



## PILLAR 02 Mindful business impact

We make impact on entrepreneurs and local communities to drive positive change.



### 2.1 Fostering entrepreneurship

Increase in franchisees' NPS score by 15 points by 2025

2021 result

-16 pts vs. 2020

2021 status



Increase in the percentage share of franchisees cooperating with Żabka for at least 36 months to 70% by 2023

66%  
+2pp vs. 2020



Reduce voluntary churn rate to no more than 5%

+10.5%  
+1.8pp vs. 2020



Implementation of programmes expanding entrepreneurial knowledge and skills

Launch of the Entrepreneurship+ programme, continuation of the Safe Internship programme, in cooperation with Fundacja Samodzielni Robinsonowie



Maintaining the share of 70% of business partners who developed their first business with Żabka until 2023

68.9%  
-2.6pp vs. 2020



Continuing COVID-19 restrictions, strict regulations related to the Sunday shopping ban and rising employment costs have all significantly affected the structure of our franchisees and their satisfaction level. In response to these challenges, we have proposed a new financial and non-financial cooperation scheme, with long-term cooperation and competence-raising programmes being an important element thereof. Based on Q1 2022 results, we notice that the number of franchisees leaving the chain on their own initiative has fallen to 7%, with a rise in the NPS score by 3 points.

### 2.2 Partnerships for positive change

The best partner supporting innovative and responsible solutions

Cooperation with start-ups as part of the Venture Studio, continuation of technological partnerships

2021 status



1 place in the suppliers' NFS survey

1<sup>st</sup> place



Participation in partnerships and investments for positive change

Dedicated dialogue sessions with business partners, one-on-one meetings with selected partners, continuation of existing partnerships



Support platform for entities creating innovative solutions

Creation of the Venture Studio platform and initiation of the first accelerator paths



By continuing the partnerships established in recent years, we are actively seeking and establishing cooperation with entities that contribute to the expansion of the range of convenience ecosystem solutions offered. We remain in dialogue with our business partners, join forces while working on dedicated solutions and support start-ups by offering accelerator programmes overseen both by the Żabka Group and by other institutions.

### 2.3 Communities activation

50,000 interactions for sustainable growth by 2025

2021 result

37,592  
+5,592 vs. 2020

2021 status



Increase in the number of customers perceiving Żabka as a valuable member of the local community to 50%

40%  
-1pp vs. 2020



1,000 hours on volunteering by 2023

no data available



We will increase the engagement of franchisees in local community-oriented initiatives

Continuation of the Safe Internship programme, supporting specific groups in their fight against the COVID-19 pandemic



In 2021, we analysed our up-to-date social engagement efforts, defined key areas of our influence and identified key social programme that will enable us to achieve our objectives. We intend to involve franchisees in the efforts we pursue due to knowledge of the specific local communities. Employee volunteer programmes will be one of the tools used to implement the strategy – in 2021, employees were able to volunteer on their own initiative, but no records of these activities were kept.

Legend: ○ expectations for 2021 not met ● expectations for 2021 partially met ● expectations for 2021 met