

Żabka Group 2025 performance – net profit exceeds PLN 1 billion as expansion accelerates and key metrics reach strategic growth targets¹

Significant acceleration of network rollout and LfL growth across Poland and Romania, supported by improved margins, operational efficiency, and exceptionally strong cash generation

In 2025, the Żabka Group outpaced the market, consistently increasing its retail market share. Consolidated Sales to End Customers rose 14.1% YoY to PLN 31.1 billion. Like-for-like (LfL) growth in Poland was 5.3%, in line with the Group’s mid-single-digit target. This was achieved despite unfavourable weather conditions, confirming the appeal of the retail offering and its fit with customer expectations.

Adjusted EBITDA reached PLN 4.07 billion, up 16% YoY, driven by accelerated network rollout, higher sales, cost discipline, and the improved profitability of the Digital Customer Offering (DCO). Adjusted Net Profit rose 40.6% to a record PLN 1.0 billion, with the Adjusted Net Profit margin reaching 3.2%, ahead of the 3% guidance.

In 2025, the Żabka Group launched 1,394 stores, thus exceeding the revised target of 1,300 new store openings set for the year. At year-end the Group’s retail chain comprised 12,339 outlets, including 173 in Romania, reinforcing its position as Europe’s largest modern convenience ecosystem.

Tomasz Suchański, Group CEO, commented:

The 2025 figures confirm that the Żabka Group’s strategy is delivering. We have achieved all the financial metrics communicated to investors, while also accelerating the execution of selected strategic initiatives, including the expansion of our store network. At mid-year we revised upwards our new openings guidance to over 1,300 stores in Poland and Romania, and ultimately outperformed it. Among the key drivers of this very strong result were the secured pipeline of attractive locations, sustained franchisee interest, and consistent cost discipline with a focus on unit economics. This approach enables us to scale the business in a predictable manner with a high degree of execution precision. We allocate capital selectively – where it strengthens our strategic

¹ This press release contains certain financial metrics which are not defined or specified under IFRS and therefore qualify as Alternative Performance Measures (“APMs”) in accordance with the ESMA Guidelines on Alternative Performance Measures (ESMA/2015/1415). These APMs are presented to enhance the understanding of the Group’s underlying operating performance and financial position. However, APMs should not be considered in isolation or as substitutes for measures prepared in accordance with IFRS. Alternative Performance Measures (“APMs”) constitute a significant component of an entity’s financial communication and serve as an important supplement to information presented in the financial statements. APMs are financial measures that are not defined within the applicable financial reporting framework. The APMs used in this press release include: Sales to End Customers, Adjusted EBITDA, Adjusted Net Profit, CAPEX, Free Cash Flow, and Net Debt to Adjusted EBITDA. Information on their definitions and relevance is presented on the final page of this press release.

pillars: further network expansion in Poland, disciplined build-out in Romania, and investment in digital and operational excellence.

Tomasz Blicharski, Group Chief Strategy & Development Officer, said:

Network rollout and LfL growth across Poland and Romania are consistently bringing us closer to the long-term target of more than doubling Sales to End Customers between 2023 and 2028. This growth momentum is reinforced by expanding digital businesses and stable cash flows. Our competitive advantage lies in data-driven management and high operational agility, which enable us to respond swiftly to market changes and scale at pace. We continue to refine the alignment of our offering to local customer preferences, while investing in hyper-personalisation at the store level to further enhance the resonance of each point of sale with its community. Central to this is our integrated operating platform – spanning the supply chain, category management, and advanced data and technology capabilities – which allows us to manage product availability effectively and adjust the offering dynamically. Sustainability remains an integral part of this model: ESG excellence is embedded both in our strategy and day-to-day operations. This strategy is also delivering results in Romania, where the Froot network is consistently scaling up and strengthening its market position.

Marta Wrochna-Łastowska, Group CFO, added:

Disciplined capital allocation and a focus on operational efficiency enabled us to reduce leverage effectively and – relying on the scalability of our business model – to upgrade the store-openings target. Despite a more challenging market environment, we improved margins and financial flexibility. Adjusted EBITDA grew 16% YoY in 2025, with a margin of 13.1%, which is above our previously communicated guidance of 12–13%. This improvement was driven by continued focus on product-margin enhancement, cost discipline, operating leverage, and the profitability of the Digital Customer Offering. Adjusted Net Profit improved even more markedly, rising 40.6%. The Adjusted Net Profit margin expanded to 3.2%, ahead of the previously communicated 3% target. Last year, we also worked intensively on improving our financing structure. In May, we carried out our first bond issue worth PLN 1 billion, and in the autumn we successfully refinanced our credit agreement, resulting in a reduced margin and an extended maturity. All these steps increased our financial flexibility and contributed to lowering the cost of debt. In line with our latest guidance, we reiterate our expectation of mid to high-single-digit LfL growth for the full year 2026, with variability between quarters, and the same range over the medium term. We expect our adjusted EBITDA margin to remain stable at the top end of the 12–13% range, alongside a gradual improvement in the net income margin toward approximately 4.5% over the medium term.

Key performance highlights for FY 2025:

- Sales to End Customers reached PLN 31,135 million, up 14.1% YoY. In Q4 2025 alone, Sales to End Customers amounted to PLN 7,867 million (+14.3% YoY).
- Revenue totalled PLN 27,153 million (+14.1% YoY). In Q4 2025 alone, revenue rose 14.0% to PLN 6,922 million.
- Top-line growth was driven by a combination of LfL growth and the rapidly expanding store base.
- Thanks to the high availability of attractive locations in Poland and accelerated expansion in Romania, at year-end 2025 the Żabka Group's retail chain – Europe's largest convenience network – comprised 12,339 stores following 1,394 gross new openings (+19.6% YoY). In Romania, where the Group operates under the Froo brand, the number of stores at the end of the period grew 188% YoY to 173 locations, with customer traffic approaching levels observed in Poland. As per the updated strategy unveiled in 2025, the revised annual target for new store openings across Poland and Romania is over 1,300 stores. This puts the network on track to reach around 16,000 stores by the end of 2028, about 1,500 more than projected at the time of Żabka's first-time listing on the Warsaw Stock Exchange.
- In 2025, LfL growth was 5.3%, in line with expectations, driven by initiatives to increase footfall and basket size, despite unfavourable weather conditions.
- Adjusted EBITDA rose 16% in 2025, to PLN 4,066 million, with the margin reaching 13.1% compared with 12.8% in 2024. The result exceeded the upper end of the 12–13% margin range set out in previously communicated guidance. Growth was driven by increased operating scale, LfL sales, effective cost management and the profitability of the DCO, partly offset by higher franchisee costs. In Q4 2025 alone, Adjusted EBITDA came in at PLN 1,134 million (+14.9% YoY).
- By year-end 2025, the street food offering was available across all Żabka stores in Poland. A total of 622 new products were introduced (including under the GOOD MOOD brand), and the range of convenient services expanded by over 20 items. At year-end 2025, the Żabka Group had 10 million digital active shoppers. Żappka app users' purchases averaged 20% higher compared with other customers.
- Online revenue (DCO) grew 25% in 2025, and the Group remains on track to achieve the IPO target of a fivefold increase in this revenue stream by 2028. Growth was supported by the development of existing digital services, including double-digit sales growth of the Maczfit offering, as well as the expansion of the delio, Jush! and Dietly brands. Online growth was also driven by new projects, such as Izidrop and Żabka Ads. Izidrop is an e-commerce logistics service offering competitive parcel delivery pricing in partnership with Allegro Delivery, among others. Żabka Ads, meanwhile, installed close to 6,000 screens across over 4,000 outlets, enabling the Group to reach 27 million consumers and strengthening its retail media position.
- For the first time, the Group's net profit exceeded PLN 1 billion. In 2025, Adjusted Net Profit was PLN 1,003 million (+40.6% YoY) and Reported Net Profit was PLN 1,057 million (+78.3% YoY). In Q4 alone, the figures were PLN 354 million (+20.6% YoY) and PLN 527 million (+144.3% YoY),

respectively. The record result was supported, among other things, by lower finance costs following successful refinancing efforts.

- The Adjusted Net Profit margin expanded to 3.2% in 2025, from 2.6% a year earlier, ahead of the 3% target. In Q4 alone, the margin rose to 4.5%, from 4.3% in Q4 2024.
- Free Cash Flow (FCF) totalled PLN 1,740 million in 2025, compared with PLN 1,531 million a year earlier. The increase was primarily attributable to the continued scaling of the business and higher profitability, resulting in strong Adjusted EBITDA growth and more favourable working-capital management.
- Strong cash generation funded capital expenditure (CAPEX) of PLN 1,624 million in 2025 (-3% YoY), of which PLN 539 million was incurred in Q4 (-13.5% YoY). Key investment projects included new store openings, upgrades of existing stores, and expansion of the Romanian network and digital channels as part of the New Growth Engines (NGE).
- With strong cash flow performance, the Group successfully executed its deleveraging strategy, reducing the net debt to Adjusted EBITDA ratio from 1.5x at end-2024 to the target level of 1.0x at end-2025.

Summary of Q4 2025 and full-year 2025 results

PLN million	Q4 2025	Q4 2024	Change	2025	2024	Change
Revenue	6,922	6,072	14.0%	27,153	23,797	+14.1%
Gross profit	1,445	1,217	18.7%	5,100	4,391	+16.1%
EBITDA	1,103	891	23.8%	3,876	3,363	+15.3%
Adjusted EBITDA*	1,134	987	14.9%	4,066	3,505	+16.0%
Net profit/(loss)	527	216	144.3%	1,057	593	78.3%
Adjusted Net Profit**	354	294	20.6%	1,003	714	40.6%

Selected KPIs and performance metrics

(all margins calculated in relation to Sales to End Customers)

	Q4 2025	Q4 2024	Change	2025	2024	Change
Consolidated Sales to End Customers, PLN million***	7,867	6,884	14.3%	31,135	27,277	+14.1%
Number of Stores (EoP)	12,339	11,069	+11.5%	12,339	11,069	+11.5%
<i>including in Romania</i>	173	60	188%	173	60	188%
LfL growth	4.8%	7.1%	(2.3pp)	5.3%	8.3%	(2.9pp)
New store openings (gross)				1,394	1,166	+19.6%
<i>including in Romania</i>				118	60	+96.6%
EBITDA Margin	14.0%	12.9%	1.1pp	12.4%	12.3%	+0.1pp
Adjusted EBITDA margin*	14.4%	14.3%	0.1pp	13.1%	12.8%	+0.3pp
Net profit margin	6.7%	3.1%	3.6pp	3.4%	2.2%	1.2pp
Adjusted Net Profit margin**	4.5%	4.3%	0.2pp	3.2%	2.6%	0.6pp

Sustainability highlights

In 2025, we successfully met the key ESG KPI targets across the Sustainable Lifestyle, Mindful Business Impact, Responsible Organisation and Green Planet pillars. Sales of own brand products promoting a sustainable lifestyle reached PLN 2.1 billion. The use of AI enabled closer alignment of deliveries with local consumer needs, reducing waste and potential environmental impact. Food-waste intensity in own operations fell by nearly 25% compared with 2020, with 87% of unsold products channelled for further beneficial use. Our close collaboration with suppliers resulted in a close to 92% acknowledgement rate for the Code of Conduct for Business Partners among this stakeholder group. The employee engagement score stood at 4.67 points, placing us among the top 25% of the most engaged organisations worldwide (89th percentile). The share of virgin plastic in own brand packaging was over 36%, own-operations GHG emissions fell by nearly 35% relative to the 2020 base year, and store-level Scope 3 emissions intensity decreased by 66.2% relative to the 2020 base year. From October 2025, the voluntary Deposit Return System (DRS) has been operational in virtually all Żabka stores in Poland, offering easy recycling of bottles and cans within the system's scope. Customers receive a cash refund or a discount on their next purchase, while the proximity of stores encourages higher return rates.

The effectiveness of integrating the ESG agenda into operations and the Group's management model has been confirmed by the highest possible AAA score in the MSCI ESG Rating. The Group was rated for the first time and immediately ranked among the top 10% of food retailers globally, which evidences that our operational and financial decisions are aligned with ESG-informed long-term value creation.

The consolidated sustainability statement was prepared in accordance with the CSRD, the European Sustainability Reporting Standards (ESRS), and the EU Taxonomy for environmentally sustainable activities. It includes, among other things, a double materiality assessment and data on the Group's environmental, social and governance (ESG) impacts. It provides a comprehensive overview of the Group's efforts and progress in meeting the objectives defined in the ESG Framework Policy and the Responsibility Strategy.

About the Żabka Group

The Żabka Group is the Ultimate Convenience Ecosystem with a mission to create value by simplifying people's everyday lives.

The Group serves a growing number of consumers who are looking for convenience and promotes a responsible approach towards products, packaging, customers, franchisees, suppliers and the broader environment.

Żabka Group's ecosystem encompasses Poland's leading convenience retail network operating under Żabka brand and a store chain in Romania under Froo brand. The network is complemented by a chain of unmanned, autonomous outlets

operating under the Żabka Nano banner, enabling customers to shop 24 hours a day, seven days a week. In total the network comprised 12,339 stores at end-December 2025.

The Group also has an advanced, continually evolving digital customer offering. Its Maczfit operation delivers restaurant-quality prepared meals to consumers seeking convenient and healthy food, while Dietly is the leading online D2C meal solutions marketplace. The Group's eGrocery business is operated through two brands: Jush! and Delio.

Since October 2024, the Company's shares have been listed on the Warsaw Stock Exchange (Giełda Papierów Wartościowych w Warszawie, WSE).

Media enquiries:

Żabka Group

Filip Paszke

Wojciech Zengteler

Katarzyna Przewężikowska

biuro.prasowe@zabka.pl

ir@zabkagroup.com

M+G

Magda Kołodziejczyk

+48 501 16 88 07

Przemysław Sałek

+48 514 044 194

zabka@mplug.com.pl

The table below provides the definitions, relevance explanations and calculation methodologies for all Alternative Performance Measures (“APMs”) referenced in this press release. These measures are not defined under IFRS and are therefore presented in accordance with the ESMA Guidelines on Alternative Performance Measures. The information below is intended to enable users to understand the basis, purpose and limitations of each APM, and to ensure transparency, consistency and comparability across reporting periods.

No.	APM	Abbreviation	Definition	Relevance
1.	Sales to End Customers	STeC	Sales to End Customers represents sales to end customers from Žabka stores, as well as of New Growth Engines, and does not represent the Company’s revenue.	Reflects the underlying commercial performance of the Group and the demand generated at the customer level, beyond revenue reported under IFRS.
2.	Adjusted Earnings before Interest, Taxes, Depreciation & Amortization	Adj. EBITDA	Adjusted EBITDA means EBITDA adjusted for (i) funds spent on ensuring business continuity in the face of unforeseen event within the Group’s environment, protection of employees, franchisees and society, (ii) Group reorganization costs, (iii) costs related to changes in the ownership structure and obtaining financing, (iv) transaction costs in respect of M&A, (v) incentive schemes and additional compensation in connection with the termination of cooperation with key employees, and (vi) result on disposal of property, plant and equipment and right of use.	Provides a clearer view of recurring operational profitability by excluding volatility from items not indicative of ongoing performance.
3.	Adjusted Net Profit	Adj. Net Profit	Net profit adjusted for non-recurring, non-cash and exceptional items excluded from Adjusted EBITDA and items below the EBITDA line.	Enhances comparability of earnings by removing distortions caused by exceptional or non-core elements
4.	Like-for-Like	LfL	LfL growth defined as the comparison of Sales to End Customers from Žabka stores between periods, taking into account the sales of stores operating on the same day of both the current and previous period.	Provides a clean indicator of underlying organic performance by eliminating the effects of network expansion or structural changes, enabling users to assess true comparable growth dynamics.
5.	Leverage (Net Debt/Adjusted Earnings before Interest, Taxes, Depreciation & Amortization)	Leverage (ND/Adj. EBITDA)	Leverage indicator comparing net financial indebtedness to Adjusted EBITDA. Net Debt divided by Adjusted EBITDA for the preceding twelve months.	Provides a key measure of financial leverage, liquidity headroom and debt-servicing capacity.
6.	Free-Cash-Flow	FCF	FCF means Adjusted EBITDA (post-rent) minus Capex plus cost of the Sale and Leaseback Transaction plus changes in working capital and provisions	FCF provides insight into the Group’s ability to convert operating profitability into cash and reflects financial flexibility, capital discipline, and the capacity to self-fund growth.

7.	Capital Expenditure	CAPEX	<p>Capex means the sum of additions related to intangible assets and property, plant and equipment within the Group's consolidated statement of cash flows. Can be split between: Growth Capex (means Capex minus Maintenance Capex) & Maintenance Capex [means Capex incurred generally in relation to the maintenance of the existing asset base, in particular the replacement of store equipment, logistics other than new distribution centres and Capex for Strategic Leadership and Central Functions (unless related to development or major expansion)].</p>	<p>Indicates baseline investment essential to sustain operations + growth and expansion, moreover provides insight into recurring cash needs.</p>
----	----------------------------	--------------	---	---