



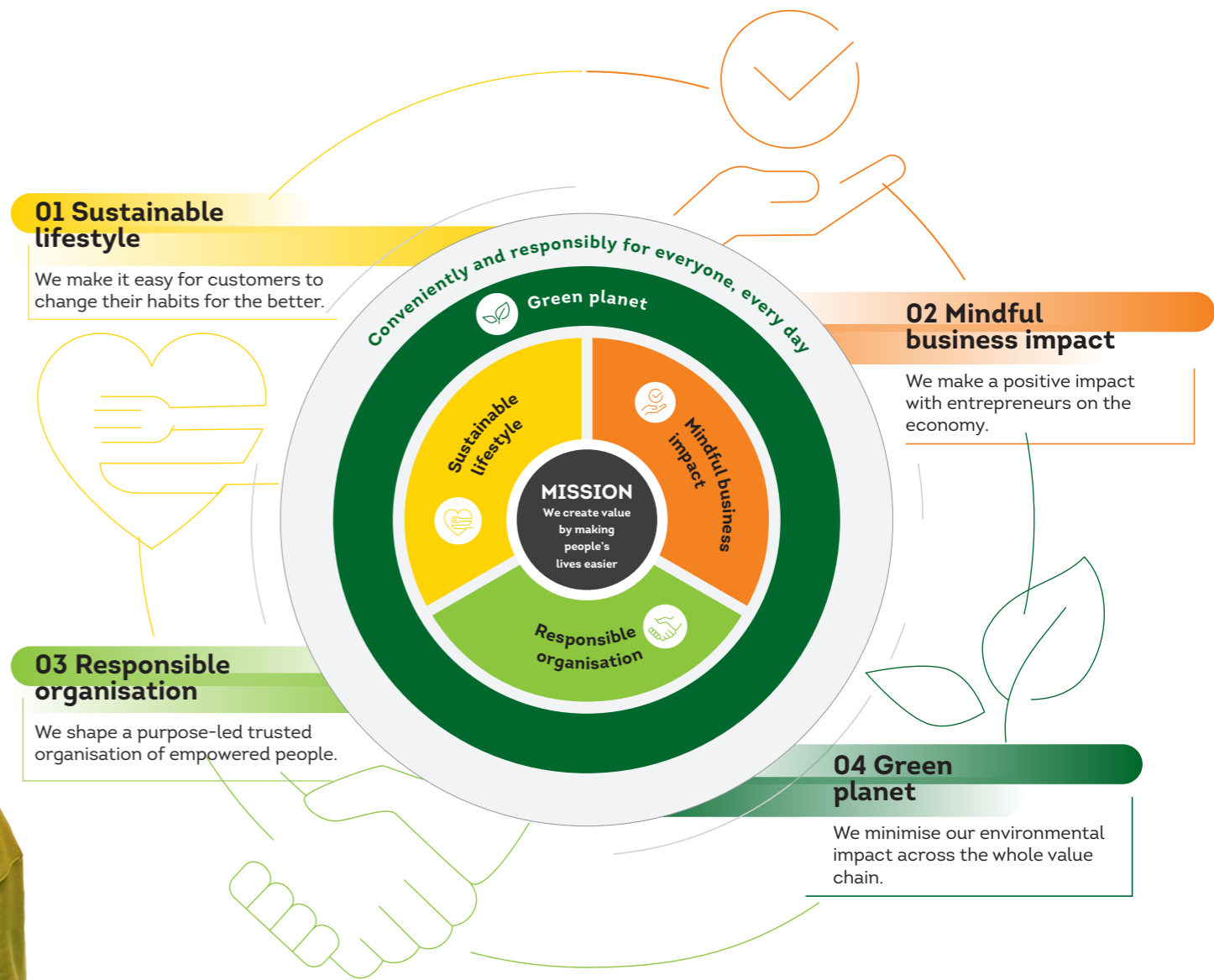
CONVENIENTLY
AND RESPONSIBLY

2025 SUSTAINABILITY SUMMARY

Table of Contents

Introduction	2	Pillar 03 – Responsible organisation	24
Our Responsibility Strategy	3	Results and our progress	24
Zabka Group convenience ecosystem	4	Our approach	25
Executive ESG overview	6	Equality and inclusive organisational culture	26
ESG Framework	8	My Impact campaign	28
Socio-economic impact	10	Our sustainability reporting journey	30
Sustainability governance	12		
Pillar 01 – Sustainable lifestyle	14	Pillar 04 – Green planet	32
Results and our progress	14	Results and our progress	32
Our approach	15	Our approach	33
Good Nutrition	16	Close to return - from tests to scale	34
		Decarbonising our value chain	36
Pillar 02 – Mindful business impact	18	Value chain overview	38
Results and our progress	18	Our Partners	40
Our approach	19		
Franchisee-centricity	20		
Fair Business	22		

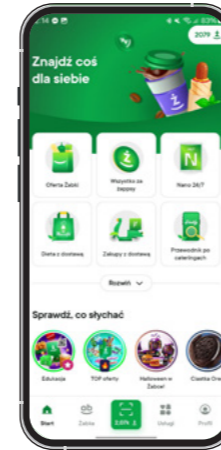
Our Responsibility Strategy 2021-2026



The 2025 Sustainability Summary of Zabka Polska summarises key highlights of our Responsibility Strategy implementation and ESG initiatives that influence our business and areas where we can drive transformative change. The data covers the financial year 2025. This publication is not the official 2025 Annual Report, nor is it an exhaustive summary of all potentially relevant sustainability information. For consolidated information prepared under the European Sustainability Reporting Standards for Zabka Group SA please refer to the 2025 Annual Report. The definitions of terms used in this publication are consistent with those provided in the 2025 Annual Report and can be found therein.

[See more in 2025 Annual Report](#)

Zabka Group convenience ecosystem



Leading consumer app, providing a digital gateway to our convenience ecosystem.



Wide range of ready-to-eat meal plans with direct to consumer home delivery.



Online direct to consumer meal marketplace.



eGrocery offering rapid delivery of essential products.



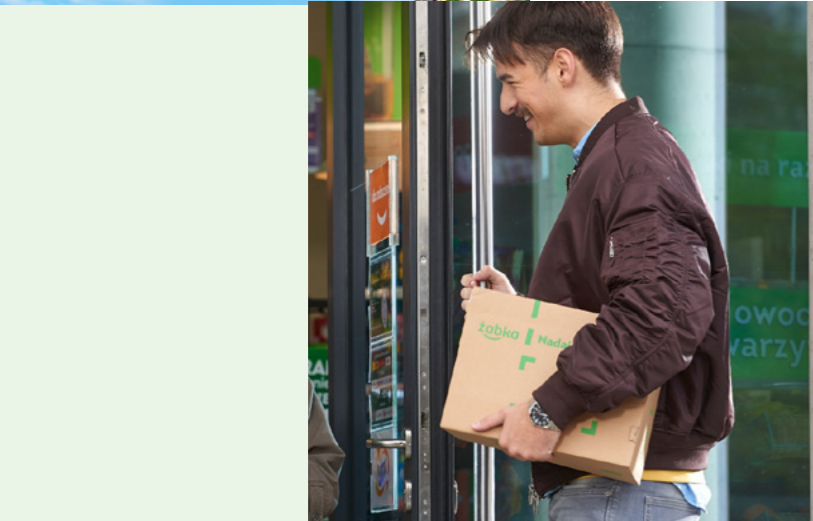
Same-day delivery of supermarket-style product range.



Full suite convenient services in store.



Unmanned autonomous stores open 24/7.



Executive ESG overview

Sustainability is closely integrated with our core business operations, making ESG factors pivotal in all initiatives.

Tomasz Blicharski

Group Chief Strategy & Development Officer



As CFO, I see high quality ESG reporting as being essential to deliver credible insights, strengthen governance and create long-term value.

Marta Wrochna-Łastowska

Group Chief Financial Officer



How do we ensure that Żabka Group's commitment to ESG excellence is fully embedded in our strategy and day-to-day operations?

The Group's leadership, built over 25 years of disciplined growth and continuous innovation, is something we are both proud of and widely recognised for. A key element of this success is our clear understanding that the ESG agenda is one of our four strategic growth enablers.

To achieve our ambitions – expanding our store network in Poland and Romania, increasing like-for-like sales and further developing our digital customer offering – ESG receives the same level of attention as our core commercial priorities. It is a critical factor in delivering long-term strategic goals.

We have structured the organisation accordingly. Our ESG Strategy and Reporting teams, forming the ESG Centre of Excellence, operate as Group-level functions empowered by the Management Committee and the Board of Directors. This ensures that ESG principles are embedded consistently across the entire organisation.

What recent achievements best demonstrate the effectiveness of this approach?

We successfully delivered against all our core ESG-related KPIs in 2025, meaning the outlook for 2026 remains positive.

The year also brought a number of impactful cross-functional initiatives with strong ESG and business benefits. For example,

we transformed many of our own-brand products to prioritise nutritional value, enabling customers to make more informed choices. This is a key element of our broader commitment to strengthening food quality standards across the Group.

We also worked on our environmental footprint through initiatives such as the voluntary, ground-breaking deposit-based packaging collection scheme in Poland and the continued implementation of our long-term decarbonisation plan. We also focused on own-brand packaging transformation and tightening relationships with business partners ensuring that our collaboration is grounded in a robust set of standards and policies.

These achievements have been recognised externally through exceptionally strong ESG ratings from multiple independent bodies and prestigious awards for our 2024 Annual Report and sustainability disclosures.

What are the priorities for 2026 and how will they shape the Group's future direction?

Looking ahead, we are advancing with the adoption of more ambitious ESG goals for 2026. These will form the foundation for a comprehensive new Group-level strategy, reflecting the continued integration of sustainability across all areas of our business. This approach will further strengthen alignment with our ESG Framework and all established policies and guidelines.

Żabka Group has chosen to report robust ESG data even though it is not required to do so by current regulations. What drives this decision?

Our commitment to ESG reporting is rooted in the belief that transparency and accountability are fundamental to building trust with our stakeholders. Although we're not yet required to report under the European Sustainability Reporting Standards (ESRS), last year we decided to adopt Group-wide reporting according to this standard as outlined in our 2024 Annual Report. We have chosen to follow the best market practices, recognising the significant value they create for all parties involved. However, we see aligning with the ESRS as a baseline rather than a ceiling. We proactively exceed these requirements through additional voluntary reporting, which has significantly enhanced the depth of our sustainability initiatives.

The results speak for themselves. Our ESG ratings are a testament to the robustness of our efforts. By providing stakeholders with detailed, reliable information, we empower them to make well-informed decisions based on a clear understanding of our practices.

How is Żabka Group leveraging new technologies and data systems to improve the quality and transparency of its ESG reporting, and what recognition has this work received?

Data quality and technological innovation are pivotal to our ESG reporting. We've integrated more advanced systems and controls that significantly enhance the accuracy and reliability of our sustainability data.

The market has clearly recognised the value of our efforts. We've achieved a top MSCI ESG rating, which reflects the quality and transparency of our practices. Additionally, our Sustainability statement for the year 2024 has been honoured in three prestigious competitions, validating our commitment to excellence in sustainability reporting. Our stakeholders consistently appreciate our comprehensive and transparent approach, which strengthens our relationships and supports our long-term business objectives.

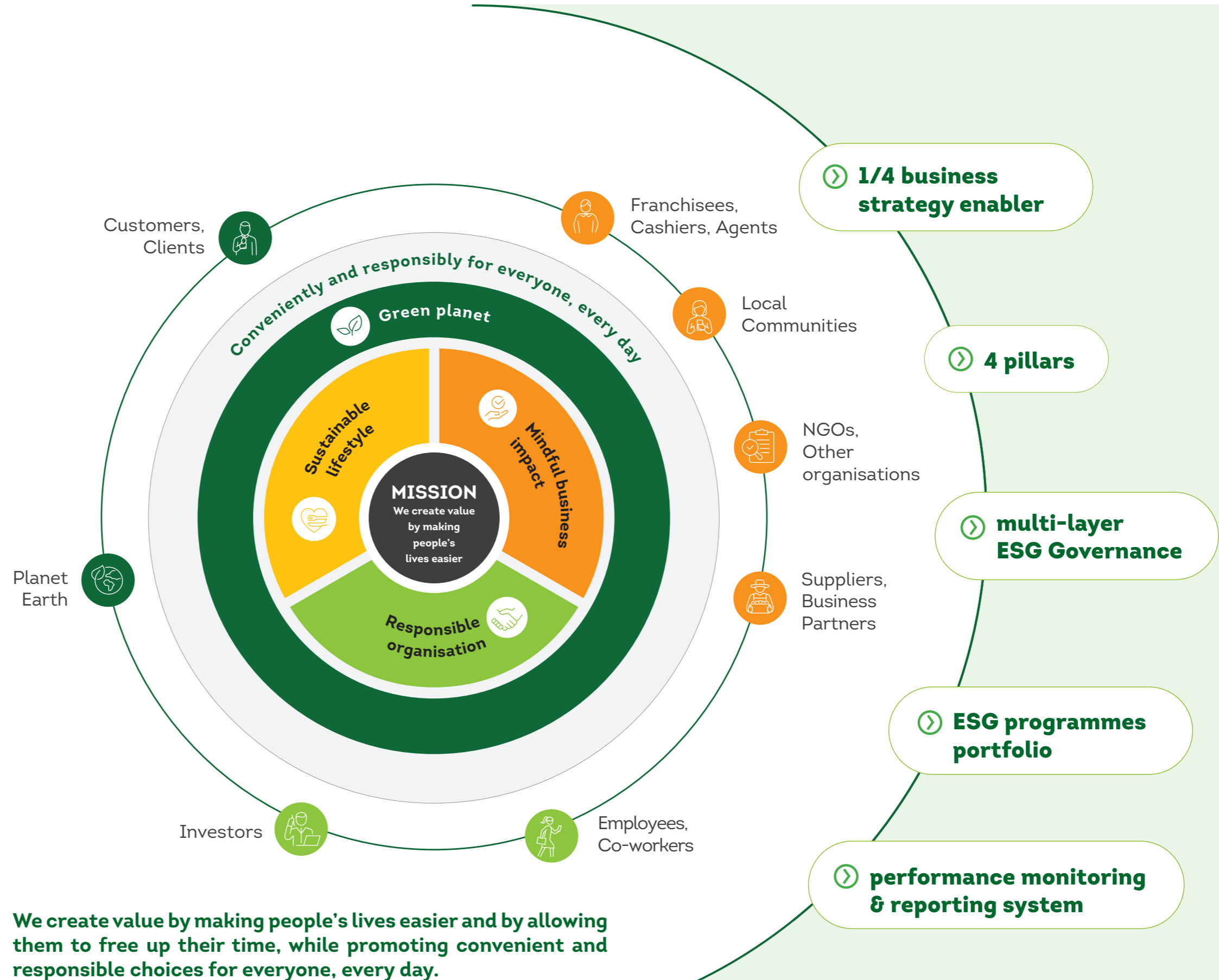
ESG Framework

The Group consistently conducts its activities with a focus on creating value for its diverse group of stakeholders.

We recognise our actual and potential impact, and aim to maximise the positive influence and generate value. Consequently, sustainability-related ambitions are closely integrated with the overall business strategy to ensure that our efforts align with a commitment to stakeholder value.

The Group has made a strategic commitment, expressed in its ESG Framework, to promote sustainable living for everyone, every day, and to empower its customers to make responsible choices. This includes providing products and services that enable consumers to lead more sustainable lifestyles, as well as actively minimising the environmental impact of the Group's operations.

The ESG Framework applies to the entire Group and broadens our strategic approach to sustainability, which is based on four pillars - (i) a sustainable lifestyle; (ii) a mindful business impact; (iii) a responsible organisation; and (iv) a green planet - to all the Group's subsidiaries.



Socio-economic impact

We use a proven methodology to continually assess and understand our contribution to the socio-economic development of Poland, Romania and Luxembourg.

How we analysed our impact



Impact

Direct impact

The Żabka Group core operations



Indirect impact

Suppliers and business partners



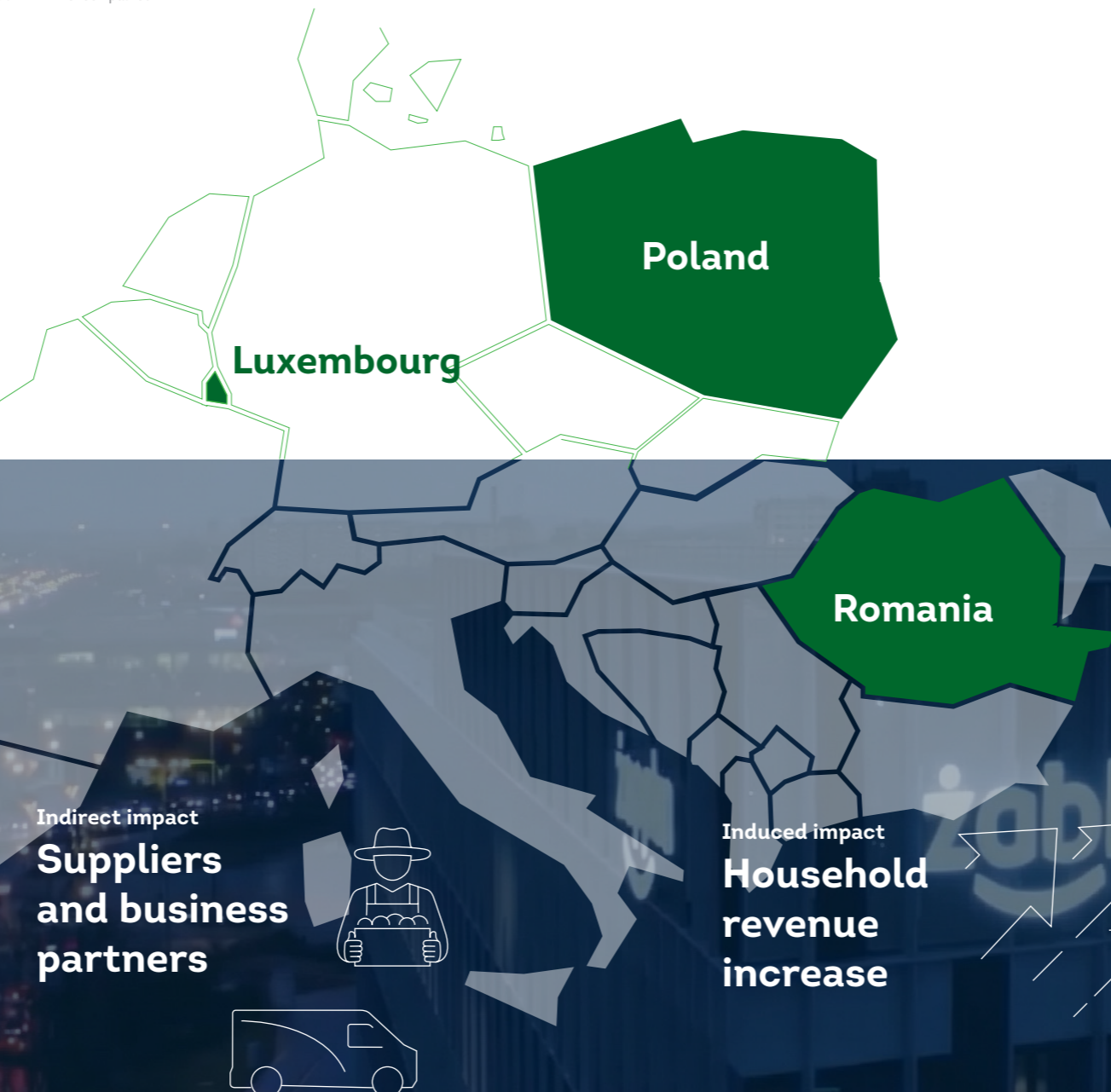
Induced impact

Household revenue increase



Commercial impact

Franchisees' and partners' entrepreneurial activities



Our total annual contribution to the economies of Poland, Romania and Luxembourg was calculated using a method that focuses on the links between specific branches of the economy and companies operating on a given market. The analysis that our organisation performed relied on a methodology based on the Leontief model, also known as the input-output model.



Aleksander Freitag
Junior ESG Controller

Value

Added value

The total value-added impact of the Żabka Group and our partners on the economy in 2025 was PLN 13.8 billion, which is 20% higher than in 2024. In 2025, Żabka, together with our franchisees, contributed to 0.4% of added value in Poland.

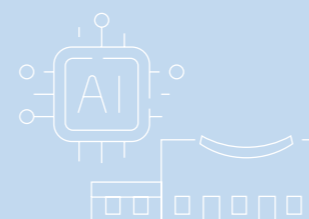
PLN **13.8bn**
Added value



Investments (CAPEX) impact

CAPEX investments worth PLN 1.7 billion in 2025 generated a total of PLN 3.2 billion in global economic output. It also contributed an extra PLN 1.3 billion of added value. A portion of this value flows to individuals in the form of household revenues and employment (PLN 0.5 billion and approximately 9,500 jobs). The results confirm that capital expenditures have a strong multiplier effect - every PLN 1 spent on CAPEX contributed to approximately PLN 2 in economic turnover.

PLN **3.2bn**
Global economic output



Employment

In 2025, together with our franchisees and partners, we effectively sustained more than 71,300 jobs - an increase of 5.2% compared with 2024. Our combined impact extends far beyond the number of people that we employ directly.

71,300
Workplaces



Household revenue

The total income generated in households across the economies of Poland, Romania and Luxembourg as a result of our franchisees' and partners' activities, stood at PLN 4.5 billion in 2025, nearly 24% higher than in 2024.

PLN **4.5bn**
Household revenue



Taxes, dues and fees

During 2025, entities within the Żabka Group paid more than PLN 760 million in taxes, dues and fees to central budgets and local government budgets in Poland, Romania and Luxembourg.

PLN **760m**
Taxes, dues and fees

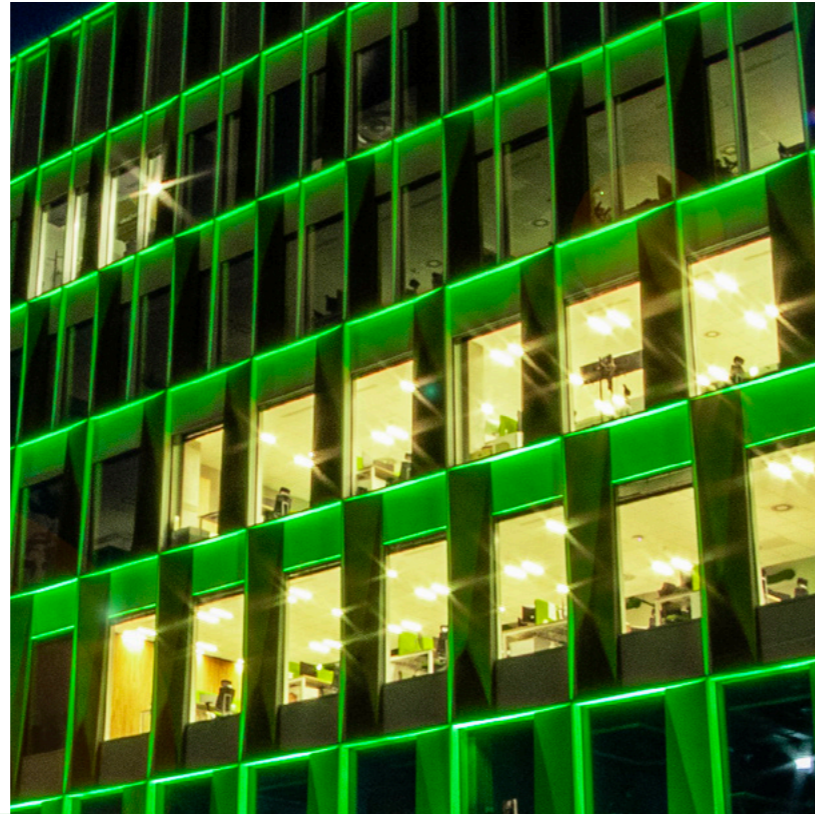


Sustainability governance

The Żabka Group defines, maintains and deploys adequate governance structures and systems to enable the effective and efficient functioning of the ESG Framework and other ESG-related provisions across the organisation. This enables supervision, strategic direction setting and day-to-day implementation including operations, monitoring and data-quality control systems.

1. Ensuring supervision of the sustainability agenda, including climate-related matters, by a qualified appointed person sitting on the Board of Directors

Olga Grygier-Siddons, Independent Non-Executive Director, was appointed by the Company's Board of Directors to oversee the sustainability area, including climate matters in particular, and to provide sustainability-related insights and recommendations to the Board. She interacts with the Group's ESG Business Forum Members and other relevant stakeholders in an agreed manner. She also serves as the Chair of the Audit Committee, ensuring that ESG and climate-related information is appropriately addressed within the work of this particular Committee.



* The same individuals sit on the Management Committee of Żabka Group SA and on the Management Board of Żabka Polska sp. z o.o. The Group's sustainability-governance processes outlined in the ESG Framework are modelled on Żabka Polska's governance framework, with key responsibilities for strategy, reporting and management assigned to the same individuals. ESG Committee meetings are attended by Żabka Polska's Management Board members and the ESG Centre of Excellence.

The ESG Strategy Team is responsible for defining and steering the Group's ESG framework, ensuring that sustainability is fully embedded in business strategy, governance and decision-making. The team translates long-term ambitions, emerging trends and regulatory developments into strategic priorities, operational programmes and concrete transformation initiatives. By acting proactively and ahead of regulation, the team supports the organisation in building resilience, managing ESG-related risks and creating long-term value across the Group.

2. Supporting the implementation of the ESG-related agenda by sponsoring strategic and reporting activities by qualified appointed persons sitting on the Management Committee

Members of the Company's Board of Directors and Management Committee are selected for their skills, experience and understanding of how sustainability impacts the Group and the external world. Tomasz Blicharski, the Group Chief Strategy & Development Officer, sponsors the Group-wide sustainability agenda including climate matters. He leads the team responsible for identifying and developing future growth strategies as well as aligning the ESG agenda with the Group's strategy. Marta Wrochna-Łastowska, the Group Chief Financial Officer, sponsors ESG and climate-related reporting. She supervises the sustainability reporting process and manages sustainability-related risks, including those related to climate change.

3. Coordinating daily efforts by leaders of the Group's ESG Centre of Excellence, supported by subsidiaries' board members, managers and operational teams

The Group Sustainability Director reports to the Group Chief Strategy & Development Officer and oversees the implementation of the Group's sustainability-related strategic objectives and

commitments including climate matters. The Group Sustainability Director co-manages the ESG Centre of Excellence, which comprises the ESG Strategy Department and the ESG Reporting Department. The ESG Reporting Director, who reports to the CFO, is responsible for the Group's ESG data-collection and sustainability-reporting process. Responsibility for executing sustainability-related strategies, plans and activities is delegated at Board level to the entities of the Group or to appointed operational teams. Responsibility for sustainability reporting is assigned to the CFO of each entity.

At the end of 2024, the ESG Business Forum was established to drive ESG initiatives and strategies within the Group. In 2025, the Forum concentrated on, among other matters, approving 2025 and 2026 ESG KPIs and strategic portfolios of activities respectively, evaluating and providing recommendations to current ESG performance, ESG ratings and related plans, taking decisions in regard to the design and execution of key strategic ESG-themed programmes through dedicated defined governance structures, executing decisions related to approval of the 2024 Sustainability statement, and 2025 DMA update, and approving generic direction of a long-term decarbonisation pathway.

The ESG Reporting Team is responsible for translating sustainability data into reliable, decision-ready insights that directly support the organisation's strategic direction and long-term value creation. Operating at the intersection of finance, operations and sustainability, the team leads the end-to-end process of ESG reporting ensuring that reported information is accurate, consistent, and fully aligned with applicable regulatory frameworks, including CSRD and EU Taxonomy requirements. Beyond compliance, the team plays an active role in providing management with a credible, evidence-based view of the Group's ESG performance, enabling meaningful assessment of progress against strategic commitments of the Group's sustainability strategy.



Rafał Rudzki
Sustainability Director



Katarzyna Średzińska
ESG Reporting Director

01 Sustainable lifestyle

We make it easy for customers to change their habits for the better.



The targets shown apply to Żabka Polska and were selected to track the Company's progress in realising its Responsibility Strategy for the years 2021-2026.



Our 2025 progress

We strive to make responsible everyday choices simple and accessible, helping customers benefit from a sustainable lifestyle. A key element is our growing portfolio of own-brand products supporting this goal. In 2025, this as one of the fastest growing categories across Żabka Polska, contributed PLN 2.1 billion and confirmed the strong commercial value of a sustainable product offering. We recognise that sustainability extends beyond healthy products, so we continuously assess and minimise the environmental impact of our operations and supply chain. A key priority is reducing food waste. Using AI, we tailor product deliveries to local shopping patterns, ensuring stores carry what customers truly need while limiting unnecessary environmental impact. We expanded our work on food waste by testing solutions in areas with the highest losses and now address root causes at every stage - from supply planning and storage to distribution. As a result, at Żabka Polska's food waste intensity fell by nearly 25% from 2020, and 87% of unsold food was redirected for beneficial use.

Jakub Malec
Group Sustainable Food System Manager



Recent market dynamics have amplified customers' price sensitivity and value-seeking behaviour. As a result, NPS and customer-sentiment scores are under pressure across the whole retail industry. Despite ongoing service improvements, elevated price vigilance is dampening perceived customer satisfaction in the short term. As we enhance the customer experience, we are consistently expanding Żabka's Convenient Services so that even more everyday tasks can be handled quickly and easily during regular shopping trips. Extending our collaboration with WoshWosh to include tailoring and repairs is a natural next step in delivering this strategy. The ability to order and send a parcel and repair your phone at the nearest Żabka store makes the entire shopping mission simple and convenient - on the go.



Adam Manikowski
Chief Executive Officer, Żabka Polska

Our approach

At Żabka, we want to make it easier for customers to change their daily habits for the better, making sustainable choices obvious. We focus on supporting our customers in sustainable nutrition and leading a sustainable lifestyle, with respect for people, animals and the natural environment. Our ambition is to inspire our business partners to undergo a similar transformation. Our policies are therefore based on the premise of requiring stakeholders including franchisees, own-brand product suppliers and other partners in our value chain to implement further the ESG principles we have defined. All our actions focus on positive development in areas where we can make a significant change for the better.



Read more about it!



Read more about our approach to managing this area - see our policies and other documents.



Policies and documents



Food Waste Prevention Policy

Policy on Sustainable Sourcing of Plant, Raw Materials and Sustainable Fishing of Fish and Seafood

Animal Welfare Policy

Good nutrition - supporting better everyday choices

Across our own-brand offer, we provide a wide range of products that support good nutrition - tailored to different moments of the day and everyday needs. In each category, many products are marked with the Porcja Dobrego! label.



Ready meals

A broad selection of ready meals designed for home consumption. Simply heat and serve - an easy solution for everyday lunches and family dinners, without compromising on quality or taste.



Discover nutritious meals for every time of day

Our approach to good nutrition is built on data and clearly defined criteria. What we measure, we are able to manage - and this is how we are systematically shaping this product category at Żabka. At the end of 2025, 63.4% of our own-brand meals already meet our good nutrition criteria, providing a solid basis for informed decisions and the continued development of well-balanced choices that are accessible to customers every day.



Zabka Café

Products prepared in-store using street food ovens offer a convenient solution for a hot meal on the go, ready in just a few minutes. The range includes options such as chicken fillets and pizza, complemented by freshly brewed coffee available throughout the day.



Quick snacks

A diverse range of snacks, including sandwiches, salads and drinks, available whenever customers need a quick bite or light meal. Designed to fit different lifestyles and moments throughout the day.

porcja dobrego!

Clear choices that support good nutrition

About Porcja Dobrego!

Porcja Dobrego! is a product label that helps customers make more informed food choices. It highlights own-brand products that fit at least one of the following defined nutritional criteria:



High Nutri-Score

Products rated A or B, indicating a balanced nutritional profile.



Vegan

Products free from animal-derived ingredients, offering plant-based options without compromising on taste.



Clean label

Products without additives such as enhancers, flavour boosters, stabilisers or preservatives.



Fortified products

Products that are fortified or naturally rich in key nutrients important for a balanced daily diet.



Lidia Marciniak
ESG Controller

Good nutrition begins with clearly defined principles. That is why we develop our private labels based on a dedicated framework that sets quality and nutritional standards - from clean label requirements to balanced composition. This framework allows us to continually expand the range of products bearing the Porcja Dobrego! brand and, together with our suppliers, to build quality that customers can trust.

Natalia Bryjak
Head of Product Quality and Food Safety Manager



When developing our own brands, we focus on the everyday rhythm of our customers. That is why we grow three key categories: Zabka Café, Quick snacks and Ready meals, ensuring each of them supports a more mindful lifestyle. In my work on ready meals, it has always been a priority as in all product categories to make responsible choices simple, convenient and easy to access - every day.

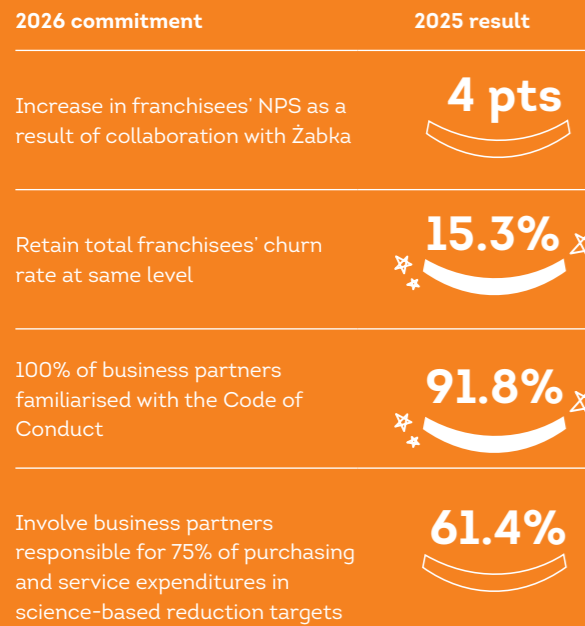


Małgorzata Szygenda-Banaszak
Junior NPD Manager



02 Mindful business impact

We make a positive impact with entrepreneurs on the economy.



The targets shown apply to Zabka Polska and were selected to track the Company's progress in realising its Responsibility Strategy for the years 2021-2026.



Our 2025 progress

Over the past year, the franchisees' NPS has moderately declined, although overall satisfaction remains high – 52% rated collaboration as good or very good. The decrease was mainly driven by perceptions of the previous settlement system and temporary logistics challenges, as well as external regulatory changes (including KSeF and the Universal Deposit System) that increased short term operational complexity. Alongside the annual survey, we run quarterly pulse checks focused on key collaborative areas, especially the settlement system. These results directly informed the design and rollout of the new settlement model in early 2026. So far, the new system has not received negative feedback, and we are also seeing short-term improvements in logistics ratings due to ongoing enhancements. This suggests a gradual increase in franchisee satisfaction in upcoming measurement periods.



Damian Rybak
Director of the Franchise Development and Support Department

We made strong progress during the year in familiarising our business partners with the policies set out in our Code of Conduct and Human Rights Policy for Business Partners, ensuring they understand and meet the standards we expect from all organisations and individuals we work with. Covering areas such as human rights, plastic circularity, decarbonisation and animal welfare, these policies are essential to enabling our extended organisation to deliver a responsible and mindful business impact. By year-end, almost 92% (2024: 82%) of business partners were familiar with the Code, while more than 61% (2024: 59%) were also following our lead in adopting science-based decarbonisation targets. A major focus in 2025 was the continued development of our Fair Business platform, which serves as a central hub for sharing sustainability practices, inspiration and action plans with all suppliers and partners.

Paula Kasprzyk
Supply Chain Sustainability Manager



Our approach

Collaboration is an essential element of all aspects of sustainable development, but it holds a particularly special place in building a sustainable value chain. We aim to grow based on ethical principles of collaboration, partnering with businesses that share our values and beliefs. Our priority goes beyond compliance with regulatory requirements. We have also made a number of commitments that reflect our ambitions and respond to market changes, development trends and consumer expectations.



Read more about it!



Read more about our approach to managing this area – see our policies and other documents.



Policies and documents



Code of Conduct for Business Partners

Human Rights Policy for Business Partners

Corporate Philanthropy and Sponsorship Policy

Responsible Communication, Marketing and Advertising Policy

Public Engagement Policy

Together we build the network



FRANCHISEE COUNCIL

A democratic body that brings day-to-day store insights into the network's development. Regular consultations turn the Franchisee Council feedback into tangible improvements in store operations.

Dialogue at Żabka is not just a slogan - it is a system of interconnected processes. Franchisees' voices feed into ongoing consultations and joint analysis, and then return to stores as tangible improvements. The Franchisee Council serves as a formal, democratic representation and a permanent consultation platform, enabling us to speak with one voice and exert a real influence on the development of the network.



Grzegorz Sikora
Head of the Franchisee Council

FROM CONVERSATION TO ACTION



Franchisee-centricity Guardians

Different perspectives from across the network that help us track emerging needs and assess the best solutions. A standing channel for project consultation and a barometer of sentiment.



Franchisee Pioneers

Before rolling out new initiatives, we test them in real stores - our Pioneers trial the processes and their feedback helps prepare the wider network.



Innovation Station

Where ideas turn into tools: we consult together, run usability tests and refine technology solutions that make everyday work in stores easier.



Product Testers

Before a product reaches the shelves, it is thoroughly assessed in practice. This ensures that what goes on sale is aligned with customer needs.

FROM KNOWLEDGE TO GROWTH



SHARED RESPONSIBILITY



Over **10,000** franchisees cooperate with Żabka

520 franchisees earned the Entrepreneurship Academy certificate

862 franchisees took part in Innovation Station

Franchisee-centricity starts with listening - but it only matters when it leads to action. That is why various spaces for dialogue exist, from the Franchisee Council to initiatives such as Sigma, Franchisee-Centricity Guardians and Innovation Station, ensuring that franchisees' voices translate into real solutions implemented in stores. When different perspectives come together in one place, we can test, refine and implement improvements faster - and truly build the network together.



Franchisee Trainers

Peer-to-peer support: onboarding new franchisees, sharing know-how and operational standards grounded in day-to-day store practice.



Gastro Trainers

Growing the food-service offer in the field: standardisation and hands-on sales support where quality and speed matter most.



Sigma Club · Entrepreneurship Academy

Future-ready competencies and joint continuous improvement - a space where grassroots initiatives are developed and scaled across the network.

As franchisees, we have real impact - through our attitudes, we help shape the image of our business. Through the Franchise Ambassadors programme, we share our experiences in various ways, from meetings to online channels, which builds a genuine community of entrepreneurs. Because the actions we showcase today can influence the everyday work of thousands of people tomorrow.



3,500 franchisees joined Entrepreneurship Academy training



Aleksandra Łukaszewska
Franchisee-centric Communication Manager



Patrycja Nowak
Franchisee

All reported data relates to 2025; Entrepreneurship Academy programme results are reported cumulatively since inception.

Taking supplier collaboration to the next level of responsibility

We are moving beyond a traditional, transactional approach to supplier relationships. Today, Fair Business is about partnership - built on trust, knowledge sharing and active engagement in sustainability topics. Rather than focusing solely on expectations, we create space for dialogue, learning and joint development across the value chain.

OUR 4 CATEGORIES OF COLLABORATION



Sustainable Food System



Ethical Business



Circularity



Decarbonisation



Fair Business Newsletter

Through regular communication, we keep partners informed about new initiatives and invite them to shape the agenda. By asking what matters most to them, we build collaboration based on listening and continuous improvement.

Fair Business Workshop & meetings

Learning together through dialogue and experience. We invite partners to in-depth discussions on sustainability topics during meetings and workshops. These events create space for knowledge exchange, shared learning and new ideas.

Collaboration and joint storytelling

We share our experience through joint sustainability projects and initiatives. We tell authentic stories about production processes and the creation of own-brand products to inspire others.

Suppliers meeting

The annual meeting serving as a platform to share our strategy and development vision and discuss our best practices with our business partners. It's a chance to celebrate our partnership and to collectively discuss our future growth.

SEDEX risk assessment

We gather comparable data from suppliers, enabling consistent monitoring and risk identification. The platform supports our reporting processes by improving data traceability and helping align supplier assessments with regulatory and due diligence expectations.

Fair Business online platform

A dedicated space where sustainability expectations are explained clearly and supported with practical examples. By sharing good practices, expert insights and educational content, we help partners grow and develop together with us.

Human Rights Policy for Business Partners

A document explaining how our business partners comply with internationally recognised human rights standards, including the Universal Declaration of Human Rights, International Labour Organisation conventions and others.

The Code of Conduct for Business Partners

A set of rules shaping the company's relationships with its surrounding community. It defines the ambitions and directions of development that we intend to follow together with our business partners.

We believe that responsible business starts with relationships. That is why we are consistently developing Fair Business - a collaborative framework for our business partners built on transparent principles, dialogue and shared growth in sustainability. It's not another requirement - it's an invitation to shared responsibility.

Malwina Frydrychowicz
ESG Manager



fair business

Clear standards and regular engagement are key to managing supply chain risks. By working with suppliers to identify gaps and expectations, we can address potential issues early and support continuous improvement. This strengthens the resilience and reliability of our supply chain.

Gabriela Janiak-Rajczyk
Junior Supply Chain
Responsibility Expert



03 Responsible organisation

We shape a purpose-led, trusted organisation of empowered people.

2026 commitment **2025 result**

Get to top 25% of the best employers globally according to the Gallup Institute engagement survey **89 percentile (4.67)**

Increase employee satisfaction with the Company's activities for their development (Question 12 in the Gallup engagement survey) **4.73 pts**

100% of employees trained on business ethics principles **100%**

100% of employees trained on cyber-security issues **100%**

Expectations for 2025 exceeded **Expectations for 2025 met** **Expectations for 2025 partially met** **Expectations for 2025 not met**

The targets shown apply to Zabka Polska and were selected to track the Company's progress in realising its Responsibility Strategy for the years 2021-2026.



Our 2025 progress

We have built a culture based on the principles of mutual respect and equal opportunities, embracing the values of diversity, equity and inclusion (DEI). By ensuring an environment where everyone feels engaged and able to learn, develop and progress, we attract people who share our values. Equal pay is not only a principle but proof of our commitment to an inclusive workplace. In 2025, we became the first company on the Warsaw Stock Exchange to receive EQUAL-SALARY certification twice, including once as a listed company. This strengthens our position in the labour market, supported by courses and events that improve inclusivity and eliminate discrimination.



Paweł Brzoskowski
Group Head of Rewards

Our approach positively influences engagement, measured through an annual Gallup survey and several pulse surveys. Transparent communication and high-quality reporting are equally important. We share progress consistently using recognised international standards, giving stakeholders clear and reliable information. This commitment has been recognised through top ESG ratings and prestigious awards for our annual and sustainability reporting, confirming our credibility and motivating us to keep raising the bar.

Judyta Pastuszka
Organisational Culture Manager



We also operate a system of ethics to ensure all employees always comply with the law, international standards and adopted regulations, including those related to anticorruption. All our people have now received training in our Code of Conduct and Ethics for Employees. They have also now all been trained in cyber security, a key element of our compulsory training programme.

Our approach

Governance and responsible management underpin how we operate and create long-term value. Our management practices are designed to balance the interests of key stakeholder groups, while actively engaging employees as co-creators of an ethical and responsible organisation. By fostering a culture of engagement built on transparency, trust, equal treatment and shared responsibility, we empower our employees to act in line with our values and strengthen long-term relationships with partners and communities. Transparent communication and structured non-financial reporting support accountability, informed decision-making and continuous improvement across the organisation.



Read more about it!



Read more about our approach to managing this area - see our policies and other documents.

CERTIFIED



EQUAL PAY AND OPPORTUNITIES BY EQUAL-SALARY

We have received EQUAL-SALARY certification for the second time.



Policies and documents



Code of Conduct and Ethics for Employees

Human Rights Policy

Equality Policy

Travel Policy

Procedure for Giving and Accepting Gifts and Samples

Internal Whistleblowing Procedure

Equality and inclusive organisational culture

Ensuring equal opportunities and managing diversity in the workplace attracts talent and translates into operational efficiency, innovation and a sense of belonging.

OUR VALUES



Responsibility

With a strong sense of responsibility, we ensure that our actions contribute positively to the development of an organisation that benefits all stakeholders and respects the environment.

Openness

Our approach to openness encourages us to actively seek and embrace opportunities for innovation and change, enabling us to shape our environment and initiate trends rather than simply follow market shifts.

Ambition

Driven by ambition, we continuously strive for improvement, setting and achieving challenging goals that propel us to new heights and ensure our sustained growth and development.

Credibility

Integrity and ethical approach, fostering trust through open dialogue and a respectful attitude towards all business partners, that is crucial for our long-term success.

Each year following the annual Gallup Q12 engagement survey, all managers, together with their direct reports and supported by a dedicated HR team, analyse team results and identify specific Q12 survey items for discussion and action. The team report serves as a road map for managers to plan the conversations they need to have with their teams and understand the meaning behind the numbers. This structured approach helps us create a work environment where everyone can develop their talents and work with passion.



Judyta Pastuszka
Organisational Culture Manager

A set of key principles that guide us in ensuring fair treatment, as well as our goals and guidelines for building an inclusive organisational culture.



The positive results of our activities are confirmed by the outcome of the Inclusion Index survey, through which employees assess whether they are treated equally and whether Żabka, as an organisation, is open to diversity. Participants were asked, among other things, whether 'everyone in the company is treated fairly, regardless of individual differences such as ethnicity, race, age, disability, orientation, gender, or gender identity', and whether 'the workplace is committed to building the strengths of each associate'. In 2025, both statements received high ratings - 4.77 and 4.60 out of 5, respectively.



Dorota Orzeł
Diversity & Inclusion Manager

RECOGNISED EMPLOYER OF CHOICE



Diversity and equality are key to building our competitive advantage - they drive us forward and enable our growth. Being re-awarded the EQUAL-SALARY certification confirms that at Żabka, pay truly has no gender. It's an important signal that we are creating an environment where everyone has equal opportunities for development and influence. Our approach to equality and diversity is also reflected in the certifications and recognitions we have received.

Kamila Kłunejko-Kaniewska
Rewards Manager



My Impact campaign

The 'My Impact' educational campaign is an initiative that has become a permanent fixture in Żabka's calendar. Each year, we strengthen awareness of sustainability-related topics among our employees

and franchisees, jointly demonstrating how everyday decisions contribute to the delivery of the Group's strategy.

My Impact is about making responsibility practical and personal – showing that everyday decisions and behaviours matter. By creating space for learning, dialogue and action, we help employees understand how their work connects to our Responsibility Strategy and how, together, we can turn shared commitments into consistent ways of working. It's also a platform for recognising initiatives, sharing good practices and strengthening an engaged culture across the organisation.



Gabriela Deling
ESG Senior Specialist



Employees and franchisees on making an impact:

The Transport Department plays a vital role in the decarbonisation programme and in delivering the Responsibility Strategy goals. One of our most important projects is dedicated transport – a solution that contributes significantly to reducing GHG emissions. Thanks to direct deliveries to stores using specialist transport, without the use of Icebox containers and dry ice, and through efficient planning of distribution routes, we reduce the environmental impact of transport whilst achieving measurable cost savings.



Michał Piasecki
Head of Transport
Operations Department

My impact

is not just as an educational platform, but a movement that connects knowledge, responsibility, and action across the organisation.

Employees and franchisees on making an impact:

I have a real impact on my surroundings. I support the local community by getting involved in initiatives that matter. Through daily contact with customers, I understand even better what our neighbourhood needs. Żabka's Good Life grant programme gives me the tools to act even more effectively and on a broader scale. The programme was created with the idea of activating local neighbourhood communities and encouraging franchisees to build long-term partnerships with local partners.



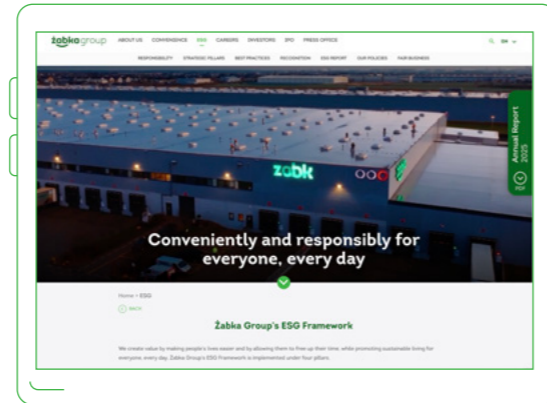
Joanna Grądzka
Franchisee



Our sustainability reporting journey

Żabka Polska has established a strong track record of transparency and accountability through the publication of responsibility reports. These reports provide insights into the company's sustainability-related activities and data, allowing stakeholders to access information that may affect them or their decisions.

Now, from 2024, we have expanded our sustainability reporting process to encompass the entire Żabka Group. The Żabka Group conducted a comprehensive double materiality assessment, the results of which formed the basis of the report. Leveraging the upcoming regulations and best practices, we voluntarily prepared the Corporate Sustainability Reporting Directive (CSRD) report as an early adopter, putting emphasis on transparent communication. This step comes with its own unique challenges, such as the collection and consolidation of sustainability data across all entities of the Żabka Group. We are confident that the foundational expertise of Żabka Polska equips us to navigate the complexities of broader reporting and helps to ensure that the sustainability disclosures presented in this statement are robust and reliable.



Good reporting does not happen by chance. It requires tailored definitions, consistent internal data collection processes and clear accountability across the organisation. Alignment with regulatory frameworks ensures that reported data is verifiable, comparable and fit for purpose. This is what allows reporting to withstand both internal scrutiny and external review.

Łucja Urbanowska
ESG Reporting Coordinator



ESG reporting is more than a requirement – it provides the data foundation for better decision-making. By tracking goals, actions and progress, we stay focused on what matters, create real value and ensure our decisions are grounded in facts and aligned with our long-term direction.

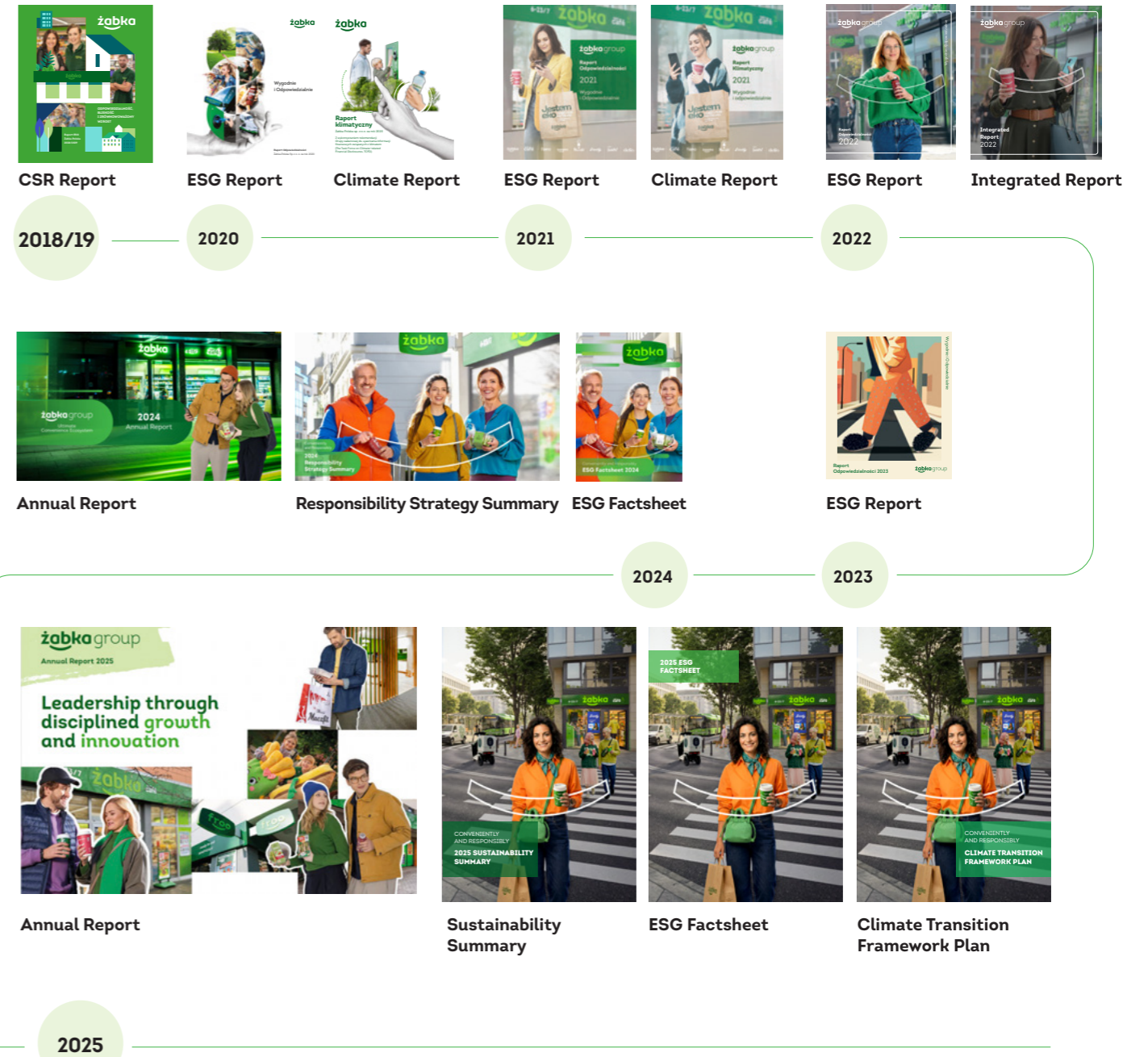
Jarosław Czermak
Head of Żabka Group
ESG Controlling



- 2025 Annual Report
- 2025 Sustainability Summary
- 2025 ESG Factsheet
- 2025 Supplemental ESG Data Overview

Sustainability reporting over the years

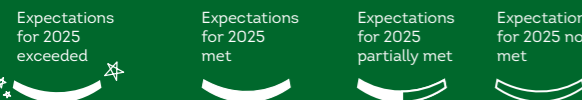
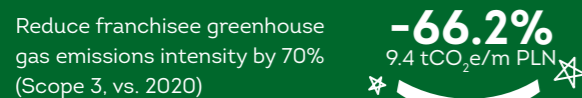
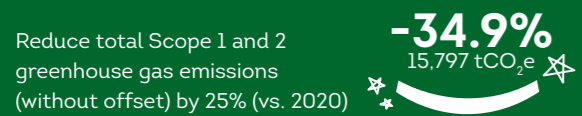
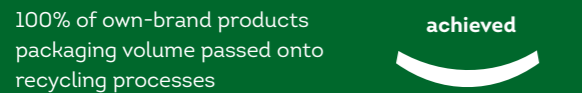
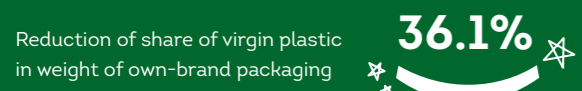
We started in 2018 from CSR Report for Żabka Polska. Since then, we have been reporting annually, adhering to internationally recognised standards and best practices. Our reports include additional features such as climate-related TCFD-aligned content and socio-economic impact, among others.



04 Green planet

We minimise our environmental impact across the whole value chain.

2026 commitment 2025 result



The targets shown apply to Żabka Polska and were selected to track the Company's progress in realising its Responsibility Strategy for the years 2021-2026.



Our 2025 progress

We pursue an integrated set of environmental targets designed to reduce our carbon footprint and promote circularity across the entire value chain. In 2025, we continued to advance our decarbonisation agenda, maintaining our commitment to reduce total Scope 1 and 2 greenhouse gas emissions by 25% and to lower franchisee Scope 3 emissions intensity by 70%, both compared with a 2020 baseline. To achieve these goals, we focused on the reduction of fuel usage in our installations, modernisation of our vehicle fleet and procurement of renewable energy supported by Power Purchase Agreements and guarantees of origin. We also continued developing a comprehensive digital system for managing all carbon-related data, strengthening our ability to track progress and identify further reduction opportunities. As part of this effort, we began testing Carbon Maps – an innovative tool that enables us to calculate the carbon footprint of individual products and collaborate more effectively with suppliers on emissions reduction.



Joanna Kasowska
Quality Standards & Climate Protection Director

Our circularity initiatives also progressed strongly throughout the year. We maintained our focus on achieving packaging neutrality by collecting and recycling at least as much plastic as we introduce to the market. Programmes such as Naturally Together and our voluntary deposit-return scheme in Poland played an important role in supporting this ambition and engaging customers in responsible consumption. Together, these actions reflect our long-term commitment to minimising environmental impact, strengthening circularity and building a more sustainable operating model for the future.

Rafał Skawski
Circularity Manager



Our approach

Protecting the environment is a core expression of our responsibility for the planet and a direct response to today's most pressing global challenges, including climate change and the transition to a circular economy.

We recognise that the scale of our impact requires conscious action and shared responsibility for how we shape our environmental footprint.

Because effective environmental protection depends on collaboration, we actively engage key stakeholders across our value chain. Together with business partners, we work to decarbonise operations, while collaborating with customers and franchisees enables circularity throughout the packaging lifecycle and supports more sustainable consumption patterns.



Read more about it!



Read more about our approach to managing this area – see our policies and other documents.



Policies and documents



Plastics Circularity Policy

Decarbonisation Policy

Energy Policy

Travel Policy

Transport Policy

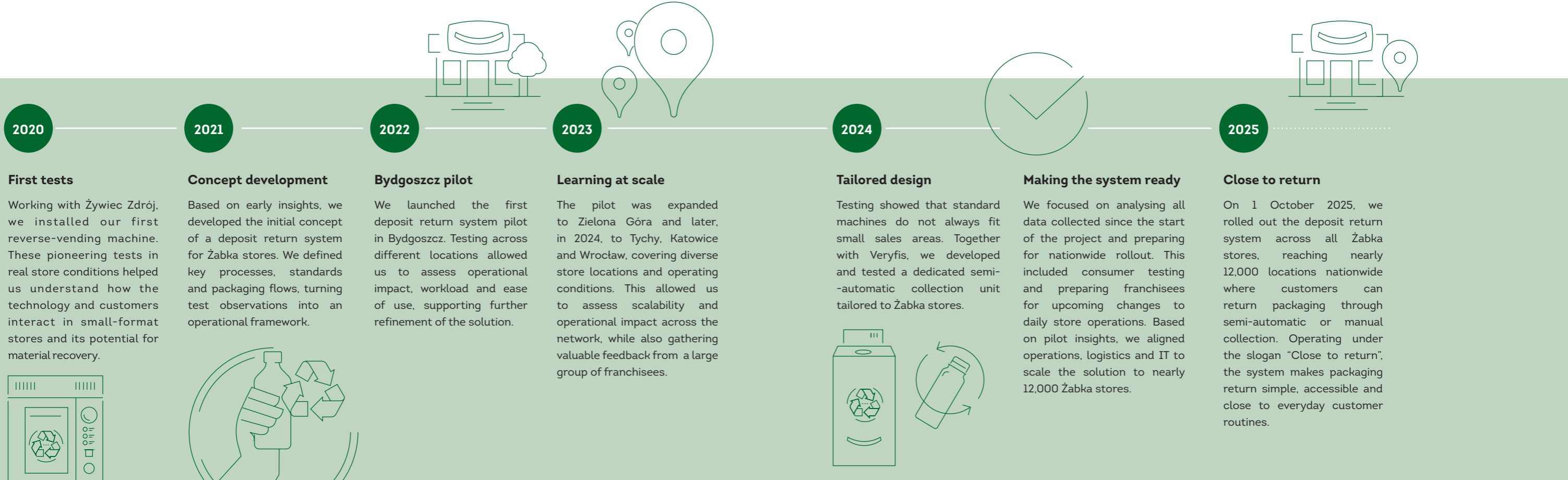
Water Policy

Waste Management Policy

Biodiversity Policy

Paper and Wood Policy

Close to return - from tests to scale



2020

First tests

Working with Żywiec Zdrój, we installed our first reverse-vending machine. These pioneering tests in real store conditions helped us understand how the technology and customers interact in small-format stores and its potential for material recovery.



2021

Concept development

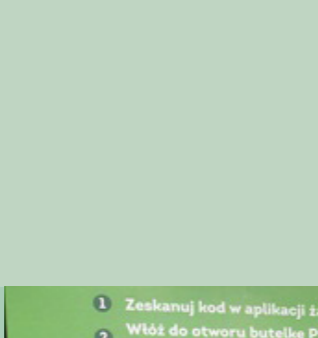
Based on early insights, we developed the initial concept of a deposit return system for Żabka stores. We defined key processes, standards and packaging flows, turning test observations into an operational framework.



2022

Bydgoszcz pilot

We launched the first deposit return system pilot in Bydgoszcz. Testing across different locations allowed us to assess operational impact, workload and ease of use, supporting further refinement of the solution.



2023

Learning at scale

The pilot was expanded to Zielona Góra and later, in 2024, to Tychy, Katowice and Wrocław, covering diverse store locations and operating conditions. This allowed us to assess scalability and operational impact across the network, while also gathering valuable feedback from a large group of franchisees.

2024

Tailored design

Testing showed that standard machines do not always fit small sales areas. Together with Veryfis, we developed and tested a dedicated semi-automatic collection unit tailored to Żabka stores.



Making the system ready

We focused on analysing all data collected since the start of the project and preparing for nationwide rollout. This included consumer testing and preparing franchisees for upcoming changes to daily store operations. Based on pilot insights, we aligned operations, logistics and IT to scale the solution to nearly 12,000 Żabka stores.

2025

Close to return

On 1 October 2025, we rolled out the deposit return system across all Żabka stores, reaching nearly 12,000 locations nationwide where customers can return packaging through semi-automatic or manual collection. Operating under the slogan "Close to return", the system makes packaging return simple, accessible and close to everyday customer routines.

We voluntarily chose to include nearly all Żabka stores in the nationwide deposit return system, driven by our sense of responsibility for material collection rates and the need to provide customers with a dense, easily accessible network of return points. Delivering this solution was a complex, multi-year journey involving more than 200 people, the development of 70 new operational processes, and changes to 14 nationwide IT systems supporting 12,000 stores. The rollout was preceded by consumer research and extensive consultations with franchisees, whom we wanted to prepare as thoroughly as possible for a change highly relevant to everyday store operations. Today, the system is operating successfully, whilst we continue to learn and further develop it in practice.



Deposit system pilot in **5** polish cities

Modernisation of **14** IT systems

70 new operational processes

Our store's participation in the pilot allowed us to help co-create the deposit return system and propose improvements from the perspective of everyday operations. Whilst the solution is not perfect, consultations have made it more practical, and it continues to evolve. Taking part in the pilot also showed us that the deposit return system delivers real value - it supports more mindful and environmentally friendly customer choices whilst helping to build loyalty and a stronger relationship with our store.



Patrycja Aremke
Environmental Protection Team Manager



Dawid Toczyński
Franchisee

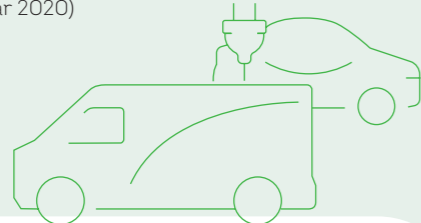
Decarbonising our value chain

SCOPE 1&2

Goal

Reduction of greenhouse gas emissions in Scope 1 and 2 by 25%

(without offset) (base year 2020)



Own fleet modernisation

Replacing own fleet of vehicles with alternative-fuel ones.

Driver incentive programme

A programme encouraging more eco-friendly and safer driving.



Dedicated transport solution

Replacing the use of dry ice in the transport of chilled and frozen products to stores with a dedicated transport solution in order to reduce emissions.

Cold storage modernisation

Modernising a cold storage facility at one of our logistics centres to improve energy efficiency.



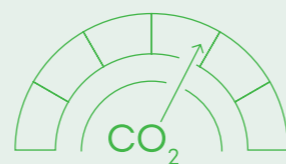
New warehouse construction in compliance with BREEAM standards

Constructing a new warehouse in line with BREEAM New Construction standards, incorporating low-emission solutions to improve energy efficiency.



Photovoltaic solutions

Installing photovoltaic panels on the roof of our automated logistics centre to improve energy efficiency.



Carbon footprint calculation platform

Developing tools to calculate the carbon footprint of suppliers and individual products.



In our ESG reporting, we focus on reliable data and agile decision-making. Monthly emissions monitoring and the ability to drill down into detailed reports allow us not only to track progress, but also to immediately identify the sources of any unplanned increases. As a result, we are consistently and effectively decarbonising our value chain, making decisions based on up-to-date, high-quality data.



Kamil Piotrowicz
ESG Controller

SCOPE 3

Goal

Reduction of greenhouse gas emission intensity in stores within Scope 3 by 70%

(base year 2020).

Linear lighting control on the sales floor

Implementing a solution to optimise energy consumption in selected stores by introducing sales floor lighting control.

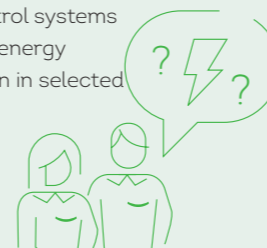


HVAC Optimisation

Implementing air conditioning and air curtain control systems to optimise energy consumption in selected stores.

Battle for Energy

Running a franchisee competition to encourage and reward energy-saving practices across the network.



Decarbonisation is built at the intersection of climate targets, data and collaboration. By improving energy efficiency across our store network and strengthening digital product carbon management we are reinforcing the foundations of our decarbonisation efforts. Close cooperation with internal teams, franchisees and suppliers allows us to translate these foundations into real emission reductions across the value chain.



Filip Goldyn
Decarbonisation Expert

The "Battle for Energy" competition shows us, as franchisees, that meaningful decarbonisation starts with everyday decisions made in each store. It is not only about competition and positive rivalry, but above all about building good habits together across the entire network. These small savings, driven by everyday actions, gain real momentum when multiplied by more than 10,000 franchisees.

Eliza Chuchro
Franchisee



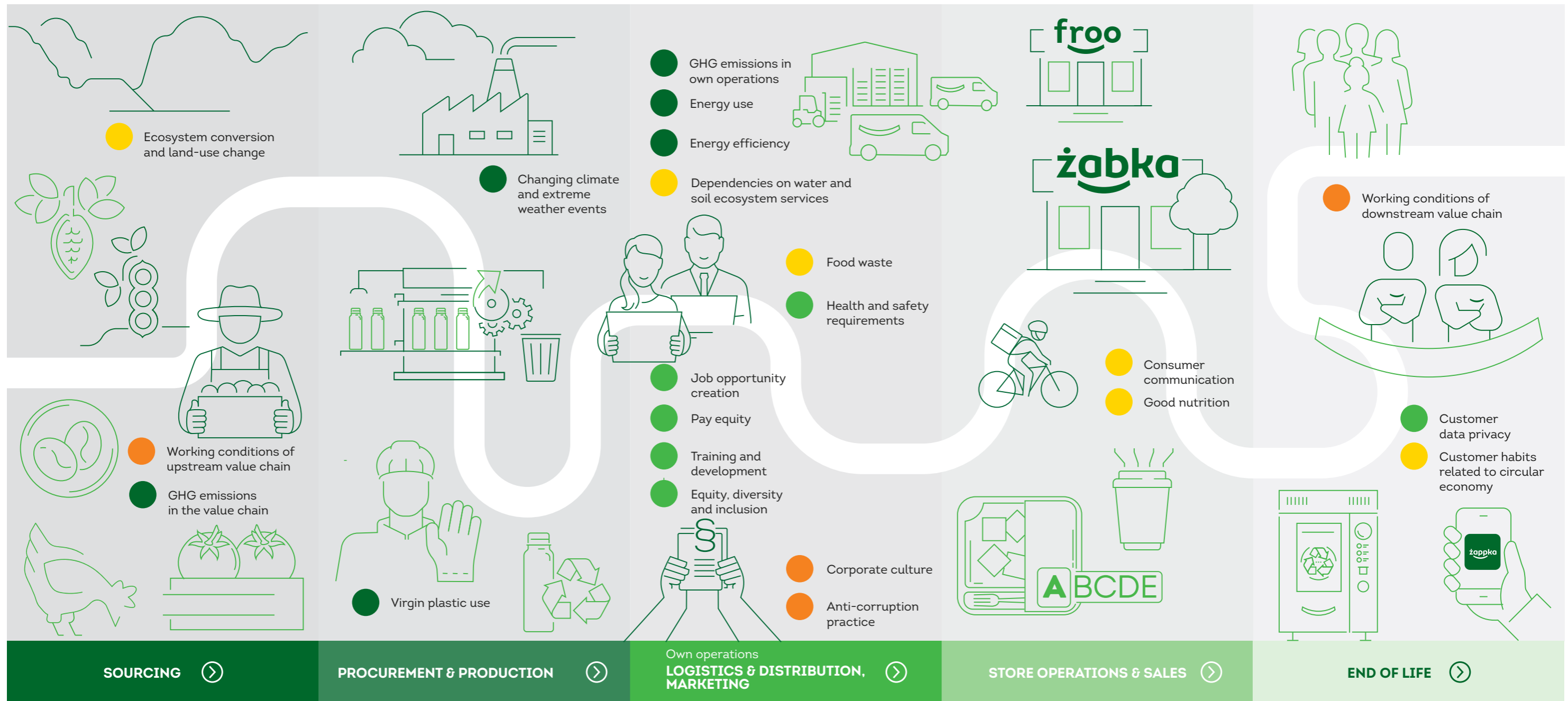
Value chain overview

The graphic below provides an overview of the Żabka Group's value chain and indicates where our material impacts, risks and opportunities arise. Some of these are inherent to the logistics and retail sectors, reflecting our operational footprint in Poland and

Romania. Others originate upstream, in our suppliers' sectors and practices, while additional impacts relate to downstream activities related to franchisees, agents and end-users.

Żabka Group's ESG Framework

- 01 Sustainable lifestyle
- 02 Mindful business impact
- 03 Responsible organisation
- 04 Green planet



Our Partners



Advertising Council is an entity that establishes and promotes the highest standards in advertising, protecting consumers from unethical and unfair communications.



Employers of Poland is the oldest and largest employers' organisation in Poland.



Polish Lewiatan Confederation is a venue allowing us to ensure competitive business conditions, sustainable economic growth, better laws, healthy competition, increased employment and strengthened social capital.



Polish Plastic Pact an initiative of the Ellen MacArthur Foundation. We are working towards changing the model of using plastics in packaging materials and promote the circular economy principle.



American Chamber of Commerce in Poland is a politically neutral, non-profit organisation working to develop Polish-American economic relations.



National Chamber of Commerce undertakes actions aimed at improving the business environment and restoring the right position for entrepreneurs in economic and social life.



Polish Organisation of Franchisors protects the rights of and represents employers in accordance with the Code of Good Practices for the Franchise Market.



IMS Diversity Charter promotes inclusive workplace policies and practices, supporting diversity as a driver of innovation and growth.



The Charter of Diversity is an international initiative under the auspices of the European Commission, with its members undertaking to promote diversity and build an inclusive organisational culture.



Friends of EFRAG is a network supporting high-quality corporate reporting standards and sustainable finance in the EU.



Krakow University of Economics is an entity which supports and coordinates the processes of co-operation with entrepreneurs and business environment institutions interested in implementing innovative solutions.



The Association of Business Service Leaders (ABSL) is a leading organisation representing business services in Poland.



The Consumer Goods Forum brings together consumer goods manufacturers and retailers. We are a signatory of the Global Food Safety Initiative (GFSI) and a member of two coalitions - with one of them preventing food waste and the other reducing the generation of plastic waste.



Polish Trade and Distribution Organisation aims to improve conditions stimulating the growth of trade protecting free competition and free access to markets.



Club of Poznań Economic University's Partners is a venue to share our knowledge with students, club members and the scientific community.



The Polish Economic Society is an association of employers focused on unlocking the country's business potential and economic patriotism.



UN Global Compact is the largest global initiative bringing together companies and institutions contributing to sustainable development.



Polish Chamber of Commerce allows us to participate in the process of consulting draft legislation and to take part in sessions of parliamentary committees.



Polish Coalition for Sustainable Palm Oil is a forum allowing us to work on raising awareness of palm oil from sustainable sources.



Warsaw Enterprise Institute is a think-tank which is the expert and intellectual base of the Union of Entrepreneurs and Employers.





Use of AI-generated imagery

This document includes images edited or created using artificial intelligence. These visuals are for illustrative purposes only and do not depict real people, events or locations.