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Q1 2025 Results Presentation

13 May 2025

Today’s Presenters

Tomasz Suchański
Group CEO

Marta Wrochna-Łastowska
Group CFO

Tomasz Blicharski
Group Chief Strategy & Development Officer

Strategic Highlights

Q1 2025 Performance: Growth Across All Segments, With Strong Roll-out Momentum And Continued Deleveraging

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Q1 Sales to End Customers

PLN 6.6bn

+15% YoY

Q1 Like for Like

6.0%

Store network[1] as at 31 Mar-25

11,460

+ 1,201 LTM

Gross store openings

Q1 Adjusted EBITDA

PLN 596m

+15% YoY

Q1 Core business adj. EBITDA margin improvement

+0.4 pp

Q1 Net debt / Adjusted EBITDA[2]

1.6x

(0.5x) YoY

Note: 1 Includes Nano stores and stores in Romania 2 Calculated as Net debt (excluding leases) / LTM Adj. EBITDA Post-Rent

Delivery In Line With Guidance In A Stable Environment

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Stable market environment in Q1

Current state of the consumer remains supportive with some mixed signals as to the future direction on the back of geopolitical uncertainty

Q1 25 +436 new stores openings
On track to deliver 1,100+ new store openings FY25 guidance

Q1 25 LfL +6.0%
Continued above market growth

Expanding our footprint in Romania:
87 stores in Romania as of Q1 25, further refining of the customer proposition

DCO:
Q1 25 Sales to End Customers growth of +23% YoY

Market environment and strategy execution

Stable Consumer Landscape Amid Geopolitical Uncertainties

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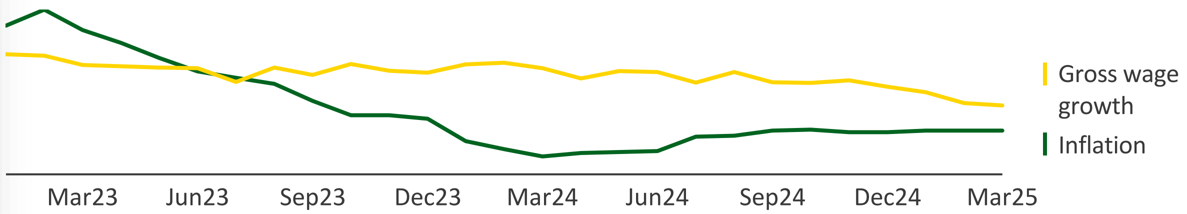
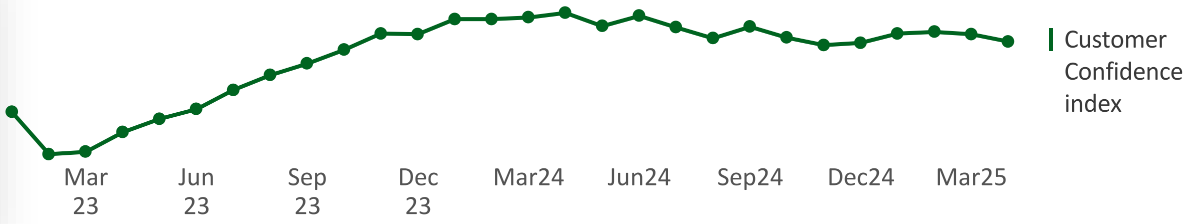
Financial situation of Polish consumers in the recent months has been stable

Nominal gross wages have been **ahead of inflation** in LTM, resulting in a significant real wage growth over the period, however slowing down in 2025 with stable CPI



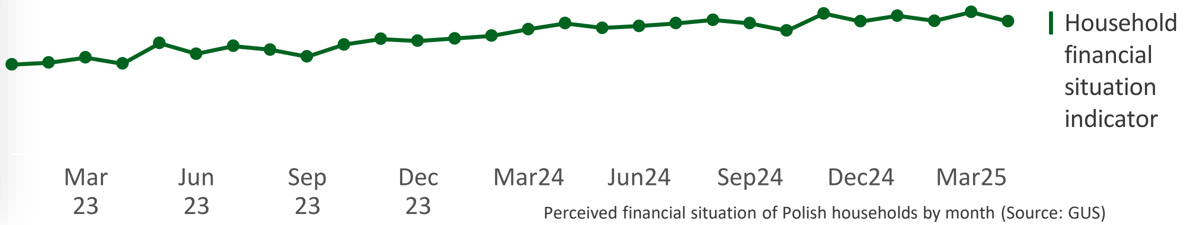
Monthly Y-o-Y inflation and average gross wage growth in the public sector (Source: Polish Statistical Office – GUS)

Polish consumer confidence has been **in overall stable across 2024 and in early 2025**, measured by GUS Polish Customer Confidence Index[1], with March reading deteriorating slightly due to geopolitical tensions



GUS Polish Consumer Confidence index (Source: GUS)

Consumers have become **increasingly optimistic about their financial situation** over this period, as evidenced by household financial situation indicator survey by GUS



Perceived financial situation of Polish households by month (Source: GUS)

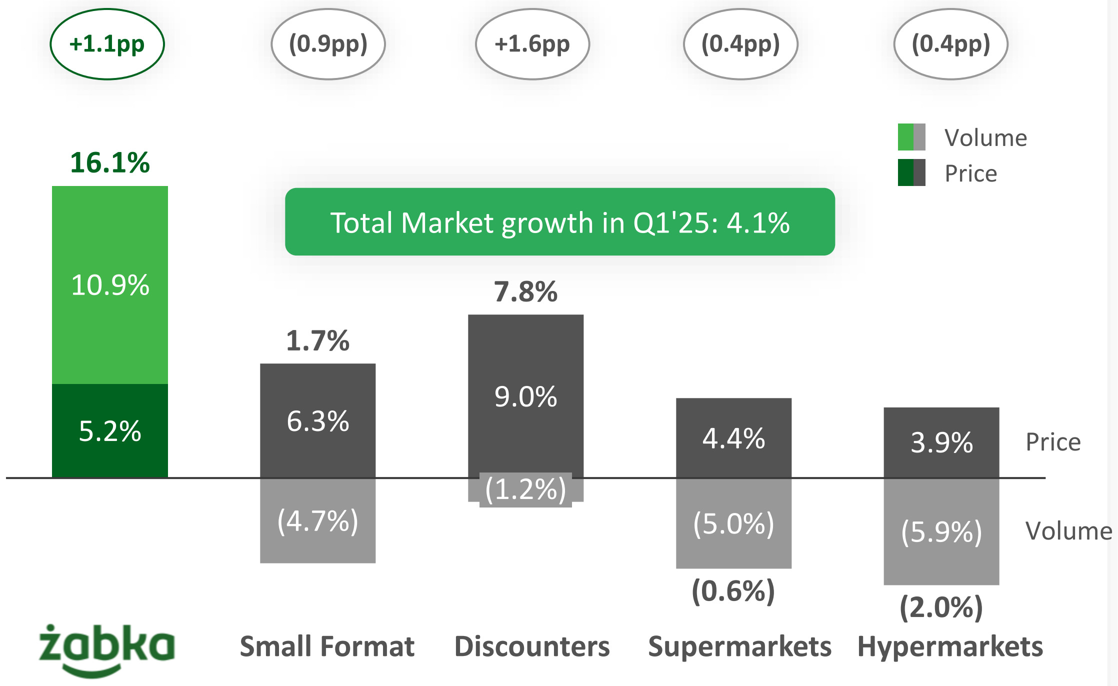
Note: 1. A synthetic indicator reflecting Polish consumers' current perceptions of their household financial situation (ranging from -100 to +100, representing the balance between positive and negative opinions)
2 At constant prices (Source: GUS)

Żabka's Market Share Growth Driven By Network Expansion And Above-average LfL Growth

Consistent price and volume outperformance has led…

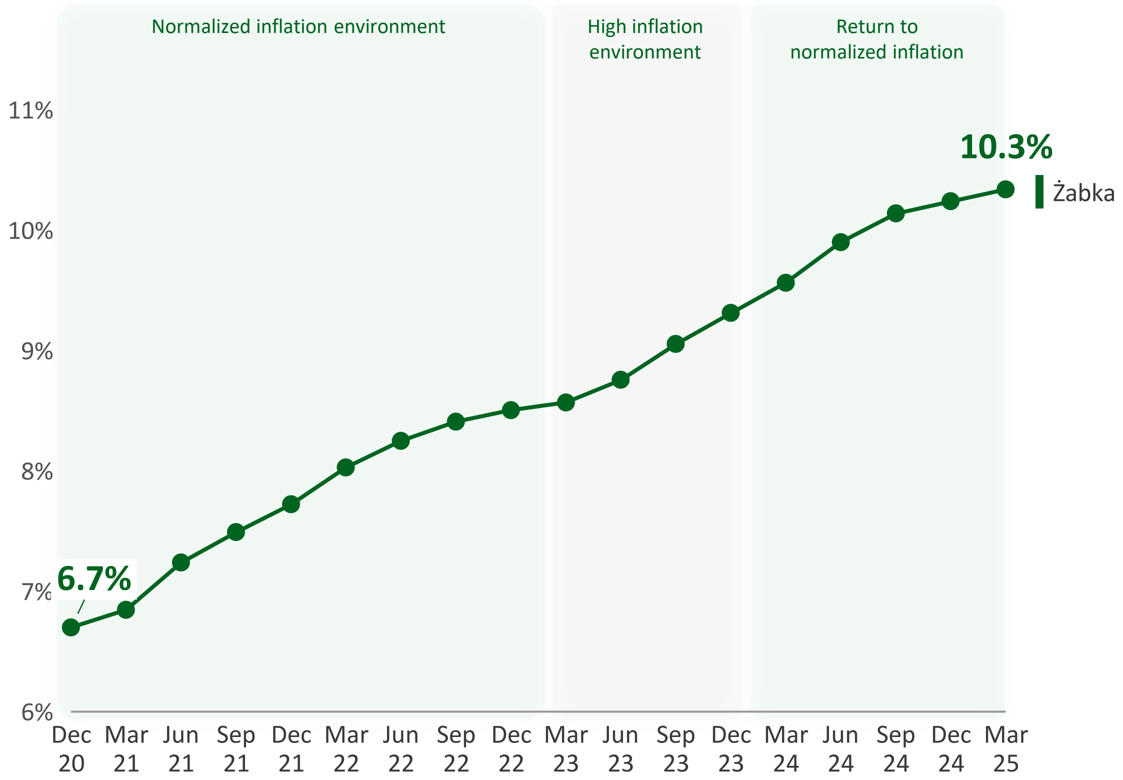
Polish physical grocery total growth (incl. space growth) by channel[1], Q1 2025

Ppts change in market share, Q1 2025, YoY



…to continuously increasing market share

Rolling LTM Market share evolution of Żabka[2], Dec20 – Mar25



Note: 1 Żabka Polska, Small Format, Discounters, Supermarkets, Hypermarkets, 2025 Q1 YoY, food+drug+cig basket, sales value
2 Total LTM Mar25 refers to the market share in the last twelve months ending Mar25, i.e. Apr24 to Mar25 Total Poland, food+drug+cig basket, sales value
Based on NielsenIQ data which excludes fresh products without EAN and Company data

Store Openings: Strong Pipeline, High Performance, And Seamless Franchisee Acquisition

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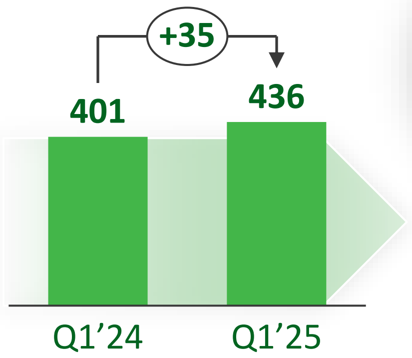
Progress in Poland and Romania…

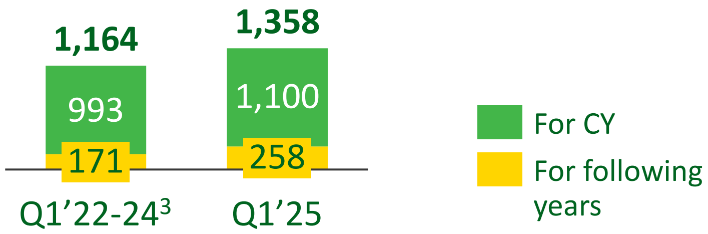


11,460 stores[1]

+1,201 LTM[2]

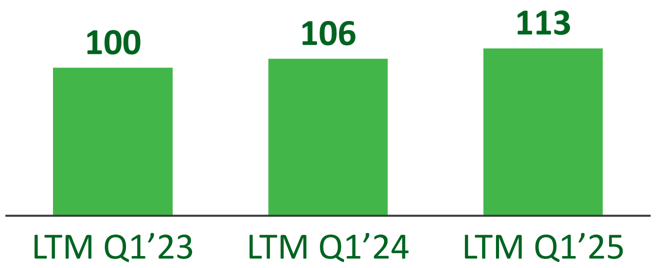
Effective rollout supported by highest-ever pipeline of secured locations in Poland

Locations secured for 2025 and beyond – in Poland



…with maintained excellent quality of expansion…

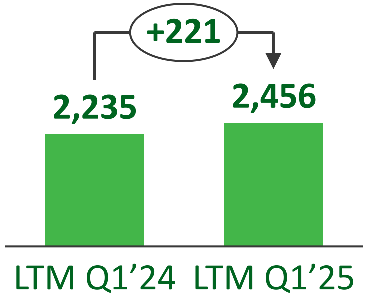
Daily tickets per maturing store (<12 months old) – 2023 rebased to 100; LTM



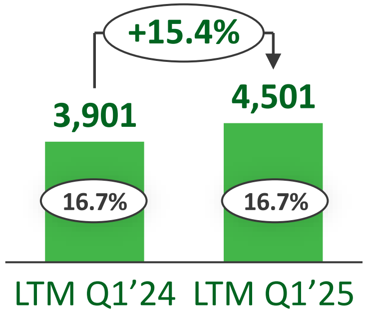
Consistent improvement in the performance of newly opened stores

… and uninterrupted sourcing of FRs on the back of attractive margins

Number of recruited franchisees; LTM



Franchisee margin (PLNm) and a % of StEC; LTM[4]



Source: Company Information. The numbers refer to gross openings. 1 Including Nano stores and Romania stores 2 gross openings in LTM. 3 Average for the previous years 4 Franchisee margin defined as the amount franchisees earn from selling products plus incentives received from Żabka; margin divided by sales on Żabaka Polska stores.

Lfl Growth Fuelled By Product Innovation And Digital Initiatives Within Żappka App

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Continued Street Food offer rollout

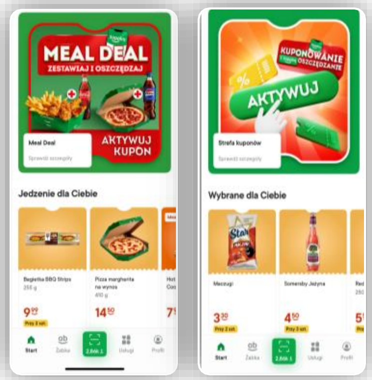
- **Nearly 2k stores were fitted with the street food oven in Q1, resulting in ¬90%** of network covered
  On track to have **entire network covered** around June
- QMS remains our **fastest growing category**

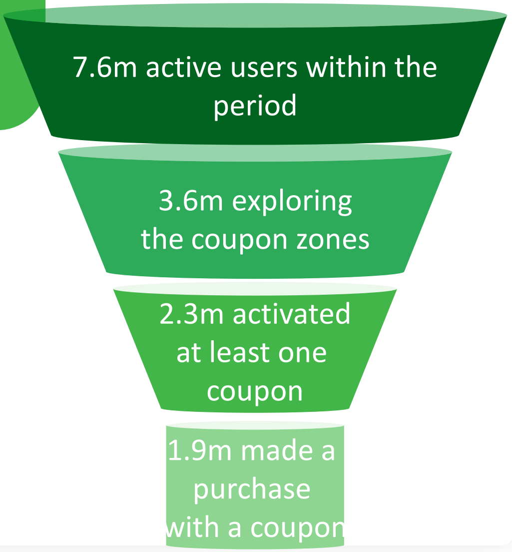
2 new products tested in Q1: pinsa (type of Italian style crust snack) and pistachio donuts

Robust NPD pipeline of new street food products to be introduced in the upcoming months (in terms of both flavours and product types), including a collaboration with one of top Polish celebrities and products developed with international brands

App upgrade yields record results and scales promo mechanisms efficiently

- NPS up by **6 points** YoY
- **50%** more time spent in the app with **28%** more interactions
- **21% MAS** and **12% MAU** growth YoY
- **+4 pp app share** in store purchases in LTM
- **6.5%** of total promotion budget allocated to activated coupons





Financials

Key Financial Highlights: Solid Performance And Continued Growth, In Line With Our Expectations And On Track To Deliver Guidance

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Q1’25 Trading

PLN **6.6bn** StEC / +15% YoY

Sales to End Customers at PLN 6.6bn with +15% growth YoY driven by network expansion (+1,090 net openings LTM), LfL growth (+6.0%), DCO growth and growing Romanian business

Q1’25 Like-for-Like

6.0%

LfL in line with the mid-single digit guidance for Q1, supported by unique and differentiated product offering, with QMS (incl. street food) and beverages being the top-performing categories

Q1’25 Store openings

436 / + 35 YoY

407 stores opened in Poland and **29** in Romania, compared to 401 in Q1’24, frontloading the expansion ahead of the upcoming quarters, supported by a strong pipeline of locations

Q1’25 Adjusted EBITDA

PLN **596m** / +15% YoY

Adjusted EBITDA at PLN 596m with 9% margin consistent YoY and solid growth of 15.0% driven by strong performance of the Polish store business, positive EBITDA for DCO and continued investment in development in Romania

Q1’25 Adjusted Net result

PLN **(77)m** / margin +51 bps

Adjusted net loss for Q1 25 at PLN (77)m following our typical **seasonality**, improvement by PLN 20m vs Q1 2024.

Adjusted net profit was at PLN 734m with 2.6% margin in Q1’25 LTM vs PLN 506m with 2.1% margin in Q1’24 LTM

31 Mar 2025 ND/ EBITDA Leverage[1]

1.6x / (0.5x YoY)

Continued deleveraging to 1.6x from 2.1x last year as a result of robust cash generation in LTM and adj. EBITDA growth

Source: Company Information. Note: 1 Defined as Net Debt excl. Lease liabilities divided by adj. EBITDA post-rent LTM, as of 31-Mar-2025

Sales In The First Quarter Are Less Impactful For The Full Year Performance Compared To Other Quarters

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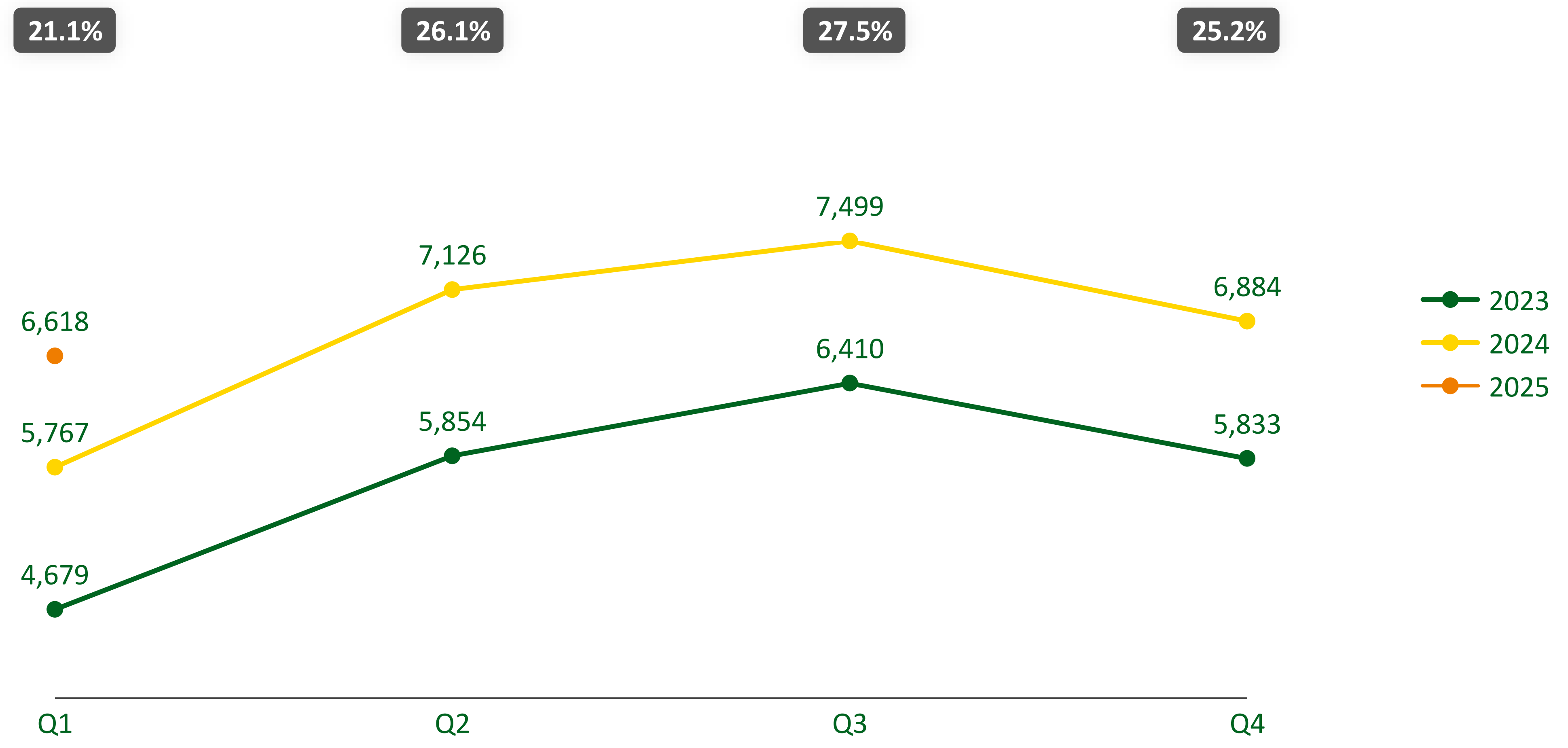
Sales to End Customers (PLNm) and % of annual Sales to End Customers based on 2024 values (%)



First Quarter Performance Reflects The Typical Seasonality Of Żabka Business Profile And Is In Line With Our Expectations And Guidance

Source: Company Information 1 In Poland and Romania

Strong Top-Line Growth and Maintained Profitability

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Key financial metrics

	Q1			As a % of StEC		
	Q1 25	Q1 24	Δ YoY	Q1 25	Q1 24	Δ YoY
Selected KPIs						
Number of Stores (EoP)[1]	11,460	10,370	*+10.5%*			
LfL[2]	6.0%	11.5%				
Franchisee margin[3] **(%)**	18.3%	18.4%	*(0.1 pp)*			
Selected financial metrics						
Sales to End Customers[4]	**6,618**	**5,767**	14.8%			
Cost of Sales[5]	(4,852)	(4,296)	12.9%			
Gross Profit[5]	814	719	13.3%	12.3%	12.5%	(0.2 pp)
Adjusted EBITDA [6]	**596**	**518**	15.0%	9.0%	9.0%	0.0 pp
D&A[5]	(439)	(386)	13.8%	(6.6%)	(6.7%)	(0.1 pp)
Adjusted EBIT	157	134	16.6%	2.4%	2.3%	0.0 pp
Net financial activities[5]	(227)	(233)	(2.9%)	(3.4%)	(4.0%)	0.6 pp
Adjusted Net Profit	**(77)**	**(97)**	(20.3%)	(1.2%)	(1.7%)	0.5 pp
Reported EBITDA	545	513	6.2%	8.2%	8.9%	(0.7 pp)
Reported Net Profit	(125)	(99)	27.3%	(1.9%)	(1.7%)	(0.2 pp)

Healthy mix of organic growth with **strong LFL** and **expansion** with 436 new stores, 407 in Poland and 29 in Romania.

Franchisee margin as a % os StEC stable YoY, in a period with seasonally slowest sales and therefore highest percentage of these costs to StEC.

Zabka Group Adj. EBITDA margin in line with PY driven by (i) strong performance of the Polish stores with 38 bps improvement in EBITDA margin driven by better direct margin and efficiency improvements, (ii) **positive EBITDA for DCO.** These factors allowed for an investment in development of our Romanian business without negative impact on the Group margin.

Depreciation and Amortisation slightly lower % of sales vs last year, marked by a seasonally higher contribution to StEC.

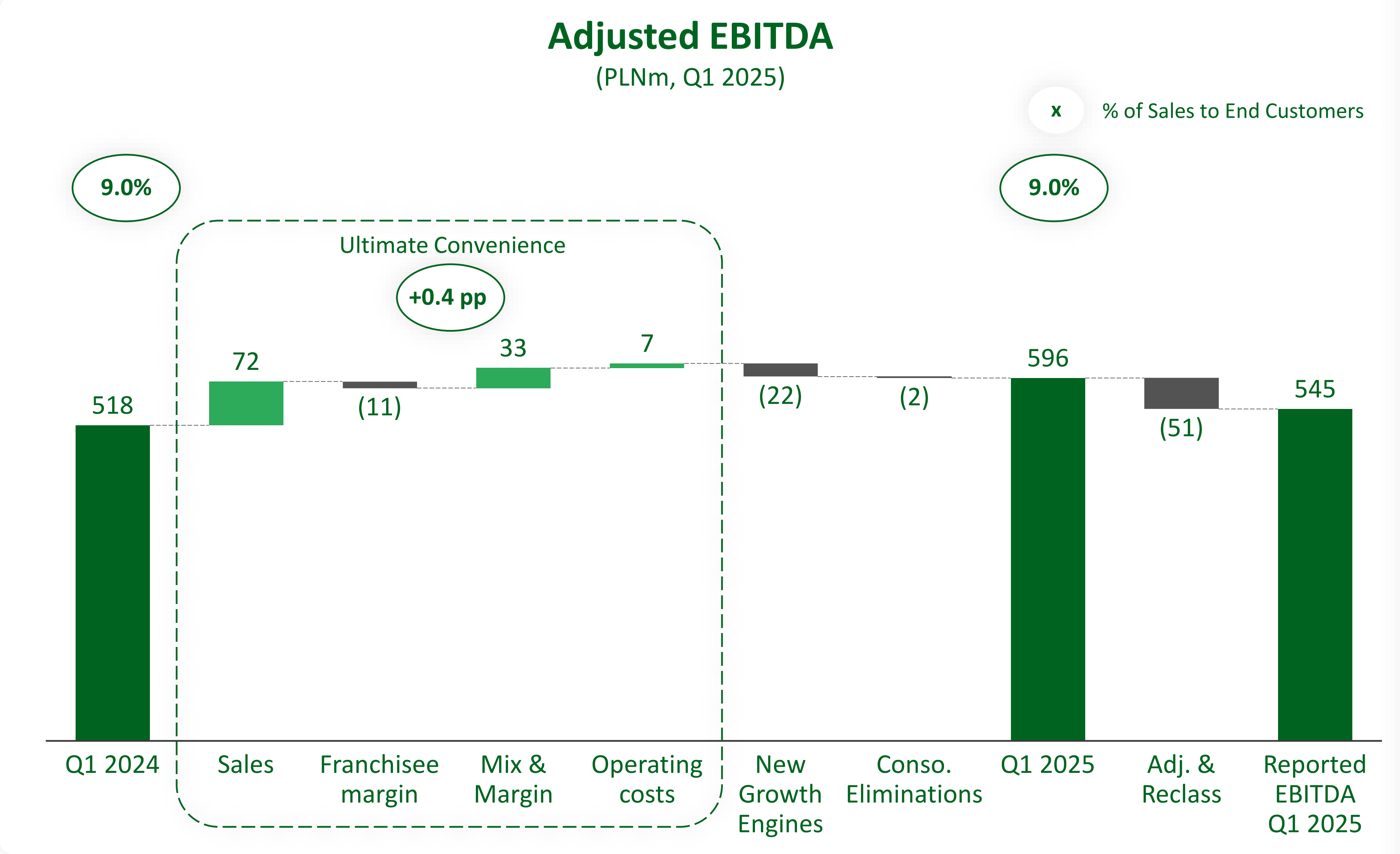
The reduction in margin on our main debt facilities contributed to a **lower net finance cost**. This benefit was partially offset by higher interest expenses related to store leases and other financial liabilities.

Reported EBITDA and Reported Net Profit were adversely impacted by the recognition of non-cash expenses related to IPO award and LTIP costs.

Source: Company Information

1 Includes Nano stores and stores in Romania. 2 LfL defined as comparison of daily receipt sales figures in Żabka stores operating on the same day of both the current and the previous period. 3 In relation to Żabka Polska StEC 4 Represents Żabka Sales to End Customers and sales of Maczfit, Dietly, Drim Daniel, Froo and Q-Comm and does not represent company reported revenue. 5. Statutory data 6 Adjusted EBITDA calculated as EBITDA pre-Rent and margins calculated based on Sales to End Customers.

Robust Adjusted EBITDA Performance driven by Sales Growth and Increased Profitability in Poland



- **Strong Adj. EBITDA growth** of +15% YoY thanks to continued momentum in **sales growth**
- **Margin improvement** driven by **better terms of trade with suppliers,** supported by increased volumes and expansion of the product offering
- **Operating cost efficiency gains**, driven by process improvements, leveraging data and digital tools (e.g. field force) and lower energy costs per store
- The (PLN 22m) NGE Adjusted EBITDA is primarily attributable to the ramp-up of operations in Romania since March last year, with DCO delivering a positive EBITDA
- EBITDA adjustments primarily include: **Non-cash costs** related to the **IPO Award (PLN 16m)**, to be granted to Żabka franchisees, employees, and B2B contractors, **LTIP costs (PLN 30m)**, for further details on expected future costs of these programmes, please refer to the Appendix

Source: Company Information. Note: this chart is based on Company Net Sales (CNS).
1 Operating Costs incl. G&A, Tech, Marketing and Other Op. Items (note: Central Costs are calculated as the absolute difference)

Generating Positive Cash Flow Amid Continued Investments In Growth…

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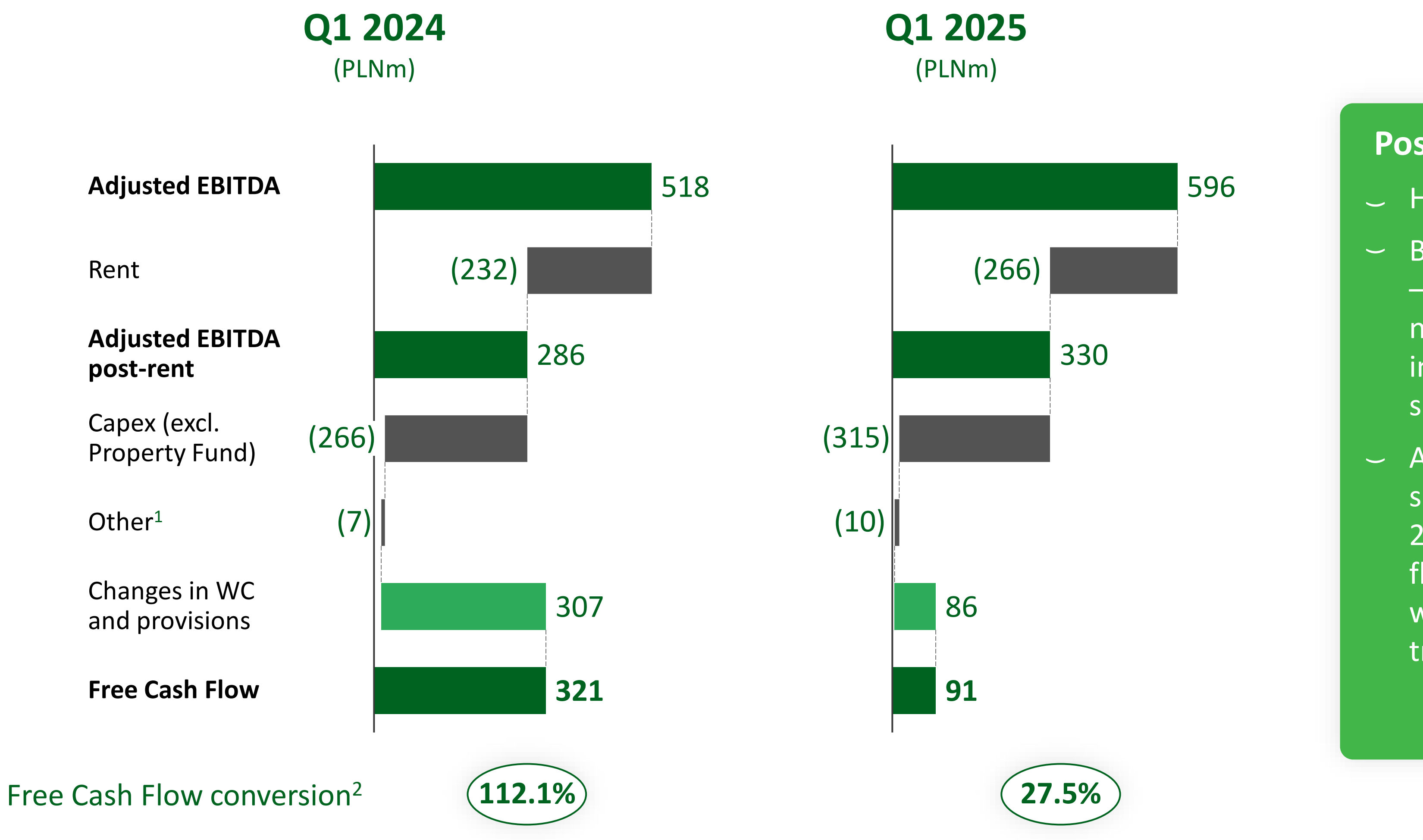


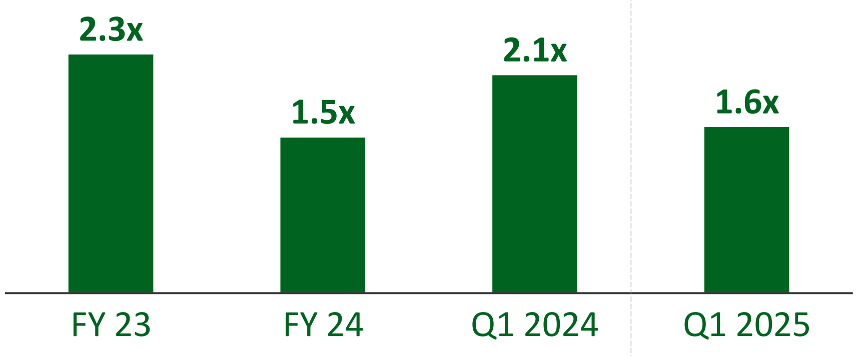
Positive cash flow generation, driven by:

- Healthy adj. **EBITDA** growth
- Business growth driven **Capex** spending – YoY growth attributable to ongoing network expansion and store retrofit, mainly installing convection-microwave ovens to serve our Street Food offer
- A favourable calendar effect led to a substantial release of working capital in Q1 2024, significantly boosting last year's cash flow Q1 2025 FCF generation is more in line with typical seasonal patterns and historical trends.

Source: Company Information. Note: 1 Current expenditures for projects leading to sale and leaseback transactions 2 Defined as Free Cash Flow over adj. EBITDA post-rent

… Consistently Supporting Further Deleveraging Year On Year

Net leverage: Net financial debt[1] / adjusted EBITDA post-rent[2]



	FY 23	FY 24	Q1 2024	Q1 2025
Net debt (incl. leases) / adjusted EBITDA (pre-rent)[3]	3.0x	2.5x	3.0x	2.5x
PLNm				
Gross financial debt[4]	5,218	4,549	5,493	4,697
Cash	(649)	(750)	(1,051)	(552)
Net financial debt[1]	**4,569**	**3,799**	**4,442**	**4,145**
Leases	4,013	4,855	4,406	4,950
Net debt (incl. leases)	**8,582**	**8,654**	**8,848**	**9,095**

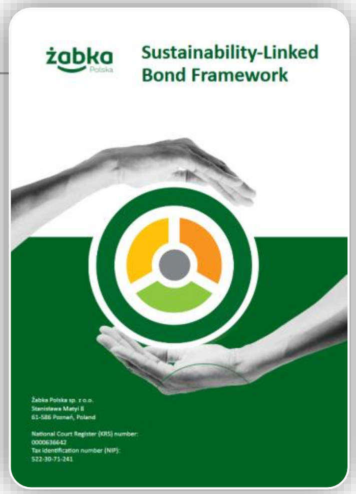
- **Reduction in leverage profile by 0.5x between March 2024 and March 2025** from robust cash generation in LTM and adj. EBITDA growth
- Leverage at the end of Q1 of 1.6x excl. leases and 2.5x including capitalized leases

Source: Company Information. Note: 1 Net financial debt defined as the sum of current and non-current loans and borrowings less cash. 2 Based on LTM adjusted EBITDA post-rent numbers. 3 Based on LTM adjusted EBITDA pre-rent numbers. 4 Gross debt defined as the sum of current and non-current loans and borrowings.

Successful Execution of PLN 1bn Bond Programme with Attractive Terms

Offer parameters

Issuer	Zabka Group S.A. (Luxembourg), a public limited liability company listed on the Warsaw Stock Exchange
Bonds Type	Senior, secured (Corporate Guarantee), Sustainability-linked bonds aligned with ICMA Sustainability-Linked Bond Principles
Issue Size	Initially PLN 500m upsized to PLN 1bn on the back of very strong demand
Tenor, Maturity	5 years (May 2030)
Coupon Type, Frequency	Floating rate bonds, Semi-annual coupon, WIBOR 6M + 150 bps Margin
Use of proceeds	General corporate purposes
KPIs and Sustainability Performance Targets (SPT)	Successful structurization of Sustainability-linked Bonds Framework, approved by Moody's KPI 1: Increase of the value of sales of own brand food products promoting a sustainable lifestyle (SPT: PLN 3,150m by 2028) KPI 2: Reduction of the share of virgin plastic in the weight of own brand packaging (SPT: 38% by 2028)



- **Żabka Group has successfully completed its first bond issue amounting to PLN 1bn** placing us as one of the largest corporate issuers in Poland and helping us to optimise the structure of our financing in terms of key terms, tenor and instrument type.
- **Strong demand** from institutional investors, allowing us to (i) upsize the deal to PLN 1bn from PLN 500m while achieving a (ii) **competitive margin of 150 bps over 6M WIBOR** – very attractively priced compared to other recent large-scale issuances on domestic market – and a (iii) **tight spread of +69 bps** over Polish Floating Rate Treasuries
- The **expected interest and tax cash benefits** ca. PLN 15m+ (per annum). Q2 25 financial costs will be impacted by non-cash IFRS recognition of debt repayment.

Note: 1 Leverage Ratio means, at the relevant time, the ratio of Consolidated Net Debt as at the last day of a Relevant Period to Bond Adjusted EBITDA for the Relevant Period as per definitions in Bonds Terms and Conditions 2 Interest Cover Ratio for any Relevant Period means the ratio of the Bond Adjusted EBITDA to Consolidated Net Cash Interest Expenses as per definitions in Bonds Terms and Conditions.

Concluding Remarks and Near-Term Guidance

Consistently Strong Results

- In line with our expectations, in Q1 25 Żabka **continued strong financial and operating performance** delivering robust LfL growth of 6.0% in a typically **slower quarter due to seasonality**
- In Q1'2025 our **ultimate convenience business segment enjoyed better margins by 38bps** on adj. EBITDA basis vs last year; **Zabka Group adj. EBITDA margin remained stable at 9%, in line with our guidance,** on the back of continued investments in Romania and improving profitability of DCO

Growth Pillars

- In Q1 25 we continued store network rollout, adding +9% more stores in Poland and Romania. Within our **Street Food offer we installed 2k ovens** in the quarter, **covering 90% of the network**
- In Q1 25 we focused on **further growth of Digital Customer Offering** driving **more user engagement** in our recently **upgraded app through targeted promotions** and **new features**

Near-term Guidance

- We remain confident in **achieving our 2025 and near-term guidance of**
  - **Like-for-like growth** in the **mid to high single-digit** range in 2025
  - **Store openings @1,100+** in Poland and Romania in 2025
  - **Stable adj. EBITDA margins** towards the top end of our 12-13% range in the near and mid-term
  - Continued **improvement in Adj. Net Income Margin to 3%** in the near-term

Q&A

Appendix

IPO Award And LTIP: IFRS Costs Recognition And P&L Impact

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IPO award

- The IPO Award is a one-off grant in the form of Zabka Group shares, awarded to franchisees (ca. 65% of all shares to be granted as IPO award), Group employees (ca. 25%) and B2B contractors (ca. 10%). Participants are entitled to receive shares on the first anniversary of the IPO, subject to confirming their willingness to participate and opening a brokerage account. As a result, we expect **dilution of up to 0.4%** in **Q4 2025**.
- In accordance with IFRS, the **costs of the program are recognized over a 12-month period**, starting from the IPO date and ending on **October 22, 2025**. Therefore, **most of the related expenses will be reflected in the P&L up to Q3 2025**.
- The **total expected cost of the IPO Award program are PLN 12m in Q4 2024, c. PLN 18m on average within Q1–Q3 2025 period and PLN 4m in Q4 2025**. **Final costs may be lower as they will depend on the actual participation rate in the program.**

Long Term Incentive Plan (LTIP)

- As discussed in the IPO, in 2024 the Group adopted the Long-Term Incentive Plan (LTIP) for 2025-2027. Awards under the LTIP are granted in the form of PSUs or RSUs, which entitle participants to receive shares free of charge upon completion of a vesting period. The awards will be delivered each year following the approval of audited financial results.
- Delivery of the shares in the program is **backloaded with appx. 2/3 of the award value delivered in early 2028**, subject to cumulated 3-year performance of Zabka Group.
- LTIP is subject to two vesting conditions:
  - Service condition – the participant needs to complete a specified period of service, during which services are provided to Zabka and
  - Performance condition (only for PSUs) based on **EBITDA** Growth, **Sales to End Customers** Growth, **ESG index**. Targets have been aligned with the Group's Value Creation Plan.
- 3-year LTIP costs are recognised in our P&L as **three separate awards**, in accordance with IFRS 2, which applies a graded vesting model. This results in a **front-loaded expense recognition**, with the majority of the cost recognized in the early years of the plan. Consequently, c. 45% of the total program value is expected to be booked in 2024 and 2025.
- As communicated during the IPO, **assuming delivery of IPO guidance, the program is expected to result in approximately 2% dilution** and the **expected quarterly LTIP costs are c. PLN 30m in FY25A, and between PLN 18-25m in 2026-2027 period**. Although most of the shares are to be delivered to LTIP participants in 2028, no costs of this program are to be recognised in 2028.

Source: Company Information. Note: 1 with a condition that the participant remains actively engaged by the Group both on the IPO date and on the first anniversary of the IPO and is not in a notice period on any of these dates
Note2 : The values and percentages included in the LTIP program description assume delivery of IPO guidance

Strong Q1 2025 Performance Across All Key Metrics

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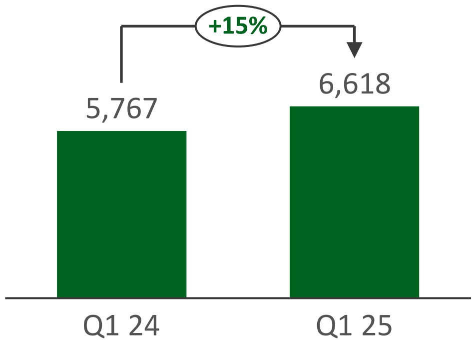
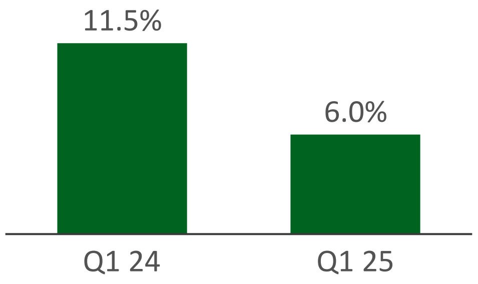
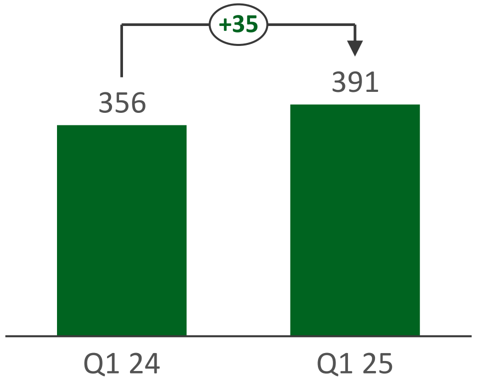
Sales to End Customers[1]
(PLNm)



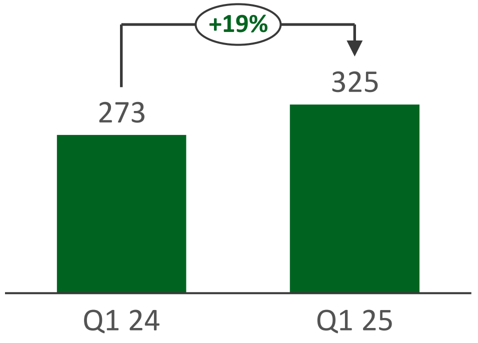
Like for Like[2]
(%)



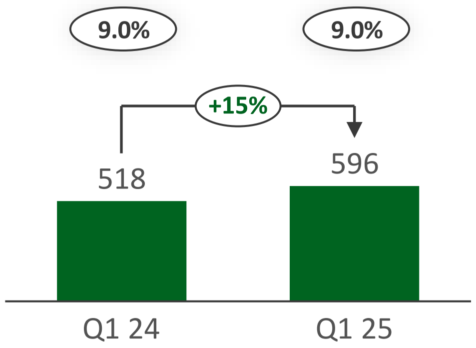
Net store openings
(# of stores)



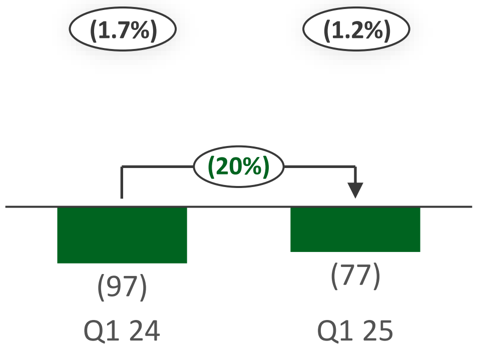
Capex
(PLNm)



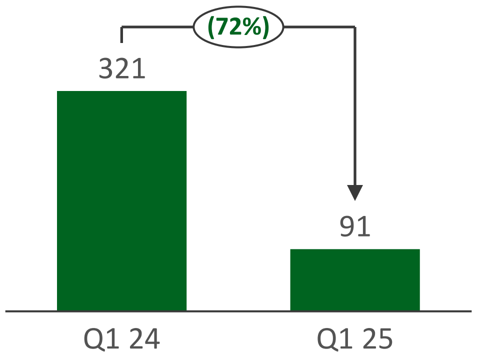
Adjusted EBITDA & margin[4]
(PLNm / %)



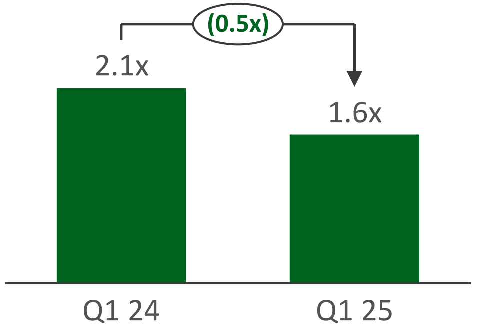
Adjusted Net profit & margin[5]
(PLNm)



Free Cash Flow[6]
(PLNm)



Leverage[7]
(x)



Source: Company Information

1 Represents Żabka Sales to End Customers and sales of Maczfit, Dietly, Drim Daniel, Froo and Q-Comm and does not represent company reported revenue. 2 LfL defined as comparison of daily receipt sales figures in Żabka stores operating on the same day of both the current and the previous period. 3 Adjusted EBITDA margins calculated based on Sales to End Customers. 4 The adjusted Net profit includes Net profit plus EBITDA adjustments (mainly IPO costs in 2024) net of tax effect. 5 Defined as Adjusted EBITDA (Post-rent) minus Capex plus Changes in working capital and provisions. 6 Leverage calculated as Net debt (excluding leases) / LTM Adj. EBITDA Post-Rent. Data as of 31st December 2024

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Thank you