employee wellness service to on-site employees through clinics at each distribution centre.

SPAR Austria, Ireland, Hungary, and SPAR UK James Hall have Wellbeing Apps that offer support in the areas of fitness, nutrition, and mental health.

SPAR Saudi Arabia has a blended learning approach for their Graduate Induction Programme.

SPAR International offers training capabilities with a web-based Training Academy, providing a platform for 410,000 people working at SPAR worldwide.

SPAR South Africa's Western Cape distribution centre trains 50 to 60 deaf learners every year for work placement in our stores, adding value in the stores' service areas.

Our Contribution:





“ Our six-pillar strategy encompasses global SPAR Partner strategies on health, sourcing, community, climate, environment, and people. All SPAR operations are tailored to meet global agendas such as the UN Sustainable Development Goals.”

While SPAR has a strong global presence, it is fundamentally and strategically driven by committed independent local retailers who win the trust and loyalty of their communities. SPAR retailers are truly positioned at the heart of their communities, supporting those most in need, in line with SPAR’s responsible retailing strategy. This resolve has become even stronger during the COVID-19 pandemic, which has exacerbated economic and health challenges further.

COMMUNITY AND PEOPLE

Last year, SPAR supported its communities by providing aid to local food banks, charities, and schools. From Europe and Southern Africa to Asia and the Middle East, SPAR Partners stepped up their activities to help close the gap in these areas.

In Europe, SPAR Gran Canaria tripled the number of donations it had made in the same period the year before. It also increased funds and donations allocated to social projects to counteract the impact of the COVID-19 pandemic on family budgets. SPAR Gran Canaria donated more than 24,800kg of food to the Las Palmas Food Bank, helping over 27,000 people in difficulty due to the pandemic. SPAR UK partner James Hall introduced a SPAR branded food donation bin, which raised nearly £20,000 (€22,300) in food donations for food banks. Elsewhere, SPAR Scotland team members and customers

raised £59,350 (over €69,300) during 2020 for Marie Curie by collecting donated loose change at 108 company-owned stores. Marie Curie is the UK’s leading end of life charity and employs more than 2,700 nurses, doctors, and other healthcare professionals. SPAR Italy operator, Ergon, awarded €50,000 in scholarships to team members’ children, promoting learning through encouragement and financial support. The scholarships were awarded based on grades and school merit to students attending primary school up to post-graduate level.

In Africa, SPAR Ghana donated 61,000kg of food to over 105,000 vulnerable families and community charities across the country. During the 2020 lockdown, SPAR Botswana also provided funding for a range of education related initiatives. In South Africa, a partnership between SPAR and the NGO Operation Hunger saw 3,000 less fortunate families affected by the COVID-19 pandemic receive much-needed food parcels, amongst other donations.

In the Middle East, SPAR UAE supported the Ma’an campaign by distributing food baskets worth AED 28 million (€6,585,000) to about 42,000 families. In Asia Pacific, China’s SPAR Shandong donated PPE and convenience foods to frontline workers as well as 8 million yuan (over €1 million) towards provincial epidemic prevention and control efforts.



LOCAL AND SUSTAINABLE SOURCING

At SPAR, we believe we are Better Together. The sharing of supplier knowledge, insights, and innovations, combined with global knowledge and expertise, has meant we can continue to develop ways to provide customers with products that have a reduced impact on the environment, promote animal welfare, and provide equal opportunities for farmers and fishers. During the pandemic, many smaller growers and producers, which traditionally supplied the Horeca sector, urgently sought a new market for their goods. SPAR Partners stepped in, developing systems to either support these businesses or help to expand existing sourcing networks.

Within Europe, the call from the European Union to support local small-scale producers was heard by SPAR operators. In Croatia, an additional 60 businesses received orders for goods in addition to existing suppliers. In Hungary, SPAR joined an initiative which promoted the consumption of locally produced and grown products, providing a valuable market. In addition, a system of sourcing at a local level has been developed, helping to overcome the barrier for deliveries from small producers to the Distribution Centre in Üllő. SPAR Austria stepped in to offer quick and easy

support by stocking over 6,100 products that have been manufactured within a 30-kilometre radius of an INTERSPAR Hypermarket using domestic ingredients. In Italy, SPAR operators already sourced a lot of local and regional specialities, and they extended their agreements which ensured customers had access to high-quality range of products instore throughout the pandemic, despite supply chain challenges.

To mitigate the impact of the closure of hotels and restaurants and the resulting surpluses, SPAR Gran Canaria assisted producers in the management and sale of local produce through its Me Gusta (I like it) local sourcing initiative. These products, normally sold to the foodservice sector, are offered to shoppers in the 189 SPAR stores across 21 municipalities of the island. This supplemented the existing sourcing of produce from over 200 farmers on the island.

China’s SPAR Shandong partner, Jiajiyue Group, maintains an innovative direct sourcing strategy to meet evolving supply chain needs, which it first implemented in 1999. Thanks to ongoing learning and development initiatives, over 500,000 fresh growers and 1,600 preferred farming fields currently participate in this farm-to-fork initiative. Fresh produce from these participating suppliers is delivered to over 137 SPAR stores, as well as various other retail locations, via its central and regional Distribution Centres in Northern China.

Over 105,000 FAMILIES SUPPORTED BY FOOD DONATIONS FROM SPAR GHANA IN 2020

“ Promoting healthy lifestyles is another key pillar of SPAR’s responsible retailing agenda. SPAR actively looks to endorse good nutrition and physical activity. We are firm believers in the essential role of good quality products and relevant nutritional information to ensure a balanced, healthy diet. This focus on nutrition further complements SPAR initiatives targeted at exercise, understanding the benefits to both physical and mental well-being. Across the globe, there are dedicated education campaigns providing customers with vital information on better choices to support a healthy lifestyle.”



Over the past five years, SPAR ADDED MORE THAN 1,000 STORES and a combined sales area of over 250,000m² in 48 COUNTRIES across FOUR CONTINENTS.

Considering the challenges brought on by COVID-19, prioritising customer and colleague safety and fulfilling volatile supply chain demands became key focus areas during 2020. Consequently, although expansion during this time initially slowed in most geographies, the pipeline for growth is strong, and the outlook for development remains positive.

A key highlight of 2020 has been the launch of SPAR in Ghana, after an intense period of collaboration, despite travel restrictions, that saw the highly successful launch of the SPAR Brand within five months of the licence having been awarded, to the Economic Distribution Company of Ghana (Eco di) for the conversion of all stores to SPAR. With a young and growing population of over 30 million, combined with sustained economic growth and political stability, Ghana offers a solid basis for the growth and development of SPAR in western Africa.

Furthermore, SPAR International is evaluating expansion via new potential licence partners in Latin America, Eurasia, the Baltics, the Balkans, and the Middle East. As a result, the upward trajectory in SPAR country growth is set to continue.

In **Western Europe**, where SPAR has a presence in 16 countries, a substantial increase in retail turnover of 12% was achieved, bringing store sales to €25.61 billion from 10,038 stores.

The SPAR multi-format strategy in Europe spans INTERSPAR Hypermarkets to SPAR Express convenience stores. The combination of independently operated and company-owned stores within a coordinated national retail network supports deep market penetration.

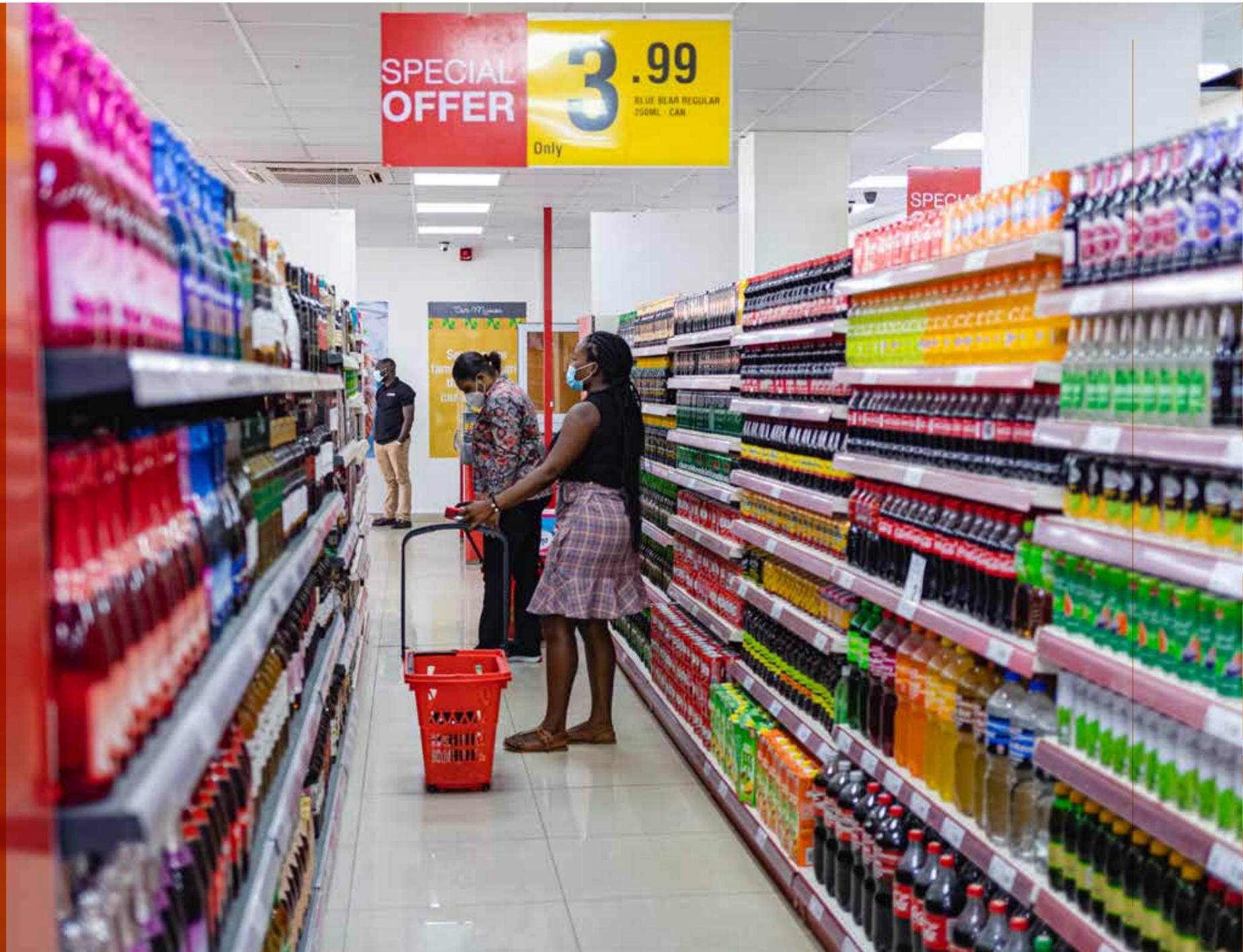
SPAR Italy opened 159 new SPAR stores, SPAR Spain launched 29 SPAR stores, and SPAR Austria increased its store numbers by 21 to 1,519.

The introduction of a new SPAR partner, Gruppo 3A, in Italy contributed strongly to sales and store number growth in Europe. The new partner converted all 110 existing stores in its portfolio to the SPAR Brand throughout the first quarter of 2020. Independent SPAR retailers in Italy continue to benefit from extensive and awarded DESPAR Own Brand, high retail standards, and a highly efficient supply chain.

Successful growth in forecourt retailing continues, with SPAR Switzerland's partnership with AVIA to develop 60 new SPAR Express stores. This development builds on the ongoing success of the SPAR Express forecourt format throughout Europe and Southern Africa.

A recent addition to the SPAR family, SPAR Malta, opened a fresh supermarket in 2020 and successfully launched a complete e-commerce solution within ten days. Despite the pandemic challenges, SPAR Malta is now achieving sales growth of 110%, which bodes well for future growth and success.

SPAR Netherlands' online shopping solution, fulfilled by its independent retailers, grew rapidly in 2020. This was complemented by dynamic growth in petrol forecourts in partnership with the EG group, which offers an attractive and convenient alternative for customers seeking to complete their top-up shopping with ease.



EXPANSION

“ SPAR’s global reputation and established voluntary trading system continue to attract international and local independent retailers and wholesale partners, keen to benefit from the strength of the SPAR Brand and the expertise and adaptability of the SPAR worldwide organisation.”

Tobias Wasmuht, Managing Director, SPAR International

From THE TOTAL OF 13,501 SPAR STORES OPERATING WORLDWIDE, 8,765 ARE OWNED BY INDEPENDENT RETAILERS



Throughout 2020, SPAR countries expanded their service to communities with additional formats such as temporary ‘pop-up’ SPAR stores in Switzerland and the UK and an innovative one-person SPAR store in the Netherlands. Rapid developments in e-commerce and home delivery supported SPAR retailers in adapting quickly to meet evolving customer needs.

SPAR is present and growing in 11 countries in **Central and Eastern Europe** and has a strong portfolio with 1,855 stores generating a retail turnover of €6.24 billion in 2020.

SPAR Hungary is the largest market in Central and Eastern Europe, achieving a sales growth of 8.74% and retail sales of €2.26 billion in 2020.

SPAR Croatia celebrated its 15th anniversary in 2020 and ended the year with 118 stores, with a total sales area of 164,343m². SPAR Croatia achieved a total turnover of €733.01 million in 2020.

SPAR Slovenia ended 2020 with 126 stores and a sales increase of 8% to €917.57 million. Online sales volumes increased by 150% in 2020, as consumers recognised the advantages of e-commerce during the pandemic.

SPAR Poland came under new ownership in 2019. This reset has provided SPAR independent retailers in the country with access



to greater levels of retail support, comprehensive product ranges, and improved financial terms, with a focus on operational efficiency and retail excellence. SPAR Poland achieved a sales turnover of €320 million and sales growth year-on-year of 12%.

SPAR Russia achieved sales of €1.73 billion in 2020. Further successful expansion means SPAR is now present in Russia’s top five cities – Moscow, St Petersburg, Nizhny Novgorod, Novosibirsk, and Ekaterinburg. Driven by SPAR Middle Volga, the city of St. Petersburg now features five world-class SPAR Supermarkets. SPAR in Moscow was the first to launch the contemporary SPAR CENSA coffee concept, developed in collaboration with SPAR International.

SPAR Chelyabinsk entered the city of Ekaterinburg, and SPAR Tomsk has successfully launched SPAR Supermarkets in Novosibirsk, the capital of Siberia. SPAR Kaliningrad has become the market share leader and continues to innovate and expand rapidly. SPAR Russia’s geographic expansion continued with the launch of SPAR in the far east of the country, in Khabarovsk, 8,300km from the capital city Moscow.

Newer SPAR partners in Kosovo, Ukraine, and Georgia led turnover growth in 2020 with continued strong expansion, achieving +119%, +52%, and +35% year-on-year growth, respectively.

SPAR Georgia launched 83 new SPAR Supermarkets in 2020, despite the challenges of the pandemic. This strong growth has brought SPAR store numbers in Georgia to 272. The partner is now targeting a No.1 market share position.

E-Commerce grew in Hungary and Slovenia throughout 2020, increasing by 250% and 150%, respectively.



In **Asia Pacific**, a retail turnover of €1.88 billion was reported in 2020, with five countries now operating a combined 514 SPAR stores across multiple formats.

SPAR China successfully expanded in targeted regions by developing more agile and flexible store formats, O2O omnichannel strategies, and competitive fresh food concepts. SPAR China partners continue to innovate with additional services, including one-hour home delivery, community-based group buying, and shopper engagement programmes.

SPAR grew its presence in China by developing a multi-format strategy ranging from large scale hypermarkets to lifestyle convenience stores. As a result, the six SPAR partners in 2020 successfully launched 57 new stores, featuring state-of-the-art store fittings and digital services. SPAR Shandong further expanded the brand in Hebei province by opening hypermarkets in the Zhangjiakou region. New store openings also included the launch of SPAR China’s first independent retailer operated stores.

Africa and the Middle East generated sales of €6.22 billion from 1,094 stores in 14 countries.

Despite new store openings being impacted by the COVID-19 pandemic, SPAR expanded in Southern Africa with 15 SPAR stores, 15 SPAR Express stores, the addition of 20 Tops at SPAR Liquor stores, and the launch of 12 SPAR branded pharmacies and 16 Savemor value outlets. In addition, 167 SPAR and 70 Tops at SPAR stores were remodelled and upgraded. SPAR’s regional growth strategy has seen the brand’s presence increase significantly over the past five years.

SPAR has further expanded its presence on the African continent, working with local operator EcoDi to launch SPAR in Ghana. By the end of 2020, SPAR Ghana had 10 SPAR stores in the capital city of Accra, with SPAR Own Brand sales already equating to 25% of sales.

In the Middle East, the 2020 trading environment proved challenging. In addition to the stresses of the pandemic, population decreases of over 20% resulted in reduced consumption and decreased consumer confidence. SPAR Oman’s proximity stores experienced a sales uplift of 25% and SPAR Qatar’s sales grew by 82.5% to €46.7 million.

SUSTAINABLE EXPANSION STRATEGY

2020 has been a breakthrough year for SPAR in Sri Lanka. The SPAR country doubled its footprint by opening three new stores, bringing the total retail sales area to 7,172m². SPAR Sri Lanka supports the development of retail teams’ skills with the SPAR Guest System, a comprehensive online training platform. This approach helps foster unique retail skill sets and a point of differentiation in customer service.

SPAR Sri Lanka offers a complete e-commerce solution with instore fulfilment and has adopted energy-efficient equipment throughout its operations. A highly successful solar panel trial at one of its supermarkets led to a reduction in energy costs of 25%, with SPAR Sri Lanka committed to implementing solar panels in a further five stores in 2021.



SPAR OPERATES OVER 13,500 STORES across four continents worldwide. By adapting to the local market requirements through our strong brand positioning, SPAR stores deliver a best-in-class grocery experience to **OVER 14.5 MILLION CUSTOMERS A DAY.**

RETAIL

As part of the SPAR worldwide organisation, our retailers and regional wholesalers benefit from proven international retail expertise while maintaining local independence in the markets they serve. By combining global best practice and pooled resources with local team members' unique skills and networks, SPAR stores thrive in their respective markets.

MULTI-FORMAT STRATEGY

SPAR operates a multi-format strategy. The global portfolio comprises formats tailored to shopping missions and local customer needs: SPAR – the local neighbourhood supermarket; EUROSPAR – the supermarket for weekly family shopping; INTERSPAR – the hypermarket format; and SPAR Express – the convenience format for high traffic and transient locations.

Across all formats, SPAR provides online grocery services through store picked orders utilising the extensive store network for agility and speed of delivery.

Proximity retailing, a strength of SPAR, has been a key growth channel, with sustained solid compound sales growth prior to the COVID-19 pandemic accelerating further in 2020.

In addition, a growing preference for shopping locally and within the community has provided a substantial boost for our SPAR Express Convenience and SPAR Proximity stores, outperforming all formats with a growth of 13.9%.

In many areas, lockdown measures have also led to a rise in planned top-up shopping, with shoppers turning to convenience stores for primary and planned top-up grocery trips. During the pandemic, locally run SPAR stores played a much broader role as community hubs, building positive trust and loyalty in the SPAR Brand and our offer.

SPAR Denmark is showcasing the best in inner-city retailing with its new 625m² supermarket on the St. Kongensgade, a well-known historic street in central Copenhagen. The new store brings an expanded range of to-go, healthier choices, and local products to this vibrant area of the city. The range instore has an international character and features a SPAR Natural section focusing on health and sustainable food choices. First developed by SPAR International in 2017, SPAR Natural perfectly meets the ever-growing consumer demand for healthier and more sustainable food choices.

Showcasing best-in-class experiential food retailing, SPAR Spain's Puerto Rico Supermarket in Gran Canaria has won 2020's highly coveted EuroShop RetailDesign Award for most compelling store concept. Reflecting the entrepreneurial spirit of SPAR retailers worldwide, SPAR Puerto Rico offers several specialist departments, including a cheese room, wine cellar, and beer hall in a retail space of over 1,600m².

In Modugno, Southern Italy, a new 3,000m² INTERSPAR Hypermarket features a focus on regionality, fresh and food expertise with speciality departments and an integrated SPAR Natural section making this compact fresh hypermarket a model store for future expansion and roll-out. The concept has been rolled out successfully in southern Italy in stores that previously operated as Auchan and have been converted during 2020 to INTERSPAR. Developed in partnership with SPAR International, the new store concept enhances the shopping experience by offering a wide variety of assortments along a well-designed and spacious shopping route, offering customers a vibrant shopping experience combined with freshness, value, and excellent customer service.



"By combining global best practice and pooled resources with local team members' unique skills and networks, SPAR stores thrive in their respective markets."



"The competitive advantages of the SPAR multi-format strategy and the critical role of independent retailing in societies and communities across the globe were clear throughout 2020."

EUROSPAR is the larger supermarket format with stores sized over 2500m². Outside of Europe, this format is called SUPERSPAR. With a high contribution of sales derived from fresh categories and offering wide range of groceries, both EUROSPAR and SUPERSPAR have performed exceptionally well during 2020.

EUROSPAR, in particular, has continued its dynamic growth in Russia, with the expansion of EUROSPAR to St. Petersburg and the Omsk regions. In central Moscow a new EUROSPAR Flagship store was opened to showcase the latest evolution of the format including extensive instore dining and food services. SPAR Kaliningrad launched the latest generation of EUROSPAR stores with design support from SPAR International which saw the brand extend its presence to the towns of to the towns of Vasilkovo, Bolshoye, and Maloye Isakovo. Overall, EUROSPAR grew in 2020 to represent 50% of the sales of all company owned stores in Russia.

SPAR continues to innovate in food service and food production areas in tune with growing consumer demand for fresh and convenient options.

In terms of instore food services, the versatile CENSA Coffee solution developed by SPAR International is rapidly being rolled out across the SPAR network, elevating the instore coffee

experience. The first CENSA café in Europe was launched in November 2020 in Moscow at the flagship EUROSPAR Supermarket, the anchor tenant in Smolenskaya Shopping. In addition, SPAR Saudi Arabia in December 2020 opened a SPAR Express store in Riyadh's Digital City, a mixed-use development with commercial, residential, and retail premises.

After taking a majority stake in the foodservice business The Tosti Club in October 2020, SPAR Netherlands is rapidly integrating this popular foodservice concept in SPAR stores across the country. As a result, a growing number of customers can enjoy a freshly made premium toasted sandwich from The Tosti Club or a ready-to-eat salad.

To make it easier for customers to access the vast range of healthier options, SPAR has developed further the SPAR Natural concept to include zero packaging natural dispensers for loose goods such as nuts, rice, grains, and pulses. Under the SPAR Natural brand, the bulk dispensers offer customers control over the exact quantity they wish to purchase. Thanks to the packaging-free dispensing system, this actively supports SPAR goals in reducing packaging waste.



DIGITAL SOLUTIONS

Since the start of the COVID-19 pandemic, retailers across the SPAR network have reacted quickly to ensure stores remain safe spaces for shoppers and store team members. Although instore digital technologies have been on the rise for several years, they play an increasingly important role in maintaining a safe and comfortable shopping environment in line with social distancing guidelines.

7.45 MILLION M² OF RETAIL SALES AREA WORLDWIDE

E-commerce capabilities scaled up during the pandemic, leveraging SPAR's international physical presence to expand its online grocery presence to 30 countries. As a result, SPAR is well placed for future expansion in this flourishing channel, combining growth in online demand with its strength in proximity and neighbourhood food retailing. The roll-out and expansion of global online capabilities complement SPAR's strong local network of stores, providing an increased capacity for agile and responsive on-demand online grocery retail.

In China, customers living within a 3km radius of major SPAR Shandong stores can have their fresh groceries delivered within 30 minutes from ordering. These stores include a suspension shelving and distributing system to facilitate digital ordering, meaning each order can be picked and packed instore within 5 minutes.

SUSTAINABILITY

Sustainability and energy efficiency are essential considerations in designing and developing new SPAR stores and refurbishing existing stores. Based on network-wide best practice, SPAR continuously improves its store developments and operations to reduce CO₂ emissions and energy consumption.

SPAR Austria has invested heavily in sustainable energy supply for its stores. After successfully installing solar power systems on 100 SPAR stores during 2020, the company is set to roll out the system in additional stores nationwide. SPAR Austria already uses electricity generated from 100% renewable sources.

SPAR Norway has been investigating opportunities to reduce CO₂ emissions and energy consumption. Realising its existing refrigeration system was not designed for Norway's specific operating conditions, SPAR Norway set to create one that was. The new refrigeration system is projected to decrease energy use by 58%. With this new, smaller solution, SPAR estimates it can lower its energy usage by 200,000kWh a year, which will help it save more than €15,000 per store.

MULTI-FACETED STORE SUSTAINABILITY STRATEGY

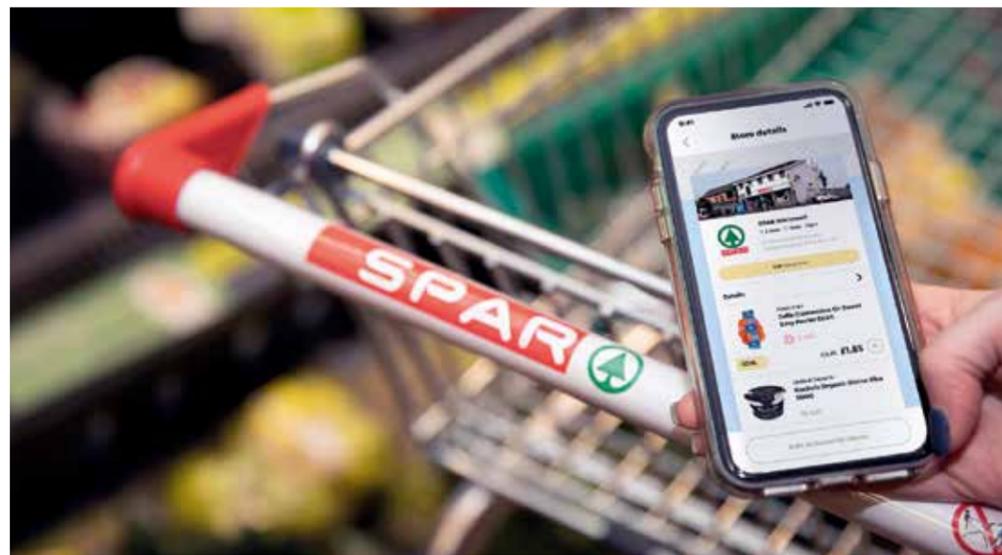
SPAR Norway offers a strong example of the multi-faceted approach SPAR countries employ to enhance instore sustainability.

Opened in 2019 in a suburb of Oslo, SPAR Snarøya store is SPAR Norway's first entirely eco-friendly store. A strong focus on using environmentally friendly construction techniques and materials dramatically reduces both the energy consumption and the building's carbon footprint. The 800m² SPAR Supermarket has been constructed with sustainable wood walls and ceiling and a triple glazed glass façade. In addition, 75m² of solar panels on the facade generate over 7,000-kilowatt-hour of electricity per year, which in turn power the LED lights throughout the store. Excess heat generated from the refrigeration is used to warm the store, and a grass-covered roof insulated the building and also captures CO₂ from the atmosphere.

The result of this innovative and forward-thinking store is that it cuts CO₂ emissions by 60%.



RESPONSIBLE RETAILING



DIGITAL & DATA

At SPAR, our customers are at the centre of everything we do. SPAR internationally is continuously exploring new technologies that can enhance customer experience and service while minimising our environmental impact. A key priority for the digital transformation of our retail stores has been widespread and large-scale investment in the roll-out of electronic shelf edge labels and digital signage. Introducing self-checkout, mobile scan-and-go, and technologies aimed at reducing our environmental impact is also a priority.

During 2020, the pandemic accelerated retail technology trends, prioritising low-touch retail solutions and quickening the adoption of online grocery retail solutions. The SPAR international network enables us to share insights, knowledge, and best practice in all digital and technology developments, thus fast-tracking tried and tested solutions across the markets in which we operate. Combined with ongoing investment in technological advancements, this collaborative approach has enabled SPAR countries to effectively meet fast evolving customer needs with speed and agility.

GROWTH IN E-COMMERCE

Over 20 years ago, SPAR introduced its very first e-commerce solution – SPAR Weinwelt.at online store, operated by SPAR Austria. Twenty years ago, this pioneering online retail proposition

already integrated instore wine scanners with an online range supported by a curated digital wine magazine.

SPAR e-commerce operations have scaled up continuously and rolled out internationally across Europe, Africa, and Asia. The last year has been pivotal in creating acceptance of online grocery by our customers and the subsequent penetration has brought forward our investment and expansion plans in this strategically important area.

As communities entered lockdowns, the number of SPAR countries offering e-commerce solutions doubled during 2020. Online ordering was set up at record speed in Portugal, Malta, Saudi Arabia, Oman, and Albania, to mention just a few. Using innovative approaches tailored to local markets, SPAR countries including Sri Lanka and Nigeria launched solutions such as WhatsApp orders and delivery services within mere days and have continued to evolve these at pace to a full online store proposition.

This speed in the adoption of e-commerce operations has been maintained. Beyond the weekly basket shop, a growing number of customers are turning to online grocery options for top-up deliveries. With extensive experience in e-commerce and a vast network of SPAR local stores, SPAR retailers in the Netherlands, China, and beyond have expanded their services to facilitate rapid deliveries.

BOOSTING CUSTOMER EXPERIENCE

Since the start of the pandemic, retailers across the SPAR network have reacted quickly to ensure stores remain safe spaces for shoppers and team members. Beyond facilitating instore ease and efficiency, digital technologies play an increasingly important role in maintaining a safe and comfortable shopping environment in line with social distancing guidelines.

Self-checkout machines are readily available across the SPAR network, helping customers save time and facilitating a low-touch retail experience. Alongside self-checkout, SPAR retailers have expanded scan-and-pay solutions for customers using handheld scanners or mobile phones.

SPAR operators have also embraced the move to digital payments. Multiple mobile payment options, such as WeChat Pay and AliPay, are now standard in all SPAR China stores. In certain SPAR Netherlands stores, customers can use a ‘Skip The Line’ app. Customers can choose the items they need, scan the QR code to pay, and exit without queueing.

Technology is also helping to protect instore health and wellbeing. Before even leaving the house, mobile apps can help customers plan their shopping trip in accordance with social distancing rules. SPAR Spain regional operator Lider Aliment launched an app in April that monitors how busy its SPAR Supermarkets are, giving customers real-time data on customer occupancy.

Infrared cameras have also helped SPAR retailers safeguard instore health and safety. In countries such as Qatar, Oman, and China, handheld or stationary thermographic cameras installed at the entrance of stores perform body temperature checks to help prevent the spread of COVID-19.

Insights from data and the integration thereof with state-of-the-art mobile applications enable us to enhance the shopping experience by providing information to customers, maximising product availability, and minimising food waste.

INTERNATIONAL DATA ANALYSIS AND INSIGHTS

The scale of SPAR’s ability to gain insight into shopper data has continued to grow, with more than 14.5 million transactions a day in 48 countries worldwide.

Well-established SPAR loyalty programmes contribute a wealth of data and insights into shopper behaviour, helping us to continuously improve our offer and response across both physical and online stores. A key milestone SPAR International data project commenced in 2019 and has started to yield impressive results in the consolidation and harmonisation of data through advanced Trifacta data wrangling technology.

Analysis of data on shopper buying behaviour at the start of lockdowns in China and Italy, in particular, enabled SPAR operators in other countries to work with suppliers and maximise product availability for customers when it was most needed.

The benefits of such advanced technologies run throughout our business, with SPAR countries investing in retail ordering and stock management software. In Ireland, SPAR has developed a ‘ShopLink’ app that combines data on sales, stock levels, and supplier availability with external data sources on weather, local shopping trends, and social media indicators. The application can suggest order recommendations by combining these data sources, maximising customer on-shelf availability, minimising loss, markdown, and waste.

DIGITAL APPROACH TO SUSTAINABILITY

Driving down waste through the end-to-end supply chain is a global focus across SPAR markets. The goal is to minimise food waste, sell-through and clear stock before these products run the risk of going to waste. In Saudi Arabia, the SPAR central range management, stock forecasting, and demand planning systems have been updated to an industry leading grocery platform. This innovative platform helps to refine the stock-flow to stores, meet customer demand, and avoid products going to waste.

In Norway, SPAR developed the NGFlyt app, which optimises ordering suggestions and provides a visual indicator of the shelf. Using computer vision, this technology highlights where products are likely to be wasted and prompt sell-through actions.

A global agreement with technology company Gander is set to reduce food waste further. Gander’s automated mobile platform, integrated with the retail point of sale, gives customers real-time visibility of close-to-expiry date, discounted food products in their SPAR app, SPAR website or a dedicated app.

Additionally, SPAR’s global partnership with social impact company Too Good To Go will play a key role in reducing food waste, particularly for fresh foods and short shelf-life items. The international partnership reduces food waste by allowing shoppers to order food from SPAR Supermarkets at a reduced cost that would otherwise be wasted. Spanning 12 markets, this global partnership led to a saving of over 625,000 meals within the first four months.

RESPONSIBLE RETAILING





BUYING

OWN BRAND EXPANSION

Internationally, SPAR has continued to expand its own brand product mix ranging from premium to value during 2020, thereby supporting SPAR Partners in offering customers the best possible product assortment.

Strong drivers behind SPAR Own Brand development are growing demands for healthier and more sustainable product options. SPAR fulfils these needs by focusing on reducing sugar, salt, and saturated fats while prioritising sustainable sourcing practices and environmentally friendly packaging.

The fast-growing SPAR Natural range meets growing demand for healthier, more sustainable food options and solutions for food intolerances. With ongoing range extensions and further international expansion, this organic SPAR Own Brand range continues to go from strength to strength since its launch in 2017.

In terms of sustainability, product reformulation has significantly reduced the use of less desirable ingredients such as palm oil. Plastic and packaging reduction remains one of the main pillars to reduce our environmental impact.

Combining innovation in healthy products and sustainability, SPAR has introduced branded bulk dispensers offering loose goods from the SPAR Natural range in a packaging-free system. In collaboration with preferred supplier HL Display, these instore bulk dispensers allow customers to purchase the exact quantity they need.

During these changing times, value is increasingly top of mind for consumers, with many being more price conscious. In response to the growing demand for high-quality value groceries, SPAR International is expanding its offering with more than 175 value products across several categories under the SPAR No. 1 Value Range.

BUYING BETTER TOGETHER

The SPAR Global Buying Alliance supports SPAR country organisations in growing their product volumes, strengthening bonds with suppliers, and gaining faster access to popular products.

“ SPAR's international 'Buying Better Together' strategy harnesses our significant economies of scale to build product ranges, provide competitive prices, and continuously improve product quality. ”

Continued category cooperation is resulting in SPAR Partners acting together to identify and explore opportunities for collaboration in new product development. Ongoing cooperation is also boosting exchange and coordinated tenders to improve the conditions for local and international products. This approach has proven

very successful with high levels of SPAR country commitment and fast-tracked new product development.

Further collaboration on fresh categories in 2020 has led to an expansion of sourcing initiatives and cooperation with major fresh companies within the SPAR Global Buying Alliance.

SPAR International own brand products are increasingly receiving industry recognition at an international level. In 2020, two SPAR International products were awarded the Private Label Manufacturers Association (PLMA) Salute to Excellence Awards (SPAR Natural Organic Biodegradable Coffee Capsules Espresso capsules and SPAR Quinoa & Chia Rice Tubes).

The SPAR International Wine Collection has been launched at SPAR stores in China and Russia. The full SPAR International Wine Collection comprises wines from more than 20 different producers, suppliers, and wholesalers – working in partnership to make some of the world's best wines available exclusively to SPAR. The wine collection highlights the advantages of combining local expertise in sourcing with international expertise in logistics to enhance SPAR's global retail offer.

As COVID-19 started to impact a growing number of countries, measures to contain the spread of the pandemic caused changes in consumer demand and challenges to supply chains. Throughout the different phases of the pandemic, the SPAR national buying teams capitalised on the strong supplier network to source the goods needed for SPAR retailers to continue serving their communities with a full grocery assortment.

FMCG AND CHALLENGER BRANDS

SPAR International has continued building strategic relations with FMCG Brand manufacturers through two distinct programmes: the Top 50 FMCG programme, to accelerate category growth, and the Challenger Brand programme, to support proven category disruptors.

SPAR's collaboration with its brand manufacturers was recognised with a top five position in the Advantage international collaboration study of Global Retailers, which is performed every year in the industry. SPAR International is recognised for its forward-thinking approach to collaboration and for building effective Category development and Supply Chain programmes.

Challenger Brands challenge established large FMCG brands, changing the marketplace's status quo. These brands are typically local heroes with a proven track record of success in one or more markets. SPAR International identifies and champions these challengers, thereby providing SPAR countries with the opportunity to create differentiation and increase their instore offering.

With a presence in 48 countries, SPAR is an attractive partner for Challenger Brands. By introducing these highly innovative brands to SPAR markets and our logistical network, SPAR International supports relative newcomers in gaining access to new regions, facilitating their growth outside their home markets.

The brands and companies involved in the SPAR International Challenger Brand programme stand out for their clear mission statement and purpose and often take an innovative approach to new product development and marketing. Close collaboration with Challenger Brands such as Naturli and LiveKindly supports SPAR in meeting evolving customer demands in the areas of plant-based and organic.

Recent success stories include the introduction of brands such as Tony's Chocolonely and Oatly to new markets.

SPAR International has organised the design and implementation of both these programmes via its Commercial Leadership Team comprising eight partnering countries representing 46% of global turnover. Continual progress and strategic partnerships are proposed and decided, benefitting the wider international SPAR network.

SUSTAINABLE CHOICES FOR CUSTOMERS

SPAR International has made it easier for retailers and consumers to act sustainably through a comprehensive range of SPAR Eco products.

The SPAR Eco Home Care line includes seven SKUs that ensure effective and thorough cleaning without harmful or toxic ingredients. All products in the range are made with plant-based, readily biodegradable ingredients and are certified with the EU Ecolabel. The SPAR Eco Disposables line includes eight SKUs made from sustainable materials, including paper, CPLA, and bagasse. The biodegradable tableware is perfect for outdoor activities, such as picnics and barbecues.

The complete collection of SPAR Eco products supports our commitment to environmental sustainability while reducing the negative environmental impacts of production and waste.

RESPONSIBLE RETAILING





PROCUREMENT

Over **15 MILLION FACEMASKS** SOURCED GLOBALLY, ENABLING SPAR RETAILERS TO BE PROACTIVE IN SAFEGUARDING THE INSTORE HEALTH AND SAFETY OF CUSTOMERS AND COLLEAGUES.

The coordination of procurement, purchasing, and engagement activities has a direct and positive impact on the performance of SPAR internationally. This collaborative approach has never been more relevant than when the pandemic began to accelerate across the globe.

SPAR's international focus on non-resaleable equipment drives real cost reductions through the bundling of volumes and the coordination of purchasing. The approach to procurement centres on collective buying initiatives, whereby the brand's scale is leveraged to deliver savings on the net pricing of equipment. This is achieved through collective buying initiatives or rebate-based agreements with a portfolio of SPAR International Preferred Suppliers.

At the start of 2020, as COVID-19 was spreading, SPAR reviewed the planned tenders for the year, revisiting key supplier agreements and extending terms to enable SPAR countries to focus on their operational priorities.

As the year developed, SPAR executed collective buying initiatives in the areas of store equipment and supply chain, including roll cages. On every project, a coalition is formed between multiple SPAR countries with a substantial volume contribution to the total requirement.

By analysing the current buying processes and actively identifying the interests, challenges, and restrictions, the coalition decides on the best purchasing approach.

Serviced through local relationships, an improved commercial proposition in price and the freedom to maintain local specifications have been extremely important factors. Whilst ensuring these conditions for SPAR country participation are met, an average saving of 18% was realised across key projects – showing the benefits of procuring better together.

As the scale of the pandemic grew, the SPAR network's global reach proved pivotal in the procurement of essential materials and goods. Anticipating a surge in demand for PPE, SPAR procurement teams connected with colleagues in SPAR China who worked directly with local factories to secure some of the first non-governmental shipments of PPE into Europe.

Working with factories, freight agents, freight forwarders, customs agents and airlines, SPAR International teams sourced over 15 million facemasks, enabling SPAR retailers to be proactive in safeguarding the instore health and safety of customers and colleagues.

PREFERRED SUPPLIER PROGRAMME

As part of SPAR International's successful Preferred Supplier Programme, a carefully selected set of suppliers has obtained a special status for closer cooperation with SPAR worldwide.

The international Preferred Supplier Programme coordinates the support for SPAR Partners, ensuring the latest products, services, and equipment are available for use in warehouses and stores to serve our customers across the globe. Current preferred suppliers offer the best in refrigeration, shopfitting, lighting, vehicles, customer insights, and data analysis products, among other aspects.

SPAR's approach to procurement exemplifies the Better Together strategy, giving SPAR Partners access to the latest buying opportunities while providing preferred suppliers access to, and knowledge of, global market developments. This approach enables both parties to optimise business development opportunities. Through the programme, networks are created that allow suppliers and partners to exchange opportunities, challenges, and potential solutions.

"Exploring business development opportunities between SPAR operators and suppliers is the foundation of SPAR's Better Together procurement strategy."

Suppliers that join the Preferred Supplier Programme are generally active in manufacturing store or supply chain equipment. When making these capital investments, SPAR organisations are not only focused on the direct purchase price but also on the operational efficiency delivered by the equipment. In most cases, maintenance,

operating, and energy costs as well as different financial models – such as lease or contract hire – must be taken into consideration. This requires a careful analysis of available options, wherein SPAR preferred suppliers play a strong role.



The addition of supplier accounts such as Scania in the supply chain portfolio and Rational to the food-to-go portfolio has shown far-reaching success within the SPAR network. These forward-thinking companies actively invest in creating awareness of the latest trends, technologies, and developments in their industry so that SPAR can be the best-in-class.

SUPPLIER ENGAGEMENT

The programme offers both partners and suppliers the opportunity to engage through events, to share information through platforms and ensure the support of SPAR International strategic projects and key account management.

At SPAR, we believe we are Better Together. The sharing of supplier knowledge, insights, and innovations, combined with global knowledge and expertise, has improved operational efficiency across SPAR. Particularly during these ever-changing times, SPAR's collaborative approach will be a key factor in providing our customers with the best offering in the most comfortable shopping environment.

ENHANCING OPERATIONAL EFFICIENCY

Bringing together preferred suppliers' expertise with insights from across the SPAR network is a real recipe for innovation and success. A key project in Northern Ireland exemplified this approach in designing a new stock trolley that helps in-store team members save time and effort.

SWL, a preferred supplier focusing on workforce management, first worked with the SPAR retail operations team in Northern Ireland to develop a store activity model. This model identified that the receipt of stock from the warehouse, delivery management, and shelf re-stocking together account for a large part of the store workload.

Preferred supplier for supply chain modelling, Incept, supported the team in identifying options to change the flow of products from the warehouse to the shelf.

Working with trolley manufacturer Wanzl, the team refined the design for the new stock trolley that improved in-store processes. Through a collaborative buying agreement, special pricing was then agreed to make the trolley available to all SPAR Partners at the bulk buying price.

RESPONSIBLE RETAILING



Never has the SPAR spirit of solidarity been more important to the communities in which we operate than in 2020. During the COVID-19 pandemic, shoppers looked to brands they could rely on in their time of need. In these uncertain times, SPAR retailers have been there when needed most, supporting the local communities we serve worldwide.

CELEBRATING TOGETHERNESS

For many SPAR customers, the annual festive days throughout 2020 were restricted due to lockdowns. As a result, celebrations often took place at home with just close family members or even alone. SPAR Partners prolonged opening hours during the Easter weekend to protect the wellbeing of customers and helped customers mark the occasion with easy-to-follow recipes, ideas to stay entertained, as well as charitable donations.

Christmas 2020 was also unlike any other. SPAR rallied around its local communities, making it the season of giving, particularly for those in need. SPAR Hungary launched the 24th Joy to Give campaign. SPAR Switzerland and SPAR South Africa held Make-a-Wish campaigns, whilst SPAR Italy Partner Maiora and SPAR Slovenia donated food to families in need. SPAR International developed the global 'Christmas of a million thank you's' campaign to celebrate relationships, togetherness, and community, which was successfully implemented across seven different markets.

BRAND BUILDING

Despite the challenges posed by the pandemic, the SPAR Brand expanded into Ghana in August. The development saw the conversion of several existing supermarkets in and around the capital city Accra, focusing on the neighbourhood store format. Ghana represents the 12th market to join the SPAR family in the last three years.

2020 also saw the launch of the first global SPAR mnemonic (sound) logo. Mnemonic logos are a great way of driving brand recall and customer loyalty.

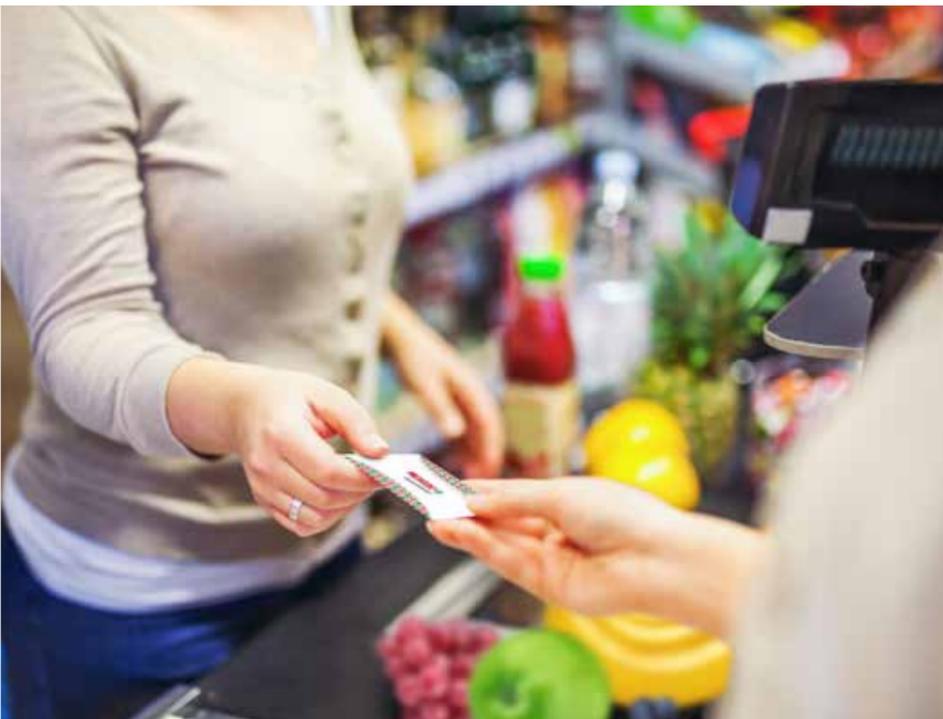
Entrepreneurship has always been a fundamental aspect of the SPAR Brand, and in 2020 SPAR countries continued their excellent work in promoting local entrepreneurship and start-up challenger brands. SPAR Hungary's Hungaricool programme, Start it up, Slovenia!, Start Up Croatia, and SPAR Austria's Young & Urban campaign all aim to support local start-ups while bringing innovative new products to store shelves. This is mirrored at an international level with the SPAR International Challenger Brand programme, which offers further international market access to fast-growing and aspiring brands.



BRAND

“ At SPAR, we are strong believers in the essential role of good quality products and relevant nutritional information in ensuring a balanced, healthy diet.”

SPAR Austria REMOVED 1,270 TONNES OF SUGAR FROM 300 SPAR OWN BRAND PRODUCTS



GROWTH IN DIGITAL TOUCHPOINTS

SPAR continues to embrace digital and mobile advancements worldwide, using digital technologies to enhance customer loyalty and brand recognition through improved customer interaction. As part of its ‘DESPAR Tribù’ app, DESPAR Aspiag communicates brand information relating to stores and loyalty points. SPAR Hungary also expanded its MySPAR mobile application to build loyalty and drive engagement with shoppers.

In Norway, Ireland, Belgium, and Switzerland, among other countries, SPAR is very effectively using digital screens instore to communicate important brand and safety messages to customers. DESPAR Centro Sud in Italy redesigned its website to offer customers new content and services with a smarter navigation setup. Its user-friendly environment provides a customer-centric experience to better meet shopper needs, in line with the latest trends.

NUTRITION FOCUS

As a responsible retailer, SPAR is committed to offering customers healthy options. Given the current climate, it has become even more critical to be at the forefront of this progression. Nutritious foods, protein alternatives, reduction initiatives, and exercise plans are prominent features of many SPAR countries’ ongoing brand plans.



SPAR Scotland runs a regular Healthy Living week programme, whilst SPAR Ireland has joined forces with the Football Association of Ireland to encourage children to adopt healthy eating habits. DESPAR Veggie, SPAR Italy’s own brand line of alternatives to animal-based products, now carries the V-Label – helping consumers identify 100% vegetarian products.

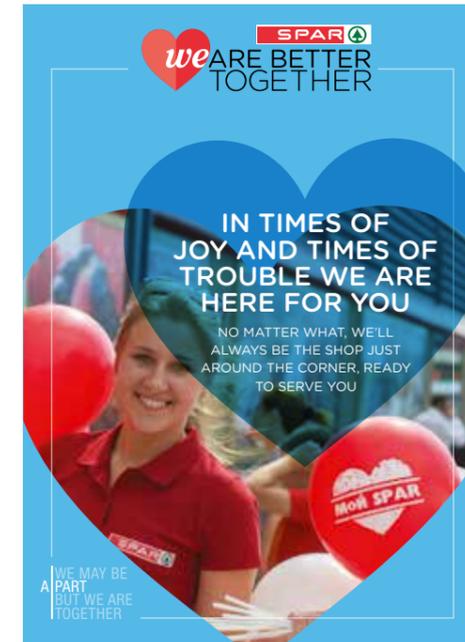
SPAR Austria’s sugar reduction initiative, launched in 2019, has removed a total of 1,700 tonnes of sugar across 300 SPAR Own Brand products. SPAR Croatia has successfully reduced the amount of salt in its freshly baked bread by 1.4%, in line with the WHO’s dietary recommendations.

FINDING CONNECTION

As a result of COVID-19, many people had to adjust their usual routines by working from home, socially distancing, and home-schooling their children. Beyond providing the high-quality products customers are used to and promoting healthy lifestyles instore, SPAR countries worldwide used their social media channels to support and inspire customers in maintaining a healthy body and mind.

The majority of SPAR markets are communicating the benefits of certain products and healthy food preparation alternatives to help communities and customers eat nutritious and balanced diets. SPAR Hungary, for example, shared online a comprehensive overview of which nutrients can be found in different fruits and vegetables. SPAR Ireland and SPAR Australia shared healthy meal ideas in line with the SPAR Better Choices guidelines.

With access to sporting facilities in many countries restricted, measures to contain COVID-19 have forced a re-think of how we can stay active. Utilising its Casa Di Vita Facebook page, SPAR Italy invited physical trainers to create online exercises via video – an excellent way to promote activity and a way for families to have fun together. SPAR Austria also shared at-home

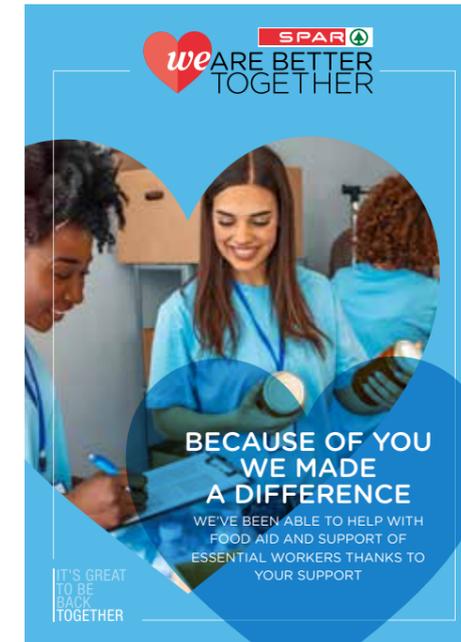


exercise videos on its social media channels, featuring the hashtag #fitathome. Beyond encouraging physical activity, SPAR India also shared actionable tips on ergonomics and maintaining good posture while working from home.

ADAPTING SPONSORSHIP STRATEGIES

In response to the cancellation of major sporting events, many SPAR countries adapted their sponsorship strategies in 2020 by integrating them into their social media accounts. Throughout the year, SPAR successfully created innovative virtual events, allowing people to participate in interactive activities in accordance with national and local safety measures.

SPAR South Africa adapted the SPAR Women’s Challenge annual series to an online environment, ensuring more participants could participate in this iconic road running event. The online SPAR



Women’s Virtual Challenge, which was launched in July, sold out its 30,000 tickets well in advance of the event in September 2020. As a virtual event, there were no geographic boundaries to the race. Women across the country and abroad could choose a suitable route and distance to walk or run, sharing their experiences on social media.

The SPAR Lancashire School Games took the initiative to encourage young pupils to keep fit using their creative online challenges. This format provided young people and their families opportunities to get active through a sequence of accessible sporting options.

In Scotland, SPAR launched the SPAR Footie challenge in June, working with the Scottish Football Association to design exciting interactive football material with Scottish national team striker Lana Clelland.

BETTER TOGETHER DURING COVID-19

In March 2020, much of the world went into lockdown in a bid to slow the spread of COVID-19. This resulted in an immediate change to our daily operations and communications with shoppers. While initial communications focused on delivering important health and sanitisation messages, soon messaging around value and community became equally important – highlighting the importance of solidarity and togetherness.

SPAR International set up a centralised COVID-19 response resource centre to disseminate critical information and actionable toolkits, drawing from the learnings across the SPAR network in responding to the outbreak. Commencing initially with the experiences from SPAR in China and Italy, this resource centre was continuously expanded to provide practical support to the SPAR emergency response teams worldwide.

In addition, the global ‘We are Better Together’ campaign was implemented in SPAR countries across the globe during the peak of the lockdown period. It provided a platform to reinforce SPAR’s community credentials and remind everybody that while we may be apart, we are together.



Across the SPAR retail and wholesale operations worldwide, our end-to-end supply chains are key to our success. Throughout 2020, SPAR countries have continued to invest in our warehouse estate, transport operations, and the flow of goods from supplier to customer.

SUPPLY CHAIN

The resilience of our operations was put to the test at the start of the year when the COVID-19 pandemic moved rapidly across the globe. Through the sharing of insights and data, SPAR operators were able to quickly prepare warehouses and transport operations to protect colleagues and continue meeting customer needs.

SPAR countries have continued to invest strongly in the supply chain across all regions. In Udine, Western Italy, SPAR initiated a significant warehouse refurbishment and extension. SPAR Hungary increased its chilled capacity in Bicske and Úllő, improving throughput and process efficiency. In China, SPAR opened a new chilled warehouse and production centre in Yantai, in addition to new regional warehouses in Jinan and Hebei.

Continuing SPAR's supply chain expansion in Saudi Arabia, 2020 saw significant investment in a new chilled distribution centre. Additionally, the

central stock management, demand planning, and warehouse management systems were updated. These upgrades significantly improve time efficiency and reduce stock levels whilst improving delivery fulfilment to customers.

Operational efficiency is a key element in maintaining supply chain resilience and keeping costs low. Across multiple countries, colleagues have reviewed activities by focusing on time spent, repetition, and costs to identify areas for improvement. These efforts have removed significant costs from our end-to-end operations through to the shelf in store.

In the United Kingdom, SPAR has adopted stock trolleys that simplify back-of-house activities at our stores, reducing costs and improving customer service. This innovation is now being rolled out in other countries. In Yantai, China, low-level autonomous robots are being used in goods-to-person operations, reducing walking time in slow-moving product picking by over 60%.

SUSTAINABILITY FOCUS

During a challenging year, environmental sustainability has remained a key focus throughout all our operations. The use of renewable energy sources continues to expand. In South Africa, for example, rooftop solar panels power lighting and refrigeration systems in all of our warehouses. In Austria, SPAR has installed a solar power system on the roofs of 100 stores since 2010, with plans to roll out the systems in additional stores nationwide.

Technological advancements are aiding SPAR in expanding our fleet of electricity-powered vehicles. The first heavy load trucks introduced in Switzerland complement those already in use in Norway and Austria. South Africa, Switzerland, and Ireland have also enhanced battery charging capabilities in warehouses by installing equipment from our preferred supplier, Fronius, making their system 30% more energy efficient.



" At SPAR, we are continuously looking to integrate sustainable solutions in our operations, with partners exploring ways to minimise CO₂ emissions, energy consumption, and waste."

During a visit to Northern Ireland, His Royal Highness, the Prince of Wales, visited SPAR UK Henderson Group. Accompanied on his warehouse visit by SPAR UK Chairman Martin Agnew, the Prince of Wales thanked key retail and wholesale workers for their hard work and dedication during the pandemic.

1 MILLION PIECES OF PPE DONATED TO FRONTLINE MARIE CURIE NURSES BY SPAR UK



SUPPLIER COLLABORATION

Suppliers play an important part in our end-to-end supply chain, working collaboratively on the smooth flow of products.

At the start of the pandemic, we worked closely with suppliers to understand customer buying patterns. Based on insights from China and Italy, SPAR has been able to optimise the stock availability and make optimal plans for delivery. In the United Kingdom, South Africa, and the Netherlands, among other countries, our transport teams arranged collections from suppliers at very short notice so that products could continue to move and be delivered to our customers.

In close collaboration with leading FMCG suppliers, projects on forecasting, demand planning, and transport optimisation were realised, increasing supplier collections, range velocity management, and reusable equipment. All these projects pave the way to reducing costs and sharing benefits.

SPAR supply chains operate as part of the wider industry. During the year, colleagues have worked closely with industry partners, thereby sharing knowledge, insights, and best practices to support the development of the wider industry.

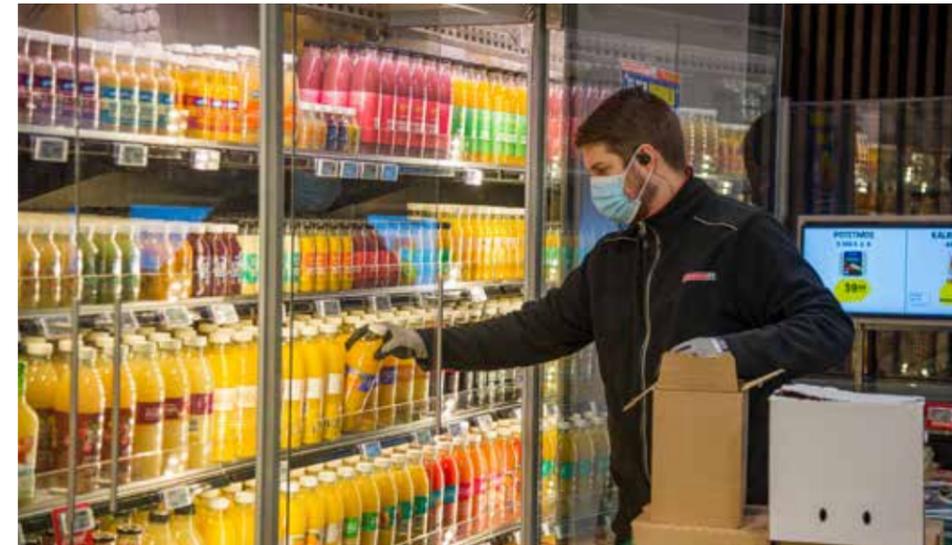


As an example, SPAR China hosted a national industry Chilled Chain Conference. SPAR colleagues and suppliers toured facilities and shared insights on enhancing the sector. At an international level, SPAR works closely with the Consumer Goods Forum on initiatives aimed at reducing packaging in the upstream supply chain, transport optimisation, and activity-based cost sharing insights. Through this ongoing collaboration, SPAR plays a pivotal, global role in supporting the development of these areas across our industry.

ESSENTIAL SUPPLIES

Our strong network and supply chains proved particularly valuable in the distribution of essential goods and protective equipment in 2020. SPAR countries have not only supported team members and customers by supplying the resources needed to protect their health and wellbeing in-store, but also supported various charities and social initiatives – often going above and beyond their usual roles.

In the United Kingdom, SPAR donated one million pieces of PPE to frontline Marie Curie Nurses, transporting these essential resources nationwide and enabling staff to pick it up from their local SPAR store.



TAKING SUSTAINABILITY ON THE ROAD

SPAR Ireland BWG Foods has become the first FMCG group in Ireland to launch a fleet of biogas powered vehicles as part of the implementation of its ambitious sustainability strategy. The SPAR operator also contributes food waste from their 22,300m² National Distribution Centre at Kildare to the biogas production site at Nurney, County Kildare, making this a circular solution.

The company has launched an initial fleet of two Heavy Goods Delivery Vehicles (HGVs) fuelled with biogas in place of traditional diesel fuel, with ambitions to further increase the use of biogas as part of its increasingly environmentally friendly fuel mix.

The vehicles are projected to deliver a 90% reduction in transport-related carbon emissions. The rigid 26-tonne biogas trucks are the most efficient transport vehicles across the sector and are also the quietest, meaning less noise pollution across towns and city centres.

RESPONSIBLE RETAILING





PEOPLE

As a global yet local retailer, our people are our greatest asset. During the challenges of 2020, SPAR colleagues along the full supply chain have been there when needed most and continue to play a pivotal role in meeting the needs of the local communities SPAR serves worldwide.

SUPPORTING OUR FRONTLINE HEROES

SPAR country organisations had to respond quickly to assist their retailers in navigating the challenges brought on by the global pandemic. SPAR International responded to the wider SPAR network by making available actionable manuals and toolkits that addressed the various challenges presented by COVID-19 and the global procurement of essential PPE. SPAR countries focused on initiatives that enabled their teams to continue serving their community whilst safeguarding the health and wellbeing of both our people and customers. These initiatives included strengthened health and safety procedures, PPE such as facemasks and protective screens, adjusted work schedules, and remote working options for roles that could be performed in such an environment.

The pandemic came with a rush on grocery supplies. As a result, there were peaks in demand for additional team members in food retail, while workforces became temporarily redundant in other areas. SPAR Partners supported their retailers in recruiting and training additional team members by managing applications through SPAR online recruitment platforms.

SPAR Switzerland partnered with other retail businesses to temporarily take on employees from non-food sectors. Other partners such as SPAR South Africa and SPAR UK James Hall used temporary workforce agencies to manage demand. These initiatives supported SPAR businesses and helped decrease unemployment numbers, again playing a vital role in the community.

SPAR team members work diligently to offer an excellent shopping experience to customers, which is recognised through various rewards and incentives such as bonuses and non-financial incentives such as management recognition letters.



GOING DIGITAL

In 2020, digitalisation took centre stage, changing the way team members work and collaborate. Due to social distancing demands, remote working and adjusted work patterns rapidly became essential. SPAR Partners have made great efforts to enable team members to work remotely in a healthy and sustainable way.

To gain insight into key HR Management and Training data, SPAR International initiated a global HR Key Metrics Survey, providing a benchmark for a HR framework of an employer of choice.

The pandemic has also affected the way team members communicate. With communication needing to be accessible, timely and clear, SPAR countries such as SPAR UK and SPAR Austria further developed their Communication Apps and platforms to facilitate these ever evolving needs.

Although travel remained curtailed during the year, the SPAR network continued to come together online to share strategic insights. SPAR International shifted all its international events to a virtual format. Successful events included the first virtual HR Conference in September 2020, which attracted record attendance numbers demonstrating the effectiveness of a new trend of working together remotely globally.

ONLINE TRAINING

Enthusiastic and knowledgeable employees are vital to maintaining smooth retail operations. Social distancing not only influenced internal communication methods but also impacted staff learning and development strategies.

As classroom training environments became less suitable, webinars and online courses and coaching became essential. These online tools offer our team members convenient training and development methods and contribute to our sustainability commitments by decreasing our carbon footprint since no travel is required.

Over 2,700,000 HOURS OF GLOBAL TRAINING

New online training platforms have flourished during 2020. SPAR UK AF Blakemore and SPAR Austria digitalised their team development programmes, while SPAR Saudi Arabia took a blended learning approach for their new Graduate Induction Programme. SPAR International expanded its training capabilities with a web-based Training Academy. This highly innovative platform builds on SPAR's existing training capabilities and offers ease of access and a wealth of online resources.

EMPLOYEE WELLBEING

The COVID-19 crisis has emphasised the importance of safeguarding our team members' physical and mental wellbeing. A clear strategy to support employee wellbeing has become increasingly important to retain the new generation of retail talent and to maintain a healthy workforce in challenging times.

SPAR countries understood and appreciated the impact of both social distancing and remote working on our people's health. They addressed this through initiatives such as regular wellbeing newsletters, nutrition advice, and medical support.

Partners such as SPAR Ireland, SPAR UK James Hall, and SPAR Hungary launched Wellbeing Apps that offered support in the areas of fitness, nutrition, and mental health. SPAR Nigeria supported its employees by providing free transportation to avoid the need for public transport with a potentially increased infection risk.

In 2020, our people worldwide showed remarkable resilience and passion in dealing with challenging conditions, and we applaud their dedication and perseverance.

RESPONSIBLE PEOPLE MANAGEMENT

In an ever-changing retail landscape, our people remain at the heart of our business. Our 410,000 SPAR team members worldwide interact with customers daily, providing a consistently high-quality shopping experience. This dedication has been widely acknowledged and applauded during 2020. SPAR Colleagues across the SPAR worldwide network have gained widespread recognition for their commitment and retail excellence.

One example is SPAR UK store manager Linda Carrington, who received a British Empire Medal (BEM) in The Queen's New Year Honours. Linda has been recognised for her exceptional services to the community during COVID-19. Throughout the pandemic, Linda has been a role model for store managers. She was an early adopter of social distancing and hand sanitation and led daily briefings for colleagues. Linda has also shown outstanding commitment to supporting vulnerable members of her local community.

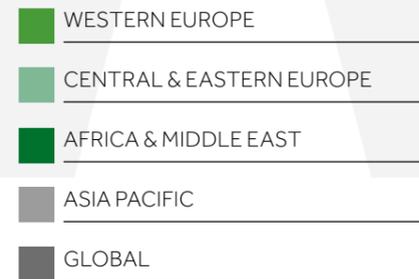


WORLDWIDE

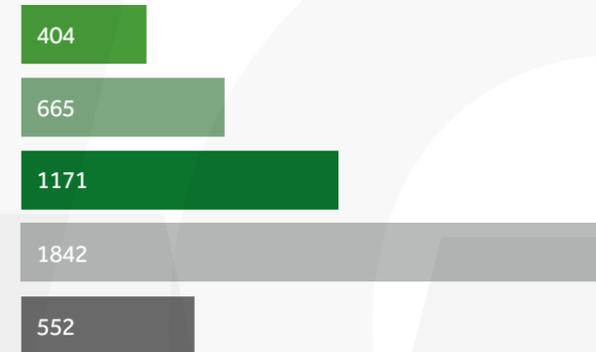
"2020 saw accelerated growth as a result of the dedication and focus of our highly committed SPAR colleagues across all parts of our global SPAR network."

Tobias Wasmuht, Managing Director, SPAR International

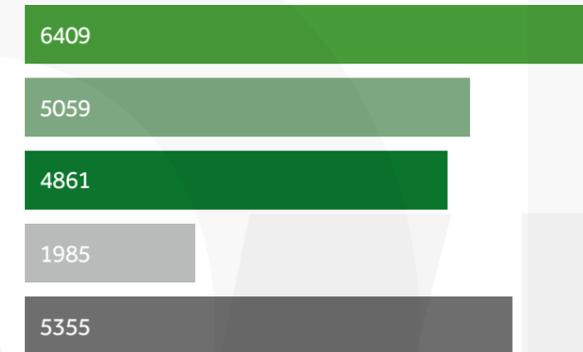
KEY / REGIONS



GLOBAL AVERAGE STORE SIZE M² ACROSS ALL 4 FORMATS PER REGION



GLOBAL AVERAGE RETURN PER M² ACROSS ALL 4 FORMATS PER REGION



KEY / FORMATS



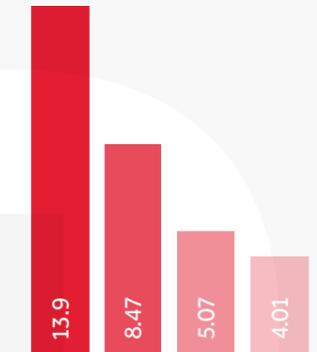
SPAR EXPRESS < 200M²
A DISTINCT RETAIL FORMAT RESPONDING TO THE CONVENIENCE NEEDS OF TODAY'S CONSUMER LIFESTYLES.

SPAR 200 – 1000M²
THE LOCAL SUPERMARKET OR NEIGHBOURHOOD STORE.

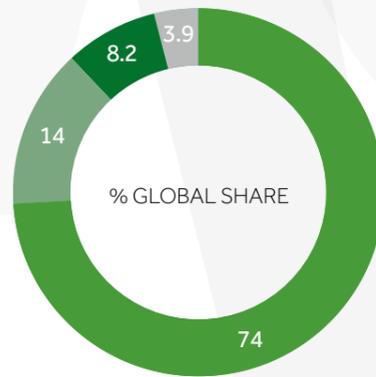
EUROSPAR / SUPERSPAR / SPAR SUPERMARKET 1000 – 2500M²
THE LARGE SUPERMARKET AIMED AT FULFILLING THE NEEDS OF WEEKLY FAMILY SHOPPING.

INTERSPAR / SPAR HYPERMARKET >2500M²
HYPERMARKET FORMAT WITH UP TO 50% OF THE SALES SURFACE IN NON-FOOD.

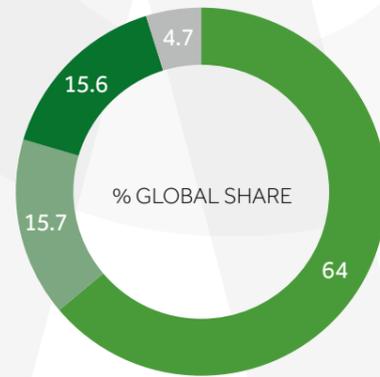
SALES GROWTH PER FORMAT %



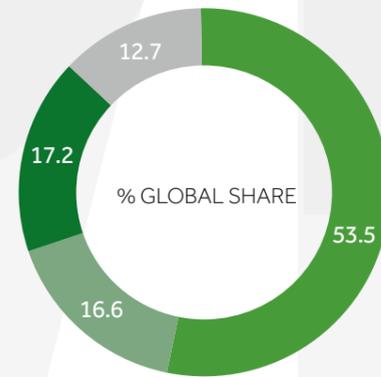
GLOBAL STORES PER REGION



GLOBAL SALES PER REGION



GLOBAL SQM SALES AREA PER REGION



SALES SHARE % ACROSS ALL 4 FORMATS PER REGION



77% WESTERN EUROPE
13% CENTRAL & EASTERN EUROPE
5% AFRICA & MIDDLE EAST
5% ASIA PACIFIC



46% WESTERN EUROPE
37% AFRICA & MIDDLE EAST
12% CENTRAL & EASTERN EUROPE
5% ASIA PACIFIC

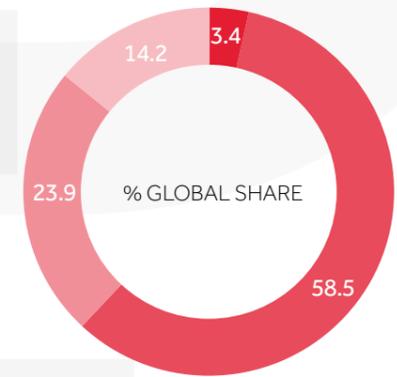


72% WESTERN EUROPE
15% CENTRAL & EASTERN EUROPE
11% AFRICA & MIDDLE EAST
2% ASIA PACIFIC



56% WESTERN EUROPE
27% CENTRAL & EASTERN EUROPE
16% ASIA PACIFIC
1% AFRICA & MIDDLE EAST

GLOBAL SALES PER FORMAT



WESTERN EUROPE

10,034 STORES €25.48 BILLION TOTAL SALES
12% SALES GROWTH USING CONSTANT ANNUAL
 AVERAGE EXCHANGE RATES



SPAR AUSTRIA

With sales of €8.3 billion and impressive growth of 16%, SPAR Austria became the market leader in the Austrian grocery trade during 2020, after being a market growth leader for over a decade. During 2020, SPAR gained 1.8% market share, increasing its total share to 34.6%.

In 2020, the total number of SPAR, EUROSPAR, and INTERSPAR stores in Austria grew from 1,498 to 1,519, reaching a total sales area of 1.2 million square metres. Independent SPAR retailers run 696 of these stores. SPAR Austria now has 50,000 team members, of which 2,635 are trainees.

Own brand lines, with a strong focus on healthy and organic products, continued to play a significant role in SPAR Austria's success, with sales of the organic range SPAR Natur*pur growing by 28%. SPAR Austria product ranges encompass over 3,000 organic products, including 1,100 SPAR Natur*pur products.

34.6% MARKET SHARE

From early 2017 to the end of 2020, SPAR Austria has reduced the sugar content in its own brand products by about 1,700 tonnes. A nationwide sugar reduction initiative, launched by SPAR Austria in April 2019, in collaboration with industry stakeholders and medical associations, gained growing consumer and industry support in 2020.

INTERSPAR celebrated its 50th anniversary in 2020 with the relaunch of five stores. Hypermarkets, both new and renovated, were reopened in Vienna-Alterlaa, Bregenz, Braunau, Pasching near Linz, and Lienz.

SPAR Austria's e-commerce sales grew significantly over the year. Orders placed via the various online platforms increased by 50%, while sales rose by 60%.

As part of the 'Young & Urban by SPAR' umbrella brand, around 400 innovative products from creative Austrian start-ups are offered exclusively at SPAR, EUROSPAR, and INTERSPAR stores.

RETAIL TURNOVER €8.3 BILLION

SPAR BELGIUM

SPAR Belgium achieved an exceptional growth rate of 15.7% to reach a total retail turnover of €1.2 billion during 2020. Two partners – Retail Partners Colruyt Group and Lambrechts – now operate 316 SPAR branded stores across the country.

SPAR retailers nationwide continued to invest in store modernisation, providing increased shopping convenience and improving sales, operational efficiency, and sustainability. Instore communications and digital media channels inform consumers about the range of services and the quality assortment on offer.

In 2020, Lambrechts renewed its convenience store concept based on international SPAR best practice. Retail Partners Colruyt Group innovated its retail operations in line with its strong sustainability programme.

With the COVID-19 pandemic causing a steep decline in national foodservice sales, SPAR Belgium took proactive action to support the Belgian agricultural sector, joining the SOS Patat initiative promoting frozen potato products and reduce food waste.



SALES INCREASE 15.7%



SPAR DENMARK

SPAR Denmark has implemented a robust expansion plan focused on opening new stores in the capital city and larger cities nationwide. The number of stores operating under the SPAR banner at year-end stood at 130, with the total retail sales amounting to €533.9 million.

SPAR retailers invested extensively in new interior designs and store concepts based on the flagship store SPAR Tegholmen in Copenhagen. The modernised stores focus on convenience and fresh foods and have implemented the SPAR Natural Own Brand shop-in-shop category solution. SPAR launched a 'Doorstep Delivery' service in Denmark, ensuring convenient and reliable grocery solutions for an expanded customer base.

SPAR Tegholmen and Store Manager Ronnie Rømer Borregaard were among the winners of the 2020 Danish Retail Awards in recognition of their innovative approach to retail.

In addition, SPAR Denmark has introduced responsible retailing initiatives to address food waste, instore plastic reduction, and customer education on how to act more eco-conscious. SPAR Denmark also sponsors the national Ren Natur (Clean Nature) waste collection tours.

RETAIL TURNOVER €533.9 MILLION

SPAR FRANCE

SPAR France performed strongly in 2020, generating a retail sales growth of 7.5%, totalling €1.1 billion. SPAR France opened a total of six new SPAR stores, bringing the total number of stores in the country to 877.



A significant milestone has been the opening of the first EUROSPAR Supermarket in France, with the new store located in Ajaccio, Corsica's main city. The new store has benefitted from best practice exchange within the international SPAR network, where the EUROSPAR format has proven increasingly successful.

Although many SPAR stores in French tourist areas were affected by lockdown measures, a growing number of SPAR independent retailers readily embraced SPAR France's solid e-commerce platform – allowing more customers to continue shopping locally and online.

In line with national legislation, SPAR France successfully implemented a range of measures to prevent food wastage. SPAR stores in France that are larger than 400m² have also signed partnerships with a charity of their choice to redistribute foodstuffs nearing their best before date.

SALES INCREASE 7.5%



SPAR GERMANY

SPAR Germany operates 441 SPAR Express convenience stores across the country. In 2020, these stores together generated retail sales of €178.6 million.

Located in high-traffic locations, the SPAR Express stores offer a convenience format with the same competitive prices as consumers would find in supermarkets.

Foodservice and food-to-go remain essential focus areas for the retailers operating the SPAR Express stores. As such, investment into expanded convenience solutions has continued in Germany. Several retailers in the country have implemented the SPAR Coffee concept instore, working with SPAR International to apply best practice and network learnings.

RETAIL TURNOVER €178.6 MILLION

WESTERN EUROPE

SPAR GREECE

The 75% decline in Greece's tourism impacted the retail turnover reported for the year, which was €52.4 million, a decline of 19.3% year-on-year. There were 32 SPAR stores operational across the country at the end of 2020, with a combined retail sales area of 15,832m².



In Greece, SPAR has been undergoing a restructuring to enable future growth and expansion, including developing a new distribution centre. Ongoing support for independent retailers is improving operational efficiency at the retail level, with continued expansion through sub-licensing of independent retailers to trade under the SPAR banner.

The upskilling of retail expertise and sourcing from small-scale local producers add value to SPAR's local communities. The internationally sourced range of SPAR Own Brand products, vital for the tourism industry, is complemented by the continuing expansion of locally sourced own brand products.

RETAIL TURNOVER €52.4 MILLION

SPAR IRELAND

SPAR Ireland saw a strong year-on-year sales growth of 10.4%, reporting retail turnover of €1.5 billion from 452 stores. The strength of SPAR Ireland's network ensured that shelves remained stocked and local stores allowed communities to safely access all they needed throughout the year, close to home.

SPAR has become the first FMCG group in Ireland to launch a fleet of biogas-powered vehicles as part of its ambitious sustainability strategy. SPAR Ireland's expansive sponsorship programme across soccer, athletics and home cooking moved online with a digital focus, garnering positive consumer engagement.



In Ireland, SPAR continued its proud tradition of supporting great community causes. Among these causes, SPAR's partnership with Make-A-Wish Ireland raised over €205,000 during 2020.

SALES INCREASE 10.4%



SPAR ITALY

SPAR Italy was adept at responding to the COVID-19 pandemic by committing to ensuring safe and continuous operations at SPAR stores, enjoying strong growth of 8.4% in 2020, with a total turnover of €3.9 billion. The multi-format retail strategy is operational nationwide, with 88 INTERSPAR Hypermarkets, 245 EUROSPAR Supermarkets, 947 SPAR Supermarkets, and 119 SPAR Express convenience stores. The total retail sales area is 808,325m².

In Italy, SPAR continued to reformulate its own brand ranges to improve its nutritional values and reduce its environmental footprint. SPAR operators in Italy continued to open new state-of-the-art SPAR stores and renovate existing ones to meet the latest SPAR retail standards, pursuing increased sustainability and lower energy usage.

Aspiag Service expanded and upgraded its Distribution Centres, supporting its retail store expansion into new areas. It also achieved the

new ISO 45001 certification for its business processes across all operations.

Maiora expanded the SPAR brand's footprint by opening innovative SPAR stores, including the eye-catching EUROSPAR and INTERSPAR stores jointly developed with SPAR International. It also supported a growing number of independent retailers who joined the SPAR brand.

Gruppo 3A converted their retail portfolio to the SPAR brand, operating also the DESPAR Express convenience store format.

Donations for health research were among the significant community support initiatives of SPAR in Italy. Aspiag Service helped reduce food waste by 1.1 million tonnes by donating unsold products to the Food Bank and other charity partners. Locally known as DESPAR, SPAR was crowned Retailer of the Year 2020-2021 in the supermarket category.

RETAIL TURNOVER €3.9 BILLION

SPAR CYPRUS

SPAR Cyprus achieved significant growth of 61% in 2020. The total retail turnover from its existing portfolio of three SPAR stores amounted to €11.4 million, generated from a retail footprint of 2,500m².

SPAR Cyprus continues to draw on international best practice in retail and marketing. The SPAR Cyprus website offers customers a host of helpful information, including video recipes to make cooking at home more enjoyable. SPAR Cyprus has an active social media presence, enabling rapid communication with both customers and business partners.

SALES INCREASE 61%

SPAR MALTA

In 2020, SPAR Malta saw total retail turnover grow by 111% year-on-year to €14.6 million in constant annual average exchange rates.

SPAR Malta prioritised customer convenience by launching an online shopping platform at rapid speed during the 2020 lockdown. Although the decline of tourism on the island has impacted retail stores, the brand's growing capabilities in online retailing have created an additional avenue for customers to shop conveniently and safely. Soon after launching in March, SPAR Malta expanded its online offer and increased delivery zones following growing demand.

SPAR Malta celebrated the opening of its fourth SPAR Supermarket in Bugibba, a tourist location in the municipality of St. Paul's Bay. The new supermarket has a modern look-and-feel and boasts an attractive fresh offer, complemented by a broad range of convenience products. This latest store brings the total retail surface to 3,500m².

SALES INCREASE 111%

SPAR NETHERLANDS

SPAR Netherlands enjoyed outstanding growth of 23.5%, bringing total turnover for the year to €828.6 million. Already operating on a strong e-commerce platform for several years, SPAR stores could quickly upscale online sales to help local customers shop from home.

In the Netherlands, SPAR retailers continued developing and opening new stores in strategic urban locations, growing the total retail sales area by 9.7% across 453 stores in a variety of formats, with neighbourhood and city centre stores performing particularly strongly. SPAR Express forecourt stores adapted their offering to meet their communities' needs during strict lockdown periods. Young entrepreneurs increasingly drive the brand's presence in city centres, embracing SPAR's voluntary trading concept.



In 2020, SPAR Netherlands acquired a majority stake in premium sandwich chain, The Tosti Club. This store-in-store concept continues to be rolled out in SPAR stores across the country. The company also unveiled the nation's first concept one-person shop. SPAR Netherlands was proud to sponsor the Urban Athletics Series and National Athletics Championships, held in a COVID-19 safe format.

SALES INCREASE 23.5%



SPAR NORWAY

SPAR Norway's 295 stores generated total retail sales of €1.7 billion, resulting in a year-on-year sales growth of 12.55%.

2020 has seen SPAR Norway open a range of supermarkets in highly strategic locations, including Lysaker Harbour and Momarken. SPAR Norway has emphasised the use of innovative technologies to create a convenient shopping environment.

The opening of a new EUROSPAR Supermarket in Tromsø, Northern Norway, uses cutting-edge digital technology with price tags and screens integrated into the decor both instore and on the façade. Customers can use a handheld device called Zebra to scan these price tags and screens, boosting customer experience. The software used here is fully integrated into SPAR Norway's back-office systems.

RETAIL TURNOVER €1.7 BILLION



SPAR PORTUGAL

With 140 SPAR Supermarkets covering 34,760m², SPAR Portugal reported annual retail sales of €112.5 million.

From the start of the pandemic, SPAR Portugal focused on instore safety during limited opening hours. To ensure all customers continued to have easy access to groceries, SPAR Portugal managed to successfully launch their e-commerce solution within just one week. The online platform features a wide range of products and delivers to the nation's main cities, including Lumiar, Cascais, and Estoril.

Digital solutions at the retail level detailing sales have enabled SPAR Portugal to respond rapidly to changes in shopping behaviour. SPAR Portugal widely uses social media to increase brand awareness and visibility. With their #SparCadaVez+PertoDeSi hashtag (SPAR every time nearer to you) and their motto 'seu vizinho preferido' (your preferred neighbour), SPAR retailers highlighted their community spirit. SPAR Portugal continued to offer customers everyday low prices and fortnightly promotion booklets with a mix of food, non-food, and pet food.

RETAIL TURNOVER €112.5 MILLION

WESTERN EUROPE



SPAR SPAIN

The 13 regional partners of SPAR Spain achieved a turnover of €1.7 billion, showing an exceptional growth of 7.22% compared to the previous year. SPAR Spain opened 29 new stores, bringing the total retail sales area to 515,568m² across 1,255 stores, a growth of 2.37% from last year's figure.

From the beginning of the pandemic, the focus was on store safety and accessibility to navigate the country's hard lockdowns. Neighbourhood and proximity stores were fitted with protected checkouts, social distancing guidelines, and strengthened disinfection routines in both wholesale and retail operations.

In response to the decline in tourism, SPAR actively supported local farmers by marketing surpluses that traditionally would have gone to the foodservice sector.

SPAR Spain continued opening and refurbishing stores to offer an even higher service level, always keeping in mind instore sustainability. The company continued its responsible retailing activities, focusing on providing nutritional guidance and donations of basic goods to local charity organisations.

RETAIL TURNOVER €1.7 BILLION

SPAR SWITZERLAND

SPAR Switzerland achieved combined retail sales of €554 million from 192 stores with a total retail sales area of 70.508m². Total sales grew by 12.5% in constant currency values, reflecting a strong consumer preference for community-based stores and convenience over large hypermarkets.

In 2020, SPAR Switzerland added a fully electric vehicle to its distribution fleet, helping it to reduce pollutant emissions and heavy traffic. Further expansion is set with a new agreement to take over 60 forecourt stores from Avia, building on the existing 16 successful SPAR Express forecourt stores.



SPAR Switzerland continued its long-standing support of the Swiss Handball Association and the SPAR Premium League (SPL), the premier women's handball league in Switzerland.

SALES INCREASE 12.5%



SPAR UNITED KINGDOM

SPAR UK saw year-on-year growth in sales of 11.82%, with a total retail turnover of €3.7 billion reported from 2,530 stores for the year.

Throughout the pandemic, all five SPAR UK wholesalers delivered excellent service to stores while providing considerable support to their retail members. SPAR supported multiple charities to ensure everyone had access to food and essentials and the ability to shop in a safe environment.

Despite the pandemic, several independent retailers joined the SPAR family during 2020, and over 300 new store openings and refurbishments took place during the year.

SPAR UK stores were recognised with 44 industry award wins. SPAR UK launched over 100 new own brand lines in 2020. The range won a total of 75 awards for quality, including the respected BBC Good Food Christmas Taste Award for SPAR Luxury Mince Pies.

SPAR joined the UK Plastics Pact, a wider global movement that aims to reduce plastic waste collaboratively. SPAR UK has achieved huge success in removing virgin plastic from 53 own brand products and preventing black plastic from going into the landfill. SPAR UK signed up to BRC Climate Action Roadmap Ambition – Net Zero emissions by 2040 and rolled out the Too Good To Go app to stores. HRH The Prince of Wales visited Henderson Group and thanked key retail and wholesale workers who made such a difference over the year.

With the UK exiting the EU in December 2020, SPAR UK worked throughout the year to ensure all operations were Brexit ready. All five SPAR wholesalers continue to provide exceptional service to stores by making timely and accurate deliveries from their first-class warehouse and distribution facilities.

RETAIL TURNOVER €3.7 BILLION



CENTRAL & EASTERN EUROPE

1,855 STORES €6.24 BILLION TOTAL SALES
4.9% GROWTH IN AVERAGE SALES PER M²



SPAR HUNGARY

SPAR Hungary is a market leader with a total turnover of €2.3 billion in 2020, an increase of 8.7% over the previous year using constant annual average exchange rates. SPAR Hungary added 16 new stores to its retail portfolio, which reached 588 stores. The full portfolio comprises 119 SPAR Express stores, 435 SPAR Supermarkets, and 34 INTERSPAR Hypermarkets, covering a total sales area of 431,923m².

SPAR Hungary is one of the country's largest employers, with 17,881 team members, of which 602 are trainees.

The expansion of SPAR Hungary's online platform has been substantial, with e-commerce sales growing by 250%. Sustainability is also high on SPAR Hungary's agenda, focusing on supporting local food producers, the launch of eco-friendly, sustainable, and recycled packaging solutions, plastic and sugar reduction, and expansion of the e-charging network.

RETAIL TURNOVER €2.3 BILLION

SPAR SLOVENIA



SPAR Slovenia ended 2020 with 126 stores, comprising 113 SPAR Supermarkets and 13 INTERSPAR Hypermarkets, with a total sales area of 170,108m². Sales increased by 8% to €917.6 million. SPAR opened not only two new supermarkets but also an INTERSPAR Hypermarket in the Aleja shopping centre in Ljubljana. All new stores have modern architecture, and instore LED lighting is applied throughout, with energy-efficient construction techniques utilised to reduce CO₂ emissions.

SPAR online sales volumes increased by 150% in 2020, as consumers recognised the advantages of e-commerce during the pandemic.

In 2020, SPAR Slovenia launched the fifth season of its hugely successful 'Start it up, Slovenia!' campaign, which gives local entrepreneurs a chance of winning an exclusive long-term contract with SPAR to sell their products instore.

RETAIL TURNOVER €917.6 MILLION

SPAR CROATIA

SPAR Croatia celebrated its 15th anniversary in 2020 and ended the year with a portfolio of 118 stores, comprising 22 INTERSPAR Hypermarkets and 96 SPAR Supermarkets, with a total sales area of 164,343m².

SPAR Croatia achieved a total turnover of €733 million in 2020. SPAR is among the fastest growing food retailers and ranks third in the Croatian market.

SPAR Croatia made significant progress in 2020, in achieving its sustainability goals, especially in plastic and food waste reduction, salt and sugar reduction, and the implementation of an industry acclaimed local sourcing roll out. Sourcing agreements with 60 small-scale agricultural producers were expanded, with products sold under the own brand, 'The Gardens of Croatia'. SPAR Croatia runs a campaign called 'Yes, It's Local!' to promote the purchase of local goods.

SPAR Croatia expanded the SPAR Enjoy own brand range offering 115 convenience products. It also launched 'Start Up Croatia', a campaign, which gives local entrepreneurs a chance of winning an exclusive long-term contract with SPAR to sell their products instore.

As part of its social responsibility, SPAR has taken an active role in helping people affected by two devastating earthquakes that hit Croatia in December of 2020.

RETAIL TURNOVER €733 MILLION



SPAR RUSSIA

The partners with a license to operate the SPAR brand in approved territories by SPAR International jointly run 395 SPAR stores across the country. The total retail turnover generated in 2020 was €1.7 billion. The total retail sales area of all stores combined was 280,401m² at the end of 2020.

The SPAR brand has been re-launched in the city of St. Petersburg, following a successful market entry of SPAR Middle Volga to the region, where the company opened five stores during November and December 2020. Three SPAR stores were opened in the new regions of the Far East of Russia, namely in Khabarovsk, Komsomolsk, and Nakhodka.

SPAR Russia continued its expansion in Siberia, with SPAR Tomsk opening six additional SPAR stores and SPAR Omsk opening two new EUROSPAR Supermarkets in the region's capital. SPAR Chelyabinsk expanded into the neighbouring Ekaterinburg region, having launched their first SPAR neighbourhood store there.

The country's private label development programme has shown record results again, having reached an 11.8% share in sales compared to 8.4% a year before, reflecting the continuous efforts by both SPAR Russia and Partners to develop own brands.

All new large EUROSPAR Supermarkets by Middle Volga now feature CENSA Coffee zones, representing the first use of the concept in Russia or Europe. Working in collaboration with SPAR International on the CENSA concept, SPAR Middle Volga utilised SPAR global preferred suppliers, which included equipment, branding, marketing campaigns, and barista training.

Online retailing remains popular in bigger cities, such as Moscow and Nizhny Novgorod, where SPAR is seeing an increase in customer count. The SPAR mobile app was downloaded more than one million times during 2020.

RETAIL TURNOVER €1.7 BILLION



SPAR POLAND

In 2020, SPAR in Poland focused on the expansion and growth of store numbers with a rolling continuous conversion of former Piotr i Paweł stores to SPAR and EUROSPAR formats. It also strongly supported the growing number of independent SPAR retailers.

The growth in sales to €320.5 million, representing a 12% increase over the previous year in constant average exchange rates, reflects the strong expansion, ending the year with 215 stores with 93,003m² sales area.

Building on the multi-format strategy, a combination of 65 SPAR Express convenience stores, 115 SPAR and 35 EUROSPAR Supermarkets enables SPAR Poland to meet customers' shopping needs across the country.

RETAIL TURNOVER €320.5 MILLION

SPAR GEORGIA

SPAR in Georgia achieved exceptional growth over the last two years. Reaching a total portfolio of 272 stores across the country, SPAR has become one of Georgia's retail market leaders. Annual sales reached €110.6 million, representing impressive growth of 34.8% using constant average exchange rates.

Within just one year, SPAR Georgia added 83 stores to the portfolio. Granting sub-licenses to independent retailers has complemented company-owned store growth, improving the retail skills not only in company-owned store teams but also those of independent retailers. Access to a wide range of freshly produced ready-to-heat meals, SPAR Own Brand products, training, marketing, and warehouse ordering systems not only ensures consistency in offer but enables retailers to grow.

Reduced operating hours, a decline in tourism, and movement restriction among the population due to the global pandemic have impacted footfall. Despite this, SPAR retailers in Georgia have maintained smooth operations and initiated a range of community support projects.

SALES INCREASE 34.8%



SPAR ALBANIA



SPAR Albania increased its retail turnover by 6.9% over the previous year to €62.4 million.

To ensure easy access to groceries, SPAR Albania developed a complete e-commerce platform that offers an expansive selection of food and non-food items. The online shopping solution can be accessed through a mobile app, making the ordering process highly user-friendly.

SPAR Albania added another supermarket to its retail store portfolio in the city of Pogradec. The 1,000m² SPAR Supermarket is run by 20 team members and brings tremendous added value to the city. The company also opened two supermarkets in Tirana in December 2020, bringing total store numbers to 60 stores covering 31,298m². Over 48,000 customers per day shop with SPAR.

SPAR Albania campaigned to raise awareness of violence against children and raised funds for those with disabilities through sales of SPAR branded water.

RETAIL TURNOVER €62.4 MILLION

SPAR UKRAINE



SPAR Ukraine concluded 2020 with 59 stores, comprising 24 SPAR Express stores, 32 SPAR Supermarkets, and three EUROSPAR Supermarkets. Retail turnover showed significant growth of 52.2% to €39.4 million in constant annual average exchange rates.

The total retail space, which has grown to 13,370m², indicates the expansion in stores opened during 2020. SPAR Ukraine is investing in a growing food-to-go selection that is gaining in popularity with customers. The growth of filled sandwiches, barbecue specialities such as kebabs, and prepared salads, using ingredients sold and baked instore, emphasises the quality products available.

The substantial SPAR Own Brand range completes the full product choice available throughout the stores. The investment in video-based training has benefitted the brand, with independent retailers ensuring their team's support and development and adherence to SPAR standards.

SALES INCREASE 52.2%



SPAR AZERBAIJAN

SPAR Azerbaijan has continued to serve local communities with a store portfolio comprising large EUROSPAR Supermarkets, SPAR neighbourhood supermarkets, and SPAR Express stores. SPAR Azerbaijan's 12 stores cover a total sales area of 6,138m² with retail sales reaching €30.2 million.

Azerbaijan's growing network of SPAR stores brings global best practice to the market, delivering a new offering that meets and exceeds local shoppers' expectations.

RETAIL TURNOVER €30.2 MILLION

SPAR BELARUS

SPAR Belarus operated six stores at the end of 2020, which generated a total turnover of €26.3 million. The retail sales area for the three SPAR and three EUROSPAR Supermarkets totalled 3,591m². When taking into account constant annual average exchange rates, sales grew by 26%, despite challenging market conditions.

The expansive food-to-go assortment, which includes sushi, soups, salads, and pizza, attracted many new customers. Once instore, the fresh bakery, fish counter, butchery, and fresh produce department complement the grocery selection. Local specialities such as tandoor ovens complete the offer.

An SMS newsletter ensures customers never miss out on the great special offers, instore activities, and product updates. An e-commerce solution is being rolled out, providing even more options for shoppers, embracing the online grocery trend.

SALES INCREASE 26%

SPAR KOSOVO

The four SPAR stores operating in Kosovo generated a retail turnover of €6.2 million in 2020, increasing 119% year-on-year in constant currency exchange rates. The substantial increase in volumes of fresh foods contributed a 39% share of sales. In February 2020, the fourth store opened its doors, bringing the brand to customers in the second largest city, Feirzaj.

The local retail chain, Meridien Group, has acquired a significant share of SPAR Kosovo, with commitments to expand the SPAR Brand further in 2021 through both store conversions and new store developments.

During the pandemic, online retailing was introduced, starting with three differently priced essential grocery boxes, and then rapidly expanding out into a full offer. SPAR customers in the capital embraced the possibility of food delivered on the same day of ordering to their homes and the ease of ordering either on a desktop or mobile device.

In 2020, SPAR Kosovo also provided support to the Red Cross, bringing much needed essential groceries to local families, negatively impacted by the economic impact of COVID-19.

SALES INCREASE 119%

SPAR ARMENIA

Due to the current difficulties as a result of the pandemic, the launch of SPAR in Armenia has been postponed until 2022, in mutual agreement between SPAR International and the licensed operator.



AFRICA & THE MIDDLE EAST

1,097 STORES €6.23 BILLION TOTAL SALES
2.8% SALES GROWTH USING CONSTANT ANNUAL AVERAGE EXCHANGE RATES

SPAR SOUTH AFRICA

SPAR South Africa reported retail sales equivalent to €5.2 billion in 2020 using constant annual average exchange rates and reflecting a year-on-year growth of 9.2% in local currency for the core grocery business.

SPAR South Africa operates 886 stores utilising a multi-format strategy, with a combined retail sales area of 1,027,072m².

A total of 310 stores were refurbished, including 167 SPAR stores. The SPAR private label business continued to grow strongly, with SPAR own brand sales increasing at 12.1%. This contributes 23.9% of wholesale turnover. The positioning of 'As good as the best for less', is simple, but effective, and consumers see SPAR products as good quality and value for money.

Due to the closure of restaurants and takeaway outlets during the lockdown, SPAR South Africa benefitted from increased demand in the grocery, personal care, and fresh categories.

In 2020, a total of 8,042 MWh of energy was generated by solar plants implemented across



all distribution centres in South Africa, a prime example of the successful incorporation of sustainable, energy-efficient technologies.

SPAR South Africa has shown great community support through various campaigns, including various social media challenges to help people in need. Within twelve months, 24,000 food parcels worth ZAR 12.5 million were donated in collaboration with national organisations to support vulnerable families and orphanages. Children learning at home benefitted from a free one-year subscription to a basic numeracy programme designed to improve maths skills.

In this year's annual SPAR Women's Challenge series, an iconic road race held virtually for the first time, a total of 30,000 women participated. The entry fee proceeds were donated to organisations providing support to victims of gender-based violence.

For the eighth consecutive year, SPAR South Africa worked with the Mr Price Foundation to empower young South Africans through Jump Start, a successful work readiness programme addressing youth unemployment.



RETAIL TURNOVER €5.2 BILLION

SPAR BOTSWANA

SPAR Botswana operates 35 SPAR and SUPERSPAR stores, with a retail footprint of 36,499m². All stores are operated by independent retailers under licence to SPAR Botswana by SPAR Group Ltd Southern Africa. All stores have access to the SPAR training academy.



The combination of SPAR neighbourhood stores and SUPERSPAR Supermarkets generated an annual turnover of €209 million in 2020.

The pandemic lockdowns prompted SPAR Botswana to open click-and-collect services, ensuring all shoppers could access groceries safely. The MySPAR loyalty programme, first launched five years ago, boosted customer brand awareness.

SPAR Botswana continued to champion community activities such as school kitchen gardens and food collection drives, generating widespread support for those in need. Following the roll-out in other Southern African markets, SPAR in Botswana also backed a campaign to end gender-based violence.

TOTAL STORES 35

SPAR NAMIBIA

SPAR Namibia recorded retail sales in 2020 of €157.4 million, using constant annual average exchange rates, from 30 stores.

With three SPAR Express convenience stores, 22 SPAR and five SUPERSPAR Supermarkets, there are store formats to suit all customer types and shopping missions. These stores have a combined retail footprint of 32,762m².

SPAR in Namibia has a strong, fresh offer with instore bakeries and butcheries, complementing the ready meal and food-to-go options. The large SUPERSPAR stores offer extensive alcohol ranges, welcomed by shoppers looking for great wines to pair with their meal selection. Digital signage is increasingly used to promote special offers and inform customers about the premium products on offer.



As a responsible retailer, SPAR Namibia supports local community initiatives and national programmes that promote gender equality and self-sufficiency through social change.

RETAIL TURNOVER €157.4 MILLION



SPAR MOZAMBIQUE

Under direct support from SPAR South Africa, the 12 SPAR stores operating in Mozambique showed a good performance in 2020, with growth using constant annual average exchange rates of 14%, totalling €89 million.

SPAR Mozambique's major independent retail partner opened a new supermarket in Maputo. Energy-efficient systems have been integrated throughout the store, including modern refrigeration technologies and LED lighting.

SPAR Mozambique's focus on combining a strong fresh offer ensures customers enjoy an unrivalled shopping experience. All departments offer excellent customer service and a broad assortment, with the instore butcheries and bakeries catering to diverse shopper needs. A strong selection of SPAR Own Brand products sourced through SPAR South Africa complements the locally sourced ranges available in stores.

SALES INCREASE 14%

SPAR NIGERIA

SPAR Nigeria, a division of Artee Group, ended 2020 with 14 hypermarkets covering a retail sales area of 47,545m². Total retail sales reached €126.2 million, representing a flat year in constant annual average exchange rates, reflecting the closures of shopping centres for several weeks due to the pandemic.

In 2020, SPAR Nigeria focused on expanding its online services and home delivery solutions. Customers could not visit shopping centres where many SPAR Hypermarkets are located, which instead were used for online order fulfilment. SPAR Nigeria is building customer loyalty through the targeted use of a rewards app and gift cards.

After the looting of the SPAR Hypermarket in Lekki in October, the store was rebuilt with support of local volunteers from the local community, demonstrating SPAR Nigeria's strong bond with the community.

TOTAL SALES AREA 47,545M²

AFRICA & THE MIDDLE EAST



SPAR ZIMBABWE

SPAR Zimbabwe's sales reached €87.4 million, representing a 9.5% increase from the previous year. The portfolio of 38 company-owned and independently run stores cover a sales area of 28,430m². The company's multi-format retail strategy comprising petrol forecourt, neighbourhood and larger supermarkets attracts independent retailers and facilitates expansion to new areas.

As the pandemic prompted social distancing rules in Zimbabwe, SPAR implemented various initiatives to ensure customers continued to have access to groceries in a safe and convenient environment.

As a result of the pandemic, SPAR Zimbabwe was quick to install social distancing signage and hand sanitisers instore. It also contracted community development groups to make reusable, washable face masks. SPAR Zimbabwe also partnered with US NGO We2ndChance to donate food parcels to people impacted financially by the COVID-19 lockdown.

SALES INCREASE 9.5%

SPAR ZAMBIA

SPAR Zambia reported a retail turnover of €8.2 million from four SPAR Supermarkets with a combined total of 5,429m² sales area located in major hubs across the country.

In 2020, SPAR Zambia changed ownership, with independent retailers operating collaboratively under licence from SPAR International. The four retailers are operating in a challenging economic and political climate.

SPAR International is working closely with the retailers, monitoring operational efficiency and providing access to online training and digital marketing tools.

SPAR CAMEROON

In 2020, SPAR Cameroon successfully grew its retail turnover by 15%, to €19.2 million using constant annual average exchange rates. Building on a partnership agreement with a leading forecourt operator signed in 2019, SPAR Cameroon now operates four SPAR Express stores. These stores have a broad offering, including fresh bakery products, food-to-go, and convenience items for a wide range of customer needs. The full assortment brings convenience and fresh food to SPAR Cameroon's varied customer base.

SPAR Cameroon closed the year with eight stores, including two SPAR Hypermarkets and two SPAR Supermarkets. All SPAR stores in the country offer an attractive range of own brand products sourced locally, regionally, and internationally. This broad product offering continues to attract customers and is building loyalty in the communities the stores serve.

SALES INCREASE 15%

SPAR GHANA

Following the signing of a licence agreement in March 2020, just as the pandemic began to sweep the world, SPAR successfully launched the brand in Ghana with licenced partner EcoDi in August 2020.

By the end of 2020, ten existing supermarkets totalling 6,209m² in and around the capital city Accra had been converted to operate under the SPAR banner. Offering expertise to local independent retailers will generate further growth opportunities, leading to fast-tracked development across the market.



SPAR Ghana complements locally sourced products with an internationally tried and tested range of SPAR Own Brand products, benefitting the local economy by bringing goods to customers. The retail turnover share of SPAR Own Brand was 25% at year-end, with the opportunity to expand this further in the coming years.

SPAR Ghana donated food and non-food items during 2020 through the Food for All Ghana Food Bank to feed vulnerable families and community charities across the country.

**OWN BRAND
SALES CONTRIBUTION 25%**

SPAR SEYCHELLES

The SPAR Supermarket on the island of Eden, near Mahé, which is operated under licence from SPAR Group Ltd Southern Africa by an independent retailer, is the first internationally branded supermarket in Seychelles.

Opened in 2015, the store has been meeting the needs of residents and tourists alike.

Despite a significant dip in foreign earnings, SPAR Seychelles generated turnover for the year of €6.5 million from the retail sales area of 992m². The instore bakery and butchery complement the food-to-go offering.

SPAR MALAWI

The seven SPAR Supermarkets in Malawi generated a retail turnover of €10.4 million. The focus on improved store productivity and profitability led to increased sales per square metre of 15.76%.

The reduced tourism market has led to lower levels of foreign currency available to purchase FMCG goods imported into the market, negatively impacting growth. However, SPAR Malawi continues to source products locally, regionally, and internationally to meet its customers varying needs.

The provision of local fresh produce supports entrepreneurs in the market, with SPAR Malawi seeking high-quality products which can be made available at fair prices.

Customers are assured of high levels of service from the retail teams, who are benefitting from having access to the global SPAR operational training materials, made available by SPAR International.

RETAIL TURNOVER €10.4 MILLION

SPAR UAE

SPAR UAE generated a turnover of €152.4 million from 20 stores with a combined retail footprint of 31,985m².

During 2020, SPAR UAE took over the management of instore fish departments, improving the turnover and profitability in all 12 Abu Dhabi stores with a fish offering. This will lead to further inhouse management of their service departments to improve operational efficiency and profitability whilst maintaining a high level of standards and service for shoppers.

To keep pace with planned retail growth, there is continued emphasis on improving the Dubai Distribution Centre's operational efficiency. The inventory management best practice and modern warehouse management system introduced in 2019 contributed to improved efficiency in 2020.

SPAR UAE supported a national initiative called the Ma'an campaign to help families in need due to the pandemic. The campaign was assisted by distributing food baskets worth more than €6.5 million to approximately 42,000 families since the outbreak of the pandemic.



RETAIL TURNOVER €152.4 MILLION



SPAR SAUDI ARABIA

SPAR Saudi Arabia opened four new SPAR stores in 2020, closing the year with a total of 11 SPAR stores and growing its total retail footprint by 34.1%. The new stores helped compensate for a reduction in trade caused by the temporary closure of the successful SPAR stores at university campuses due to the pandemic.

Total retail turnover for the year of €53 million is almost unchanged from the previous year in constant annual average exchange rates.

During Ramadan, SPAR Saudi Arabia introduced click-and-collect shopping options for Riyadh customers, allowing customers to order groceries via WhatsApp and pick them up through a drive-through service. The service was subsequently rolled out to other central locations and helped maintain low footfall instore, ensuring customer safety and convenience. As shoppers embrace e-commerce, SPAR Saudi Arabia will expand its online options.

SALES AREA GROWTH 34.1%



SPAR OMAN

In 2020, SPAR Oman expanded its store network by two stores to 25 with a combined retail sales area of 12,331m². The newly opened stores are mainly located in the country's capital city Muscat. The stores cater to a broad customer base, including single households, families, office workers, and tourists.

SPAR Oman achieved a total turnover of €38.3 million, which was an increase over the previous year of 25% in constant currency values. This increase highlights the importance of neighbourhood retailing in the market.

SPAR Oman introduced online ordering and a home delivery service to facilitate online grocery shopping, which has become increasingly popular, especially during the pandemic.

SPAR Oman is operated by Khimji Ramdas. The brand's success story in the country has been achieved through strong customer interest, driven by the four core values of freshness, choice, value, and excellent customer service.

SALES INCREASE 25%



SPAR QATAR

The total retail sales of SPAR Qatar in 2020 grew by an impressive 82.5% in constant annual average exchange rates to €46.7 million from the existing three SPAR Hypermarkets. The sales growth reflects how rapid and successfully SPAR Qatar launched home delivery and click-and-collect services, showing great responsiveness at the pandemic's onset. Following growing demand, the e-commerce capabilities were further upgraded during the year.

Communicating in a timely and clear manner to consumers, SPAR Qatar introduced preventative measures such as temperature checks instore, plus clear visuals and videos on health and safety. SPAR Qatar has a dynamic communication style on social media, which generates consumer engagement and drives business both online and in brick-and-mortar stores. To reduce single-use plastic, SPAR Qatar introduced reusable produce bags for sale individually in the fresh produce section. The washable mesh bags are made from recycled plastic bottles.

SALES INCREASE 82.5%

ASIA PACIFIC

€1.88 BILLION TOTAL SALES **1,842M²** AVERAGE
STORE SIZE **11.54%** GROWTH IN AVERAGE
STORE SIZE

SPAR CHINA

SPAR China recorded retail sales of €1.55 billion and like-for-like annual sales growth of 7.9% in local currency. SPAR has a significant and widespread presence in China, with 360 stores comprising 801,705m² of retail space across seven provinces. The six SPAR partners in China operate stores featuring state-of-the-art store fittings and digital services. New store openings included the launch of SPAR China's first independent retailer operated stores.

Despite COVID-19 restrictions, SPAR China grew its presence through an active development of a multi-format strategy ranging from large scale hypermarkets to lifestyle convenience stores. A key basis has been the integration of online and offline retail and the provision of on demand delivery to the local catchment areas. Mobile payment penetration exceeds 80% as a result of the widespread roll-out of self-scan payment terminals and the introduction of scan-and-go technology.

The early introduction of COVID-19 restrictions led to a renewed emphasis on digital, online retailing and consumer loyalty programmes. Strong supply chain strategies which efficiently support order online fulfilment use innovation technologies, enabling rapid response to customer orders. SPAR China has developed a shelving and distribution system at store level, facilitating 30-minute click-and-collect shopping and on demand delivery.

As a responsible retailer, SPAR in China aided epidemic prevention efforts and supported local charities and those in need. The local government of Dongguan recognised SPAR Guangdong as a local champion in the fight against COVID-19 during the Dongguan Municipal Awards Ceremony in December. SPAR Shandong in March compassionately donated 100,000 face masks and 100,000 gloves, which were distributed rapidly by air freight at the beginning of the COVID-19 outbreak in Northern Italy at a time when PPE was extremely hard to source.

RETAIL TURNOVER **€1.55 BILLION**



SPAR INDIA

COVID-19 restrictions caused the temporary closure of large-scale hypermarkets in India for much of the year, impacting SPAR's retail turnover in the country. At the year-end, sales had declined by 58.9% to a total of €77.6 million in constant annual average exchange rates.



SPAR India's highly developed e-commerce platform has ensured customers could continue to source their grocery needs even when shopping malls were closed. The demand for home delivery grew over previous years' levels.

An increased focus on health and well-being has led to growth in fresh produce sales and products targeting different dietary needs and supporting healthy lifestyles.

SALES AREA **101,224M²**

SPAR AUSTRALIA

SPAR Australia produced revenue growth of 16.5%, with proximity and neighbourhood retailing again proving popular with local consumers. Five new SPAR stores opened in Queensland and New South Wales. New store openings included the country's first SUPERSPAR store, a larger supermarket format to meet weekly family shopping needs. The current portfolio of 121 SPAR stores achieved a retail turnover of €222.5 million on a total sales area of 36,973m².

SPAR Own Brand development continues to gain pace, with 26 new products launched during 2020. SPAR Australia's fresh departments promote the international 'Better Choices' campaign, highlighting the many healthy food options.

In 2020, 33 stores completed works through the Store Development Fund. These completed projects ranged from investing in department upgrades to new departments and total store refits.

RETAIL TURNOVER **€222.5 MILLION**



SPAR SRI LANKA

With a highly successful year of expansion, SPAR Sri Lanka concluded 2020 with six stores, doubling its brand presence. This is reflected in the strong sales growth of 63% in constant average exchange rates. Retail turnover for the year was €16.9 million from a retail sales area of 4,350m². Two more stores opened in the first quarter of 2021, setting the tone for continued growth.

Customers have embraced the growing e-commerce offering, rolled out in 2020, with store fulfilment providing an efficient operation method. The online grocery platform reflects the complete offer available.

A pilot trial using solar panels at the Kalubowila SPAR Supermarket led to a reduction in energy costs of 25%. Based on these results, plans are in place to incorporate solar installations at five stores during 2021. SPAR Sri Lanka's sustainability efforts include a reduction in the use of plastic and offering locally sourced products to customers.

SALES INCREASE **63%**

SPAR PAKISTAN



The three SPAR Pakistan supermarkets operating in Karachi and Faisalabad generated a total turnover of €9.9 million in 2020, an increase of 38% year-on-year in constant annual average exchange rates. The increase reflects the full year of trading of the third store which opened at the end of 2019.

SALES INCREASE **38%**



SPAR IRAN

At the end of 2020, Blue River Retail opened three SPAR convenience stores in Tehran. Awarded the SPAR license in 2017 and with the support of SPAR International, the license partner has recruited a local team of over 120 people, employed in the support office, supermarkets and warehouse. Colleagues have received coaching and expertise across all retail disciplines. Future plans are to develop a strong local retail presence, create career opportunities, raise local retail capacity through the newly developed SPAR Academy, and bring a modern, high-quality shopping experience to the customer.

COVID-19 RESPONSE

“ COVID-19 has presented adversity and uncertainty across the globe. It has also highlighted the importance of togetherness and collaboration – attributes that lie at the heart of the global SPAR network.”

Tobias Wasmuht, Managing Director, SPAR International

At the start of the pandemic, SPAR created a global COVID-19 emergency response network across four continents. Taking learnings from our partners in countries first affected by the virus, including China and Italy, this network has continued to work together to share practical tools and responses worldwide to support the implementation of crucial practices.

More than ever before, SPAR's 410,000 team members in over 13,500 stores in 48 countries worldwide have in 2020 been able to rely on our strong tradition of acting better together.

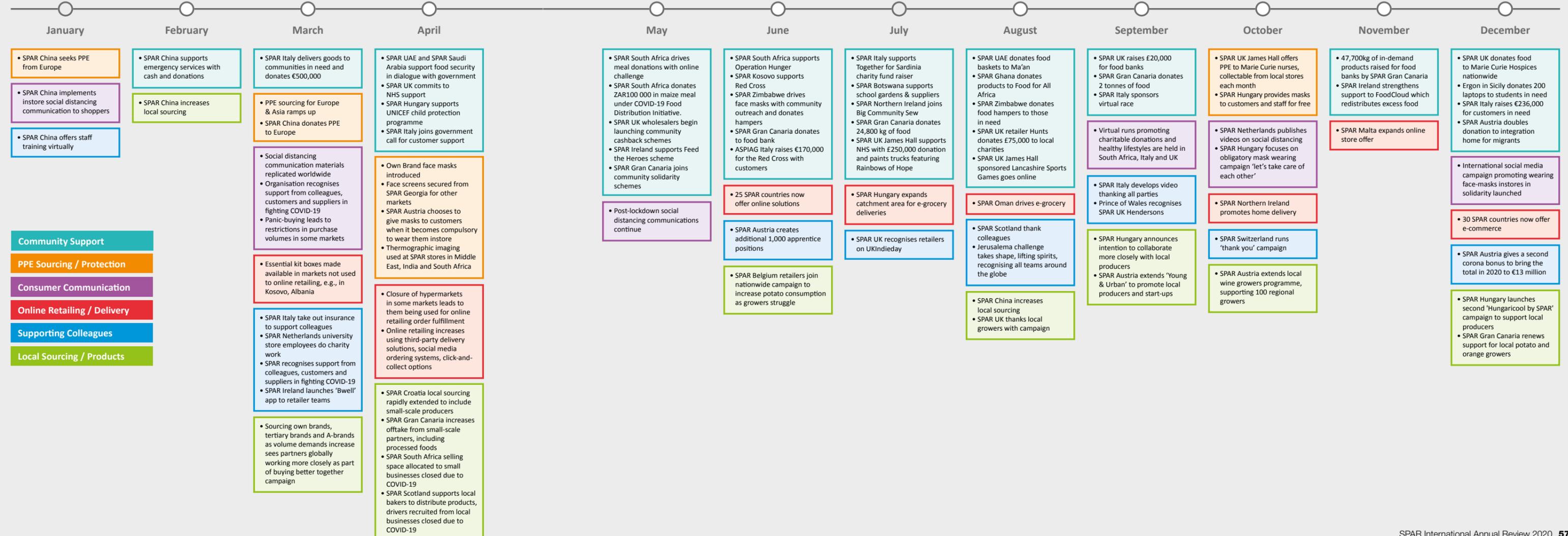
SPAR operators across the globe have acted at speed and with remarkable resilience to maintain a smooth supply of essential goods, adopt increased cleaning cycles and protective equipment, create delivery solutions previously not available, and much more.

Beyond ensuring access to essential groceries in a safe and convenient shopping environment, SPAR team members have sought to support those most affected by the pandemic through charitable initiatives such as financial donations, volunteer shopping services, grocery aid boxes, and various community cashback schemes.

Although the COVID-19 pandemic has presented challenges and uncertainty across the globe, it has also highlighted the resilience and genuine sense of solidarity and collaboration that lie at the heart of the global SPAR network.

We thank all of our SPAR team members across the globe, across all aspects of the organisation, for their exemplary dedication to serving our customers and playing a pivotal role in their communities through testing and uncharted circumstances.

2020 TIMELINE



STATISTICS 2020

ALL SALES ARE REPORTED IN EUROS USING CONSTANT ANNUAL AVERAGE EXCHANGE RATES

Country	Year joined SPAR	Retail Sales 000's	Retail Store Numbers	Retail Sales Area (m²)	Average Store Size (m²)	Country	Year joined SPAR	Retail Sales 000's	Retail Store Numbers	Retail Sales Area (m²)	Average Store Size (m²)
AUSTRIA	1954	8,307,840	1,519	1,202,031	791	PORTUGAL	2006	112,491	140	34,760	248
SOUTH AFRICA	1963	5,222,770	886	1,027,072	1,159	GEORGIA	2014	110,646	272	36,839	135
ITALY	1959	3,919,468	1,399	808,325	578	MOZAMBIQUE	2012	89,025	12	21,355	1,780
UNITED KINGDOM	1956	3,729,601	2,530	409,366	162	ZIMBABWE	1969	87,379	38	28,430	748
HUNGARY	1992	2,268,983	588	431,923	735	INDIA	2014	77,636	24	101,224	4,218
RUSSIA	2000	1,726,728	395	280,401	710	ALBANIA	2016	62,386	60	31,298	522
NORWAY	1984	1,721,849	295	192,820	654	SAUDI ARABIA	2016	52,979	11	19,008	1,728
SPAIN	1959	1,720,627	1,255	515,568	411	GREECE	2018	52,364	32	15,832	495
CHINA	2004	1,553,134	360	801,705	2,227	QATAR	2015	46,707	3	5,796	1,932
IRELAND	1963	1,465,518	452	118,683	263	UKRAINE	2001	39,403	59	13,370	227
BELGIUM	1947	1,231,455	316	159,076	503	OMAN	2014	38,311	25	12,331	493
FRANCE	1955	1,114,508	877	232,020	265	AZERBAIJAN	2014	30,251	12	6,138	512
SLOVENIA	1992	917,569	126	170,108	1,350	BELARUS	2016	26,298	6	3,591	599
NETHERLANDS	1932	828,611	453	113,121	250	CAMEROON	2014	19,247	8	4,820	603
CROATIA	2004	733,009	118	164,343	1,393	SRI LANKA	2017	16,939	6	4,350	725
SWITZERLAND	1989	553,999	192	70,508	367	MALTA	2016	14,636	4	3,500	875
DENMARK	1954	533,890	130	79,053	608	CYPRUS	2017	11,401	3	2,500	833
POLAND	1995	320,545	215	93,003	433	MALAWI	2014	10,415	7	6,805	972
AUSTRALIA	1994	222,470	121	36,973	306	PAKISTAN	2017	9,871	3	2,720	907
BOTSWANA	2004	208,977	35	36,499	1,043	ZAMBIA	2003	8,164	4	5,429	1,357
GERMANY	1953	178,612	441	33,174	75	SEYCHELLES	2015	6,492	1	992	992
NAMIBIA	2004	157,416	30	32,762	1,092	KOSOVO	2019	6,184	4	2,793	698
UAE	2011	152,422	20	31,985	1,599						
NIGERIA	2009	126,244	14	47,545	3,396						
GRAND TOTAL				39,845,472				13,501		7,451,945	552

2016 - 2020 HIGHLIGHTS

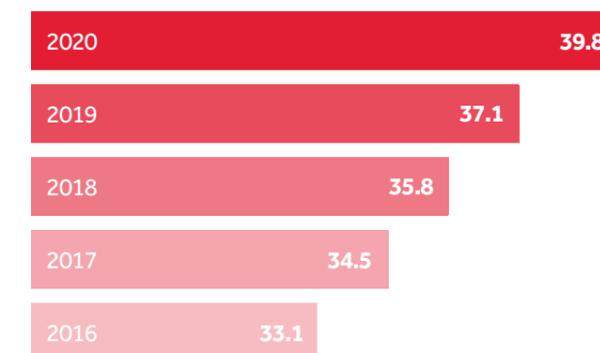
Featured are some of the cumulative growth figures of SPAR partners during the **last 5 years** of the SPAR better together strategy.

+€7.8 BN
GLOBAL GROWTH
FROM **€32BN** TO **€39.8BN**
IN CONSTANT CURRENCY
TERMS **OVER THE LAST 5 YEARS**

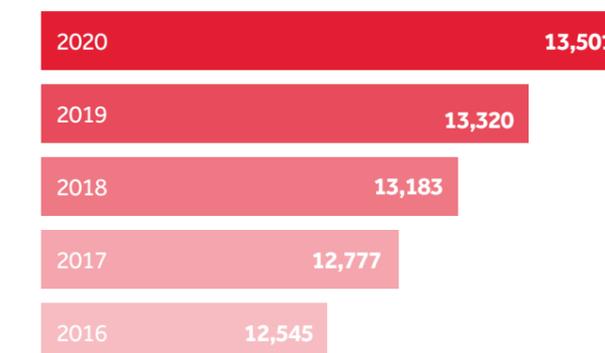
A GROWTH OF **24.54%**

A CAGR OF **5.64%**
OVER 5 YEARS

GLOBAL SALES IN BILLION EURO



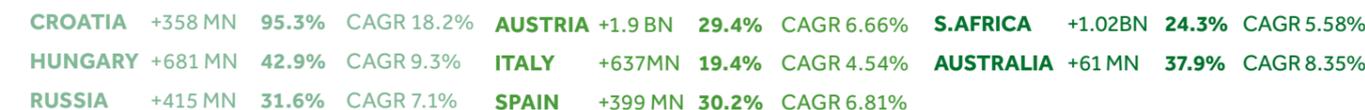
GLOBAL STORES



REGIONAL GROWTH OVER THE 5 YEAR PERIOD



LOCAL GROWTH EXAMPLES OVER THE 5 YEAR PERIOD



FASTEST LOCAL GROWTH OVER THE 5 YEAR PERIOD

