



zabka group

**declaration
of values**

Welcome to Żabka!

Our corporate culture is a foundational set of shared values and standards that guide how we operate and build relationships. These principles form the identity of our company. The team and organizational culture we have cultivated at Żabka Group make us feel comfortable at work. We take pride in identifying with our company, as evidenced by our high engagement rates. Our company is comprised of individuals eager to effect change in the world around us. Consequently, we continually seek and energetically implement innovative solutions. This drive has propelled us a long way since the opening of our first Żabka store.

Every day, I am proud of us as an exceptional team because we demonstrate that it is possible to be innovative and effective at all times and under all conditions. This trait is particularly valuable given the challenges we have faced in recent years.

At Żabka, time seems to move faster than anywhere else, and change is inherent to us. We achieve great things and pursue bold goals and concepts because we believe that ideas, courage, and the discipline to implement them are essential for success. Managing a company that is shaping the future of its industry gives me great satisfaction. This accomplishment is the result of our bold business decisions and consistent execution.

Our strength and consistency stem from the values that unite us – AMBITION, RESPONSIBILITY, OPENNESS and RELIABILITY. Rather than writing these values on walls and coffee cups, we embody them in our daily lives. As a result, these values are evident in our behaviors, decisions and overall business approach. While it is impossible to predict precisely how Żabka will look in 2050, we are certain it will be a large, thriving organization driven by committed individuals who continue to boldly transform reality. I am confident that by staying on our current path, we will celebrate many more successes together.



Tomasz Suchański
President of the Management Board
of the Żabka Group

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We want everyone who joins, creates or considers Żabka as a place to work to understand our culture, values, and the story we are building together. You are, will be or can become an integral part of this narrative. The manifesto you are holding in your hands embodies our values and how they translate into our actions. Learn more about the Żabka Group!

This study will explain to you:

- what our values, mission and vision mean to us,
- how we live our values daily and which behaviors we encourage among our employees,
- the journey we have taken to reach this point,
- who we are and how we work,
- what matters to us at work.

Some people are not content with the status quo.

They seek new solutions, experiment and weave daring visions. When they see the need for change, they initiate revolutions. As a team, they respect and inspire each other to achieve great things, and when they succeed, they celebrate together. They share a common goal: simplifying people's lives.

Get to know us!

revolution

**Every day,
we focus on
development,
and that is why,
at Żabka Group,
evolution is our
revolution.**





Mission & vision

Mission

It is our guiding principle. It is the foundation of all our activities for both those just joining us and those who have been with us for years. OUR MISSION. We invite you to unleash your potential and, together with us, realize this mission every day by

**creating value
through simplifying
people's lives!**

Vision

We aim for Żabka to be the customer's considered choice, the convenience store they prefer, where they can enjoy a distinctive offering daily and feel truly integrated within the local community. Additionally, we strive to be the most accessible franchise in Poland. As a cutting-edge ecosystem, we support our customers every moment of the day, freeing up their time. By continuously developing our formats, services, relationships and aspirations in alignment with customer needs, we fulfill our mission.

**You bring meaning to our
bold vision and have the
power to bring it to life.**

ambition

responsibility

openness

reliability

Values

If you have reached this point in our material, you probably already sense what drives us and serves as one of our inspirations. At Žabka, people know what they want and are consistently guided by SPECIFIC VALUES.

**We take pride
in these values
and openly declare
what truly matters to us.**

ambition

I have dreams that I turn into reality by setting ambitious goals. The persistent pursuit of these goals helps me grow as a person and creates greater shared value.





responsibility

Every day, I strive to build a better Żabka for employees, associates, franchisees and customers. I take actions and make decisions that I am proud of. I understand that the core of our model is the customer and the franchisee. In my daily work, I am guided by their well-being. I demand full responsibility from myself and support the commitment and accountability of others.

openness

I am an open-minded person because I have the courage and willingness to transcend established norms. By viewing the world optimistically, I perceive it from a broader perspective. In challenging situations, I can set aside my own ego and accept defeat gracefully. Out of respect for others in our interactions, I am able to listen with genuine interest and empathy, believe in good intentions and embrace diversity.





reliability

I am perceived as a trustworthy person by employees, associates, franchisees and customers. In my work, I adhere to the rules and do not shy away from communicating difficulties. My actions are authentic, reflecting congruence of intentions, values and actions. I honor commitments to others, and if I cannot fulfill them, I communicate this sincerely. In cooperation and dialogue with others, I show respect while openly communicating the expected goals.

History

We are proud of where we are today as the Żabka Group, but we are also proud of the journey that has brought us here. There are new territories to explore and many challenges ahead, but we embrace challenges.

1998

Here we are: opening the first Żabka store

2000

Opening the first logistics center

2002

1,000 stores nationwide!

2006

Nie zatrzymujemy się: premiera pierwszej ogólnopolskiej kampanii telewizyjnej

2010

TOP 10 in Poland – Żabka reaches the finals of the Market Roku [*Store of the year*] competition

2012

1,000 employees and associates!

2016

Project Galaxy, a galactic remodeling of our stores

2017

Strategy rules! CVC Capital Partners, a global leader in Private Equity and credit funds, becomes Żabka's strategic partner

2018

To be on our toes and become an even friendlier employer and partner, we establish a (fruitful) partnership with the Gallup Institute

2019

To strengthen our position and achieve our goals, we create Żabka's milestones: mission, vision and values – our corporate DNA

2020

6,500 stores nationwide (despite the pandemic)! To celebrate this, we set out assumptions for an ESG responsibility strategy

2021

Establishment of the Żabka Group. The first companies join us: Maczfit and Dietly. On this occasion, a Code of Ethics and Conduct for Employees of the Żabka Group is created

2022

Awarded the title of "Retailer of the Year" (by the renowned research company AC Nielsen) – because nobody can match us!

2023

Żabka's 25th birthday! All our efforts have paid off, as we are the first Polish company to receive the Gallup Workplace Award! This means that our employees form some of the most committed teams in the world

2024

We're going global! The Żabka Group is now an international company, and we're thrilled to announce the opening of our first stores outside of Poland. We're also excited to welcome Daniel DRIM, a leading Romanian FMCG distributor, to our group. Together, we're launching stores under the FROO brand!

It's time for a major move: Żabka Group is going public!



ambition

We set bold goals, are characterized by perseverance in achieving them, and have a strong need for constant development.

- I support innovation and the freedom to act.
- I take care of the company and our brands – I am committed to creating a great organization for many years to come.
- I do not wait, I take the initiative.
- I boldly pursue ambitious goals.
- I view boundaries as challenges.
- I celebrate both small and large successes.
- In my desire to achieve more, I focus on my development and the development of the team.

responsibility

We strive to carry out our mission in a responsible manner toward employees, associates, franchisees, customers, suppliers, the environment and local communities.

- I am responsible for what I do.
- I actively promote cooperation.
- Instead of reacting, I think and respond first.
- I take care of my area, the entire organization and its environment.
- I feel that I am the author of my projects and tasks.
- Error? I look for causes and solutions, not for culprits.
- I give feedback and solicit it.

Our values determine our behavior! Culture is about values and the behaviors that result from them. We know what we want and what we strive to avoid. We work and manage in a world of increasing complexity, scale and diversity. That is why we need a compass to guide us in the right direction. This keeps us consistent, also in the things that make us stand out from other companies. It is our values and behaviors that make up this compass. We aim to further understand what our values are, so we have collaboratively defined a catalog of organizational behaviors.

openness

We color outside the lines and look for new solutions – we are open to diversity, discussion, dissent, and we do not shy away from challenges.

- I am curious about the world.
- I seek ANDs instead of BUTs.
- I appreciate diversity.
- I avoid behavior based on prejudice and stereotypes.
- I listen and hear.
- I express myself openly.
- We smile at each other.
- I assume the good intentions of others.

reliability

Above all, we strive to be authentic in our work through the consistency of our declarations and actions.

- I am competent and efficient.
- I am guided by the company's values.
- I explain my decisions.
- I say what I think and do what I say.
- I give myself and others the right to say "I do not know, but I will find out."
- I do not judge people, only their actions.



Innovative

What we are and how we work

We thrive on change and enjoy taking risks. Instead of asking “why?”, we ask “why not?” We have a high tolerance for ambiguity.

Our strength is in creating things that have never been done before. Our work acts as a catalyst for growth, both literally and figuratively.

Although it may seem like we have our heads in the clouds, we keep our feet firmly on the ground, relying on rigorous research and data that we bring to life with bold imagination. We experiment, fearlessly pursue ideas and hunt for concepts with high potential. And yes, we learn from our mistakes.

We have an infectious curiosity and a special aptitude for observation and insight. We can promote our new ideas and inspire their implementation. We are ambitious, self-confident and also confident about you, with a strong desire to stand out from the crowd.

We enjoy the adrenaline of new challenges and reject pessimism. We believe that success requires a brilliant idea, the courage to pursue it and the discipline to make it a reality.

Space for action

Action is our core. We are constantly experimenting and seeking original ideas everywhere. What sets us apart is our infectious curiosity and our keen ability to observe. We understand that dynamic development involves accepting mistakes but also necessitates learning from them and applying those lessons for the future.

Amazing effect

We have a real impact on the outcomes of our work. Every day you can create something extraordinary with us that no one else has done before. We take risks and act efficiently despite unknowns and uncertainties, embracing the ambiguity that comes with the pace of our operations. We are proud of every success and enjoy celebrating our achievements.

Sense of purpose

We know exactly what we want to achieve, and we give it our all. We take pride in our company's mission, and every day we take actions to fulfill it. We rely on hard data and are honest about our commitments. We positively influence the environment and act in the interests of the entire company, not just our own team.

You can be yourself

We have dreams and common goals, and we leverage the diversity of experiences, viewpoints and ideas to build the best solutions. We have the courage to be true to ourselves. We are committed to ensuring that everyone feels valued, has a sense of belonging and experiences professional growth.



Do you know that...



Żabka was the first Polish organization to receive the EQUAL-SALARY certificate, attesting equal pay in the organization - regardless of gender.



10.7 million users of the Żabka app.*
*data as of 28.02.2025



In 2024 alone, we sold as many as 85 million hot dogs and 39 million hot coffees.



Ca. 17 million consumers live within a 500-meter radius of the nearest Żabka.



Every day, around 4.1 million transactions are made across the entire chain network.



Porążyn-Tartak, which has a population of 100, is the smallest locality where Żabka is located.



In 2024, people employed by the Żabka Group spent more than 1,000 hours on volunteer activities.



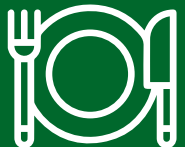
We were also the first IN THE WORLD to develop a concept that allows entry to a store using a payment card. There are dozens of unmanned Żabka Nano stores in Poland. It is the largest chain of autonomous stores in Europe. These outlets are located, among others, on college campuses and at Żabka Group Logistics Centers.



We have as many as 12 private labels that are very popular.



On average, 90% of employees participate in our research.



Maczfit delivers meals to more than 4,556 locations nationwide.



In 2024, customers ordered as many as 112 million meals through the Dietly online platform.



Our main office is 100% powered by green energy.



We recover 100% of plastic from private labels and in-store materials.



We sold goods and services worth 27 billion zlotys to our customers.*
*data for 2024



In 2024, we opened 60 FROO stores in Romania.



Conveniently and responsibly

We believe that the future belongs to companies that develop in a sustainable way, caring not only for the financial results but also for customers, business partners, employees and the environment.

The ESG Framework we are implementing is integrated into our business strategy and supports us in our commitment to sustainable living for everyone and on a daily basis. At its core lies our shared mission - to create value by making people's lives easier.

Each of us has an impact! We are committed to creating value in the long term in an economically, socially and environmentally sustainable manner. Priorities are identified in the strategy under four pillars:

01

Sustainable lifestyles

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

02

Positive effect on the area

We have a positive impact on entrepreneurs and the economy.

03

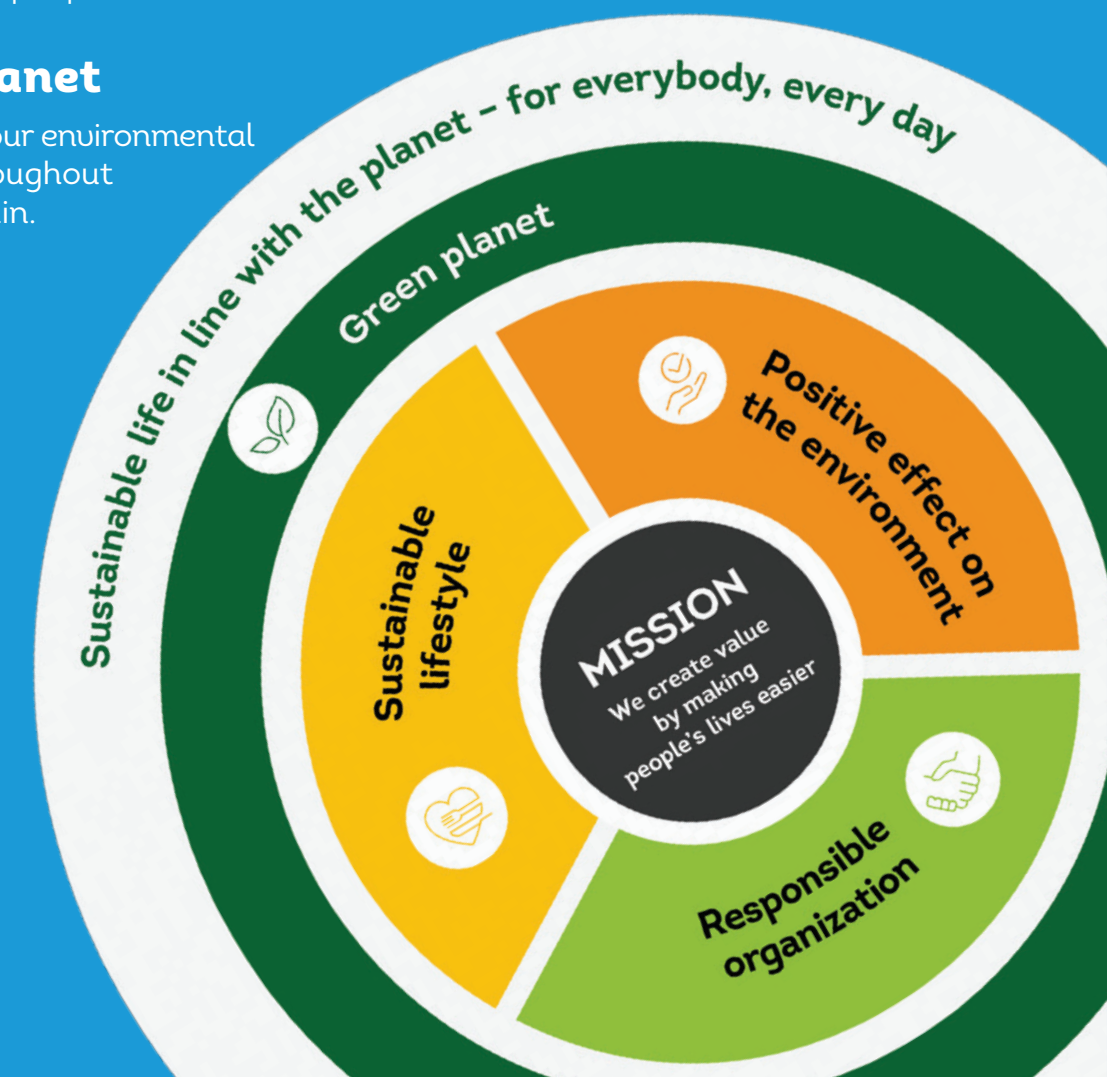
Responsible organization

We are creating a credible organization of committed people.

04

Green planet

We minimize our environmental footprint throughout the value chain.





We are all different/equal

We are perfecting solutions to strengthen an ethical organizational culture. We have expanded the existing compliance system to include a Code of Ethics and Conduct for Employees, a Code of Ethics for Business Partners and a Code of Best Practices for the Franchise Market.

We treat everyone equally – regardless of gender. We value our employees and strive to be an honest, responsible and reliable employer. Proof? EQUAL-SALARY certification obtained in 2022.

We are among the 13% most engaged companies in the world and are also a proud recipient of the Gallup Institute Award.



Żabka Group in the eyes of employees

You already know what is important to us, what inspires us and how we realize it. The organization is made up of people, and we like to listen to them. That is why we often seek their opinions. This time, we asked directly: what do you value about working at Żabka?

“ I am simply fulfilling myself here and realizing my goals – all in line with my values! I am creating the kind of place at work where I want to be myself.

Ewa
Żabka Group

“ Stumbles do happen, but that is, after all, natural. We act fast, often doing something for the first time and entering places where no one has been before. Without trial and error, there will be no progression! Therefore, we are always looking for solutions.

Judyta
Strategic Leadership

“ What has always been important to me at work is a professional approach to the tasks at hand, the quality of work, good relationships and atmosphere, as well as support and the opportunity for dialogue – and, ultimately, openness to new ideas. The working environment at Żabka provides me with such conditions.

Rafał
Strategic Leadership

“ I am proud of the important position we hold, not only in Poland but also in Europe and the world!

Ada
Żabka Group

“ I am open to knowledge and would like to absorb as much of it as possible. I strive for perfection and have a lot of motivation in me. Joining the Żabka team brought me many new challenges that I was looking forward to.

Marcin
Żabka Future

“ I enjoy working at Żabka because this cooperation is so... It is written with a capital “C”! Although Żabka gives me the choice between working remotely or being in the office, I choose the latter option because I want to be with exceptional people who inspire, motivate, and support me, but also have me in stitches.

Paulina
Żabka Future

“ At Żabka, I have found an environment that is dynamic and challenging, which allows me to pursue unique and exciting ventures with a real impact on the people around me. My motivation comes from knowing that my actions contribute to positive change and after achieving one goal, I am always looking for the next challenge.

Paweł
Strategic Leadership

