

Investor Day

Warsaw, October 2025

Investor Day



Tomasz Suchański

Group Chief Executive Officer

zabkagroup

GPW

17 października 2024 | 9:15

Debiut na Głównym Ryнку

zabka group



Platform
for growth in
Street Food
established

Nearly
12k
Stores in Poland

1H'25
6.1% LFL

MSCI ESG
Rating of
AAA

+ 1,256
New stores¹

New version of the
App

122
Stores in Romania
as of Sep'25

1H'25
+0.4 pp
Adj. EBITDA margin
YoY growth

2025
Gallup
Exceptional
Workplace award

GPW

IPO

2024

GROWTH

Number of stores reported as of end of August 2025; 1 Gross openings in LTM; incl. Nano and Romania stores

Our leading position on the market is strengthened by secular market tailwinds, underpinning the shift of consumer preferences towards modern convenience



Wealth increase



Urbanisation



Shift to online



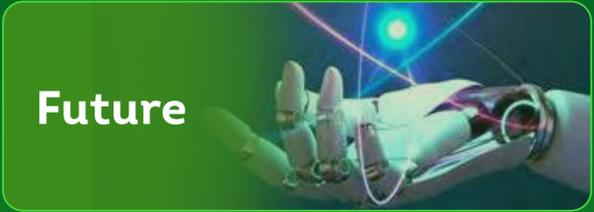
Lifestyle shift

Opportunities for Modern Convenience



Food preferences

CONSTANTLY INNOVATING CONVENIENCE FOR 25+ YEARS



2000-2015

Selected Grocery

Selected Services

2016-2019

Adjusted Grocery

Expanded Services

+ Selected QMS

2020-2024

Adjusted Grocery

Expanded Services

Expanded QMS

+ Launched E-Grocery / D2C Meals

2025 & BEYOND

+ Expanded QMS (street food)

+ Expanded Digital Offering

+ International

Sales to End Customers (PLNbn)¹

+23%
2000-24 CAGR



Mid-term

¹ Represents Zabka sales to the end customers and sales of Maczfit, Dietly, Drim Daniel, Froo and Q-comm and does not represent Company's reported revenue.

ULTIMATE TECH-POWERED CONVENIENCE ECOSYSTEM TOUCHING CONSUMERS' EVERY WAKING HOUR



PHYSICAL CHANNELS

DIGITAL CHANNELS

Leading convenience network of nearly **12k** stores

18m Consumers live within 500 meters of stores¹

~4.2m Daily transactions²



Zappka consumer app
Gateway to the Ultimate Tech-powered Convenience Ecosystem

10.9m Users of the app⁵

AI-powered Technology backbone at the core of Zabka's success

PLN 27.3bn Sales to End Customers | **FY 2024** Adjusted EBITDA of **PLN 3.5bn³** with 12.8% margin⁴

Source: Company information; 1 As of August 2025; 2 As of 1H 2025; 3 Adj. EBITDA IFRS 16; 4 Margin calculated on Group's Sales to End Customers; 5 As of Sep'25

SELECTED NON-FINANCIAL HIGHLIGHTS: OUR ESG PERFORMANCE



TRANSPARENCY & VALIDATION

Undergo external ESG assessments and ratings



SUSTAINABLE LIFESTYLE

2026 commitment

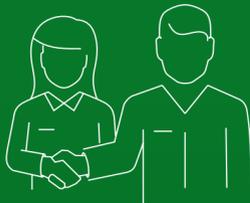
Multiply the sales value of own brand products promoting a sustainable lifestyle (in PLN)



MINDFUL BUSINESS IMPACT

2026 commitment

Increase in franchisees' NPS score as a result of co-operation with Żabka



EMPLOYEES ENGAGEMENT

2026 commitment

Get to top 25% of the best employers globally according to the Gallup Institute engagement survey



Legend:

- expectations for 2024 met
- expectations for 2024 partially met
- expectations for 2024 not met

* NPS survey conducted in December 2024 concluded with a promising increased score of 11 points.



GROWTH and INNOVATION
are embedded in our DNA

Investor Day

Tomasz Blicharski

Group Chief Strategy & Development Officer

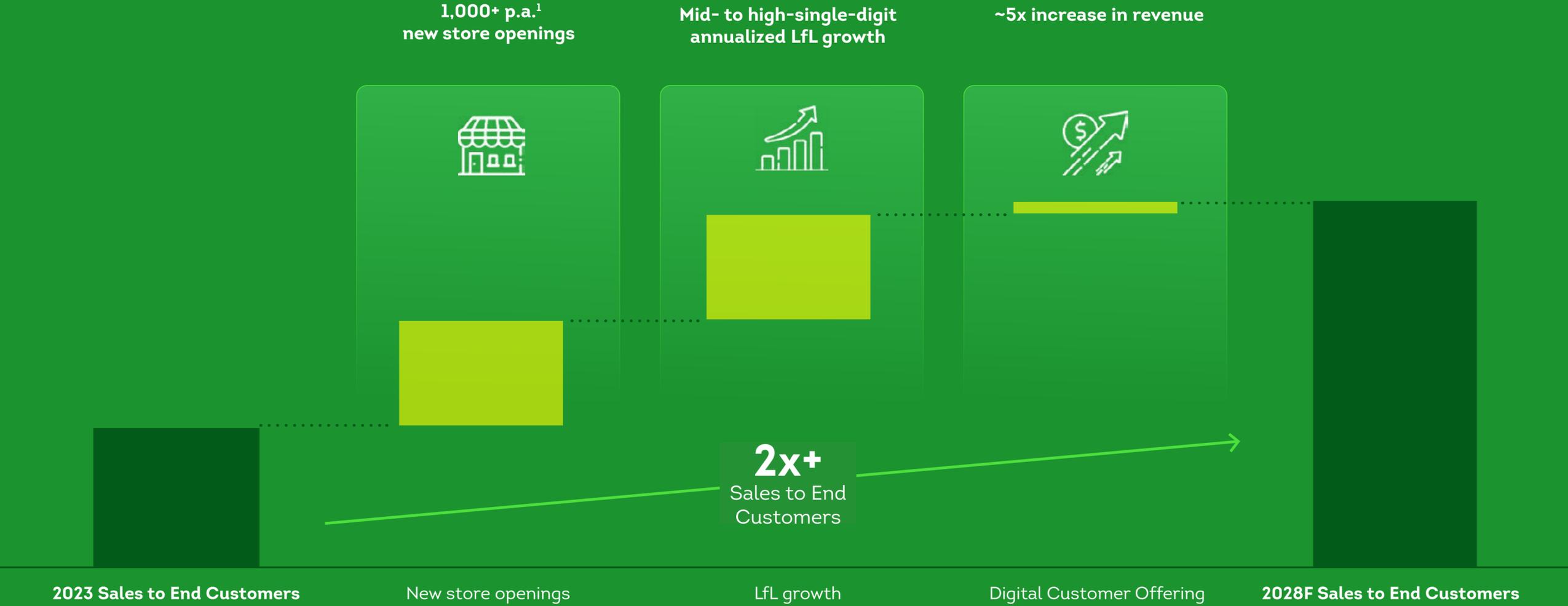
zabkagroup



WE REMAIN ON TRACK TO DELIVER ON OUR LONG-TERM STRATEGY OF DOUBLING SALES TO END CUSTOMERS BETWEEN 2023 & 2028



Strategic aspirations



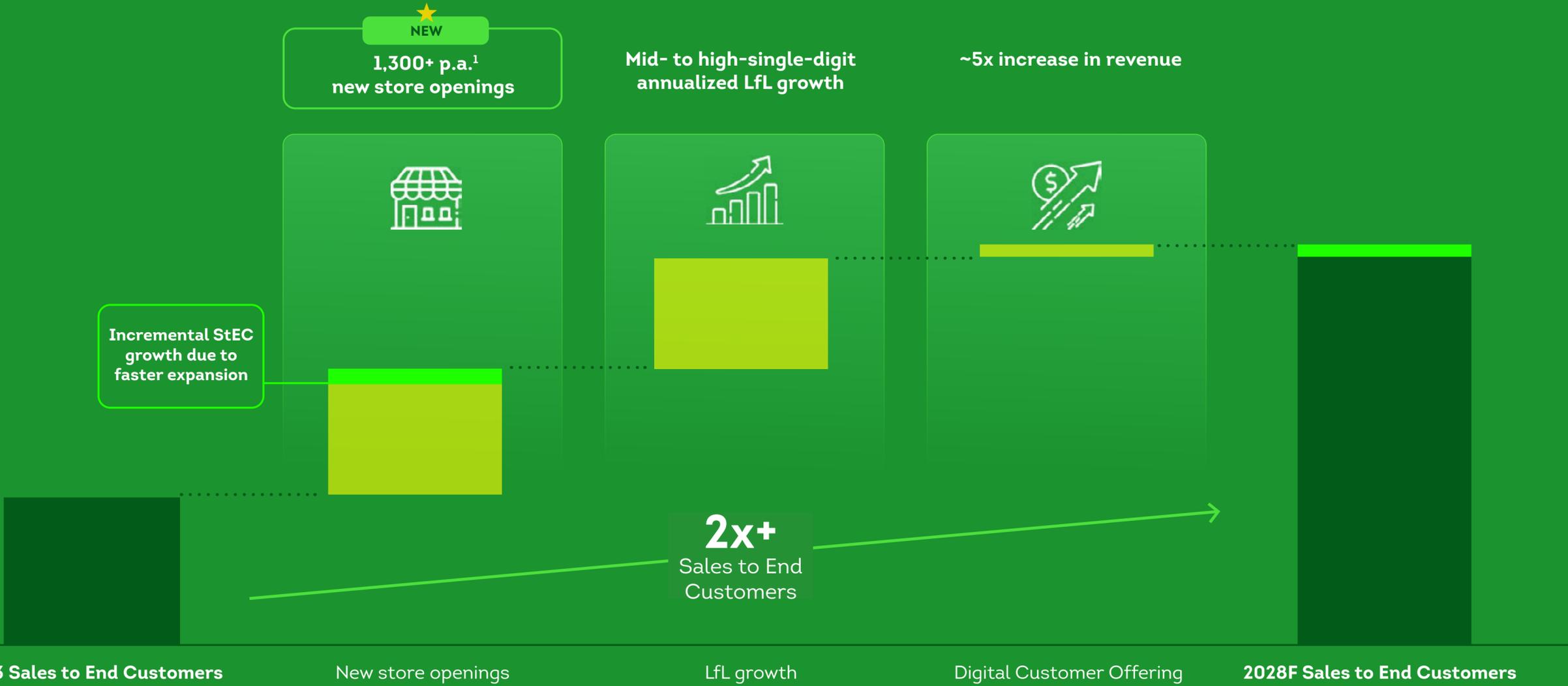
Target to more than double Sales to End Customers in the next 5 years between 2023 & 2028

Source: Company Information; 1 Rollout in Poland and Romania

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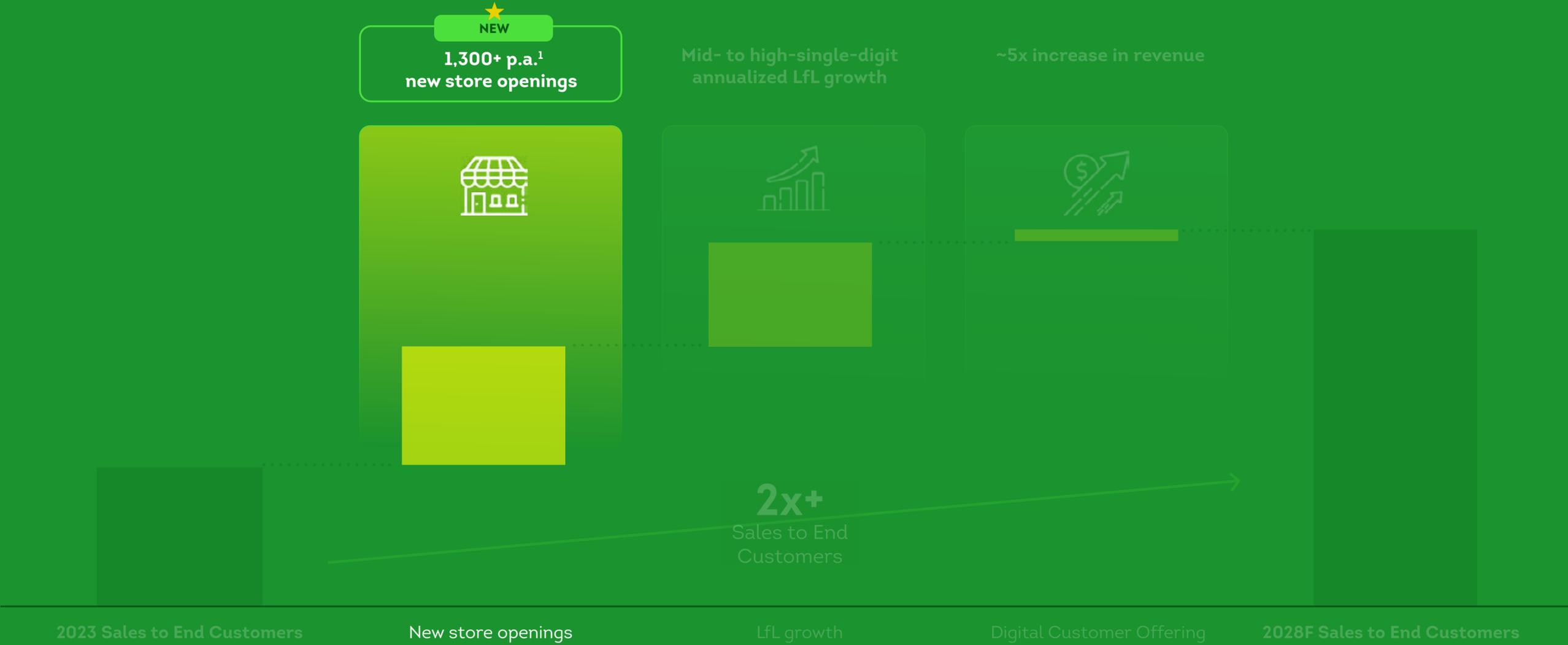
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WE ACCELERATE EXPANSION AMID EXTENDED STORE NETWORK RUNWAY

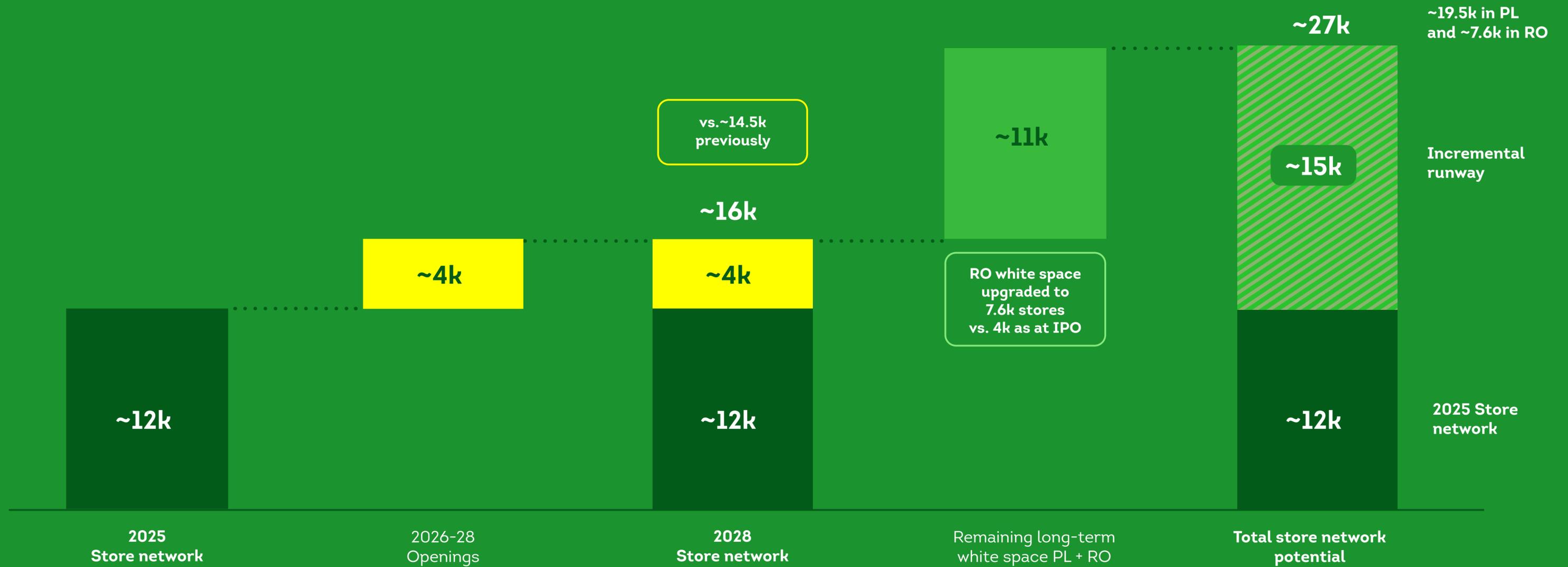
Total long-term white space potential





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Total long-term white space potential

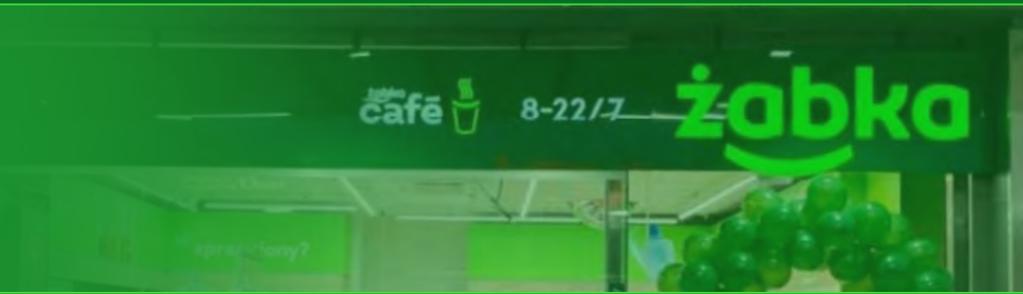




ACCELERATING STORE NETWORK GROWTH WITH CONFIDENCE



We accelerate openings pace...



1,300+
stores to be opened every year in Poland and Romania



... as our newly opened stores perform very well...



% of tickets <- 12mth stores vs mature stores in LTM





... with high availability of prime locations in near term pipeline



Locations secured for 2025 and beyond in Poland

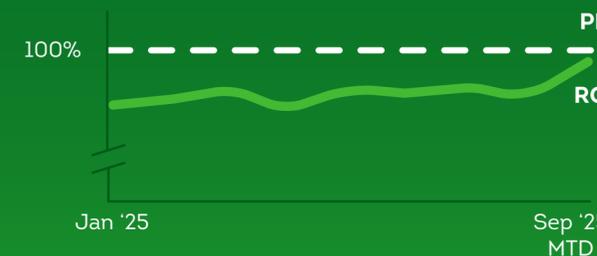




We have a strong conviction in Romania expansion as traffic catches up to Polish operations...



Avg. daily tickets in Romania as % of avg. daily tickets in Poland





... with good customer traction and high share of QMS sales



QMS share as % of tickets

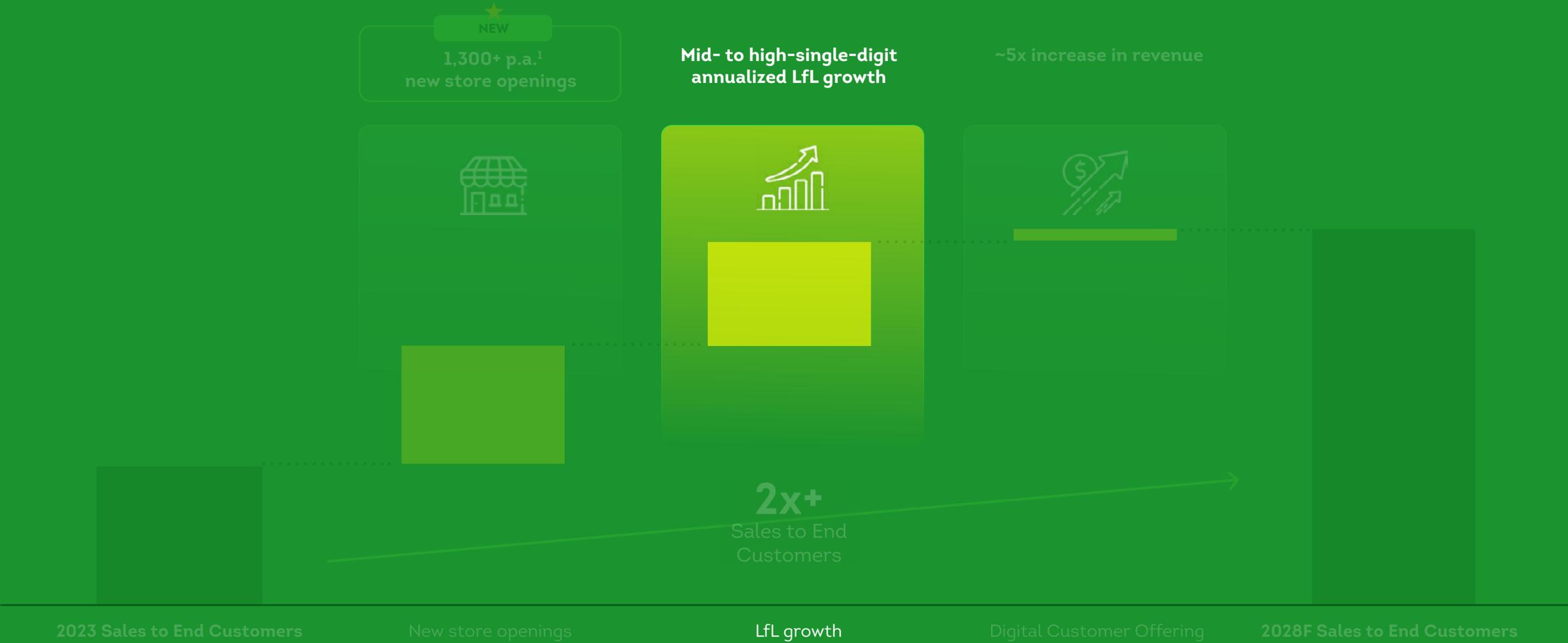
30%+

¹ Average from previous years

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EVOLVING CUSTOMER VALUE PROPOSITION FUELING LIKE-FOR-LIKE GROWTH



Street food platform launched—setting the stage for even greater QMS growth ahead



Strategic roadmap of **new services** rollout, designed to elevate customer traffic and unlock cross-selling opportunities



Relentless innovation—hundreds of new products launched annually to spark discovery, and keep our stores a top of mind destination



Digitally enabled by the leading consumer app



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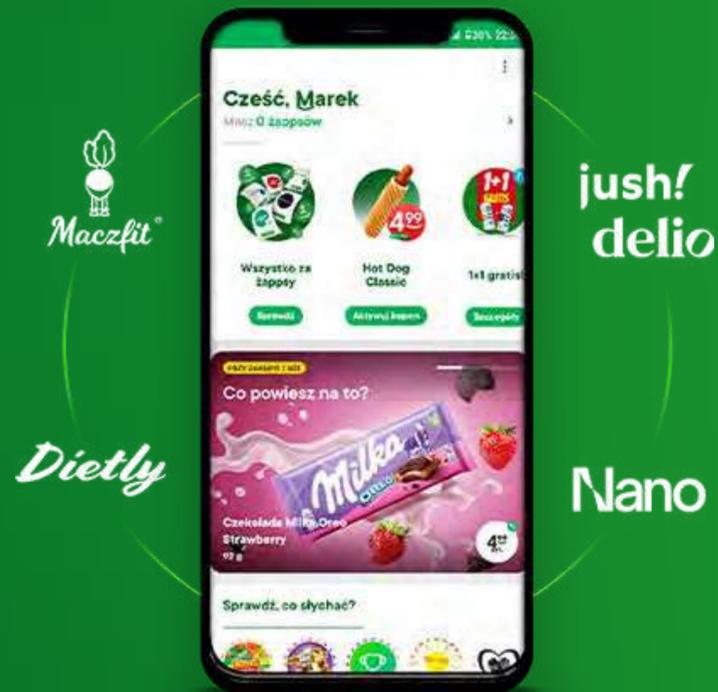
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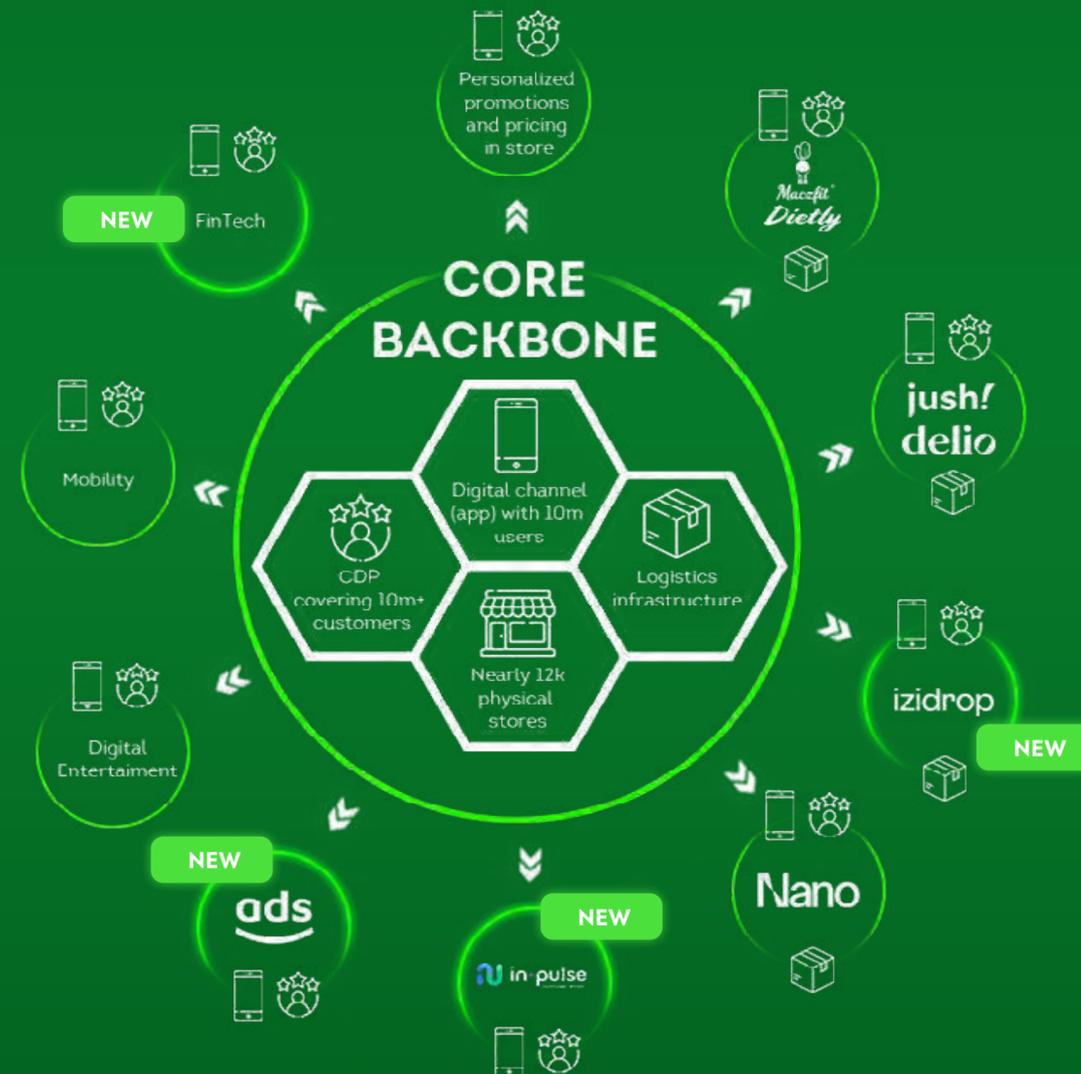
DIGITAL CUSTOMER OFFERING INCREASES GROUP'S DIRECT ADDRESSABLE MARKET AND REVENUE GROWTH PROFILE



DCO YESTERDAY



DCO TODAY & BEYOND



On track with 5x Sales to End Customers growth in DCO segment, from both existing and new businesses

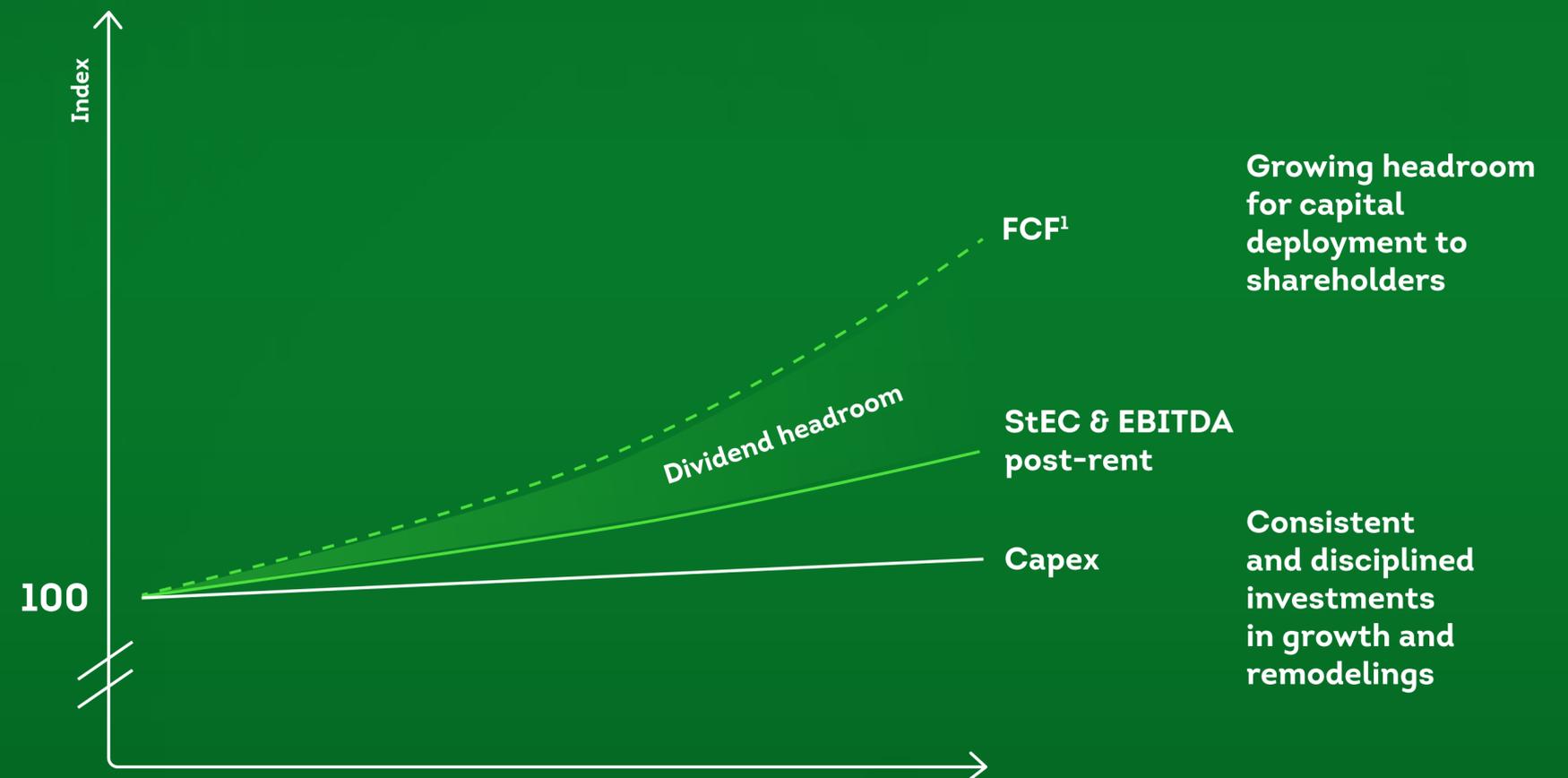


After break-even in 2024, positive EBITDA contribution in 2025

WE HAVE STRONG CASH GENERATION CAPABILITIES

Consistent topline growth, asset-light operational design of our business coupled with **prudent capital management** underpin our **capabilities to generate cash**, which can be then distributed to shareholders

Key parameters growth dynamics rebased



For illustrative purposes only

¹ Free Cash Flow for simplification defined as EBITDA post-rent less Capex

Best-in-class business model + Prudent capex =

Growth + Dividend



Investor Day



Marta Wrochna-Łastowska
Group Chief Financial Officer

zabkagroup

STRONG UNDERLYING PERFORMANCE AND OPTIMIZED CAPITAL STRUCTURE UNLOCK GREATER POTENTIAL FOR SUSTAINABLE DISTRIBUTION OF RETURNS



Strong fundamentals and superior growth prospects ...

... coupled with successfully deleveraged balance sheet create headroom for dividend distribution

1

For many years, we have followed a long-term Value Creation Plan that has served as our compass and driven our strong performance...

2

...which has led to a resilient profile and positioned us to pursue further growth while ensuring equal returns to shareholders.

3

Post-IPO, our strengthened foundation underpinned our deleveraging efforts. With this stability in place, we are now well-positioned to adjust capital allocation policy...

4

...and continue seeking new growth opportunities with a disciplined approach to Capex spend...

5

...all while maintaining a dividend policy that is prudent - ensuring reasonable payouts and leverage levels.

Sales to End Customers, (PLNbn)



Leverage ratio¹, EoP



Target Dividend payout ratio²



¹ Leverage ratio = Net Debt pre-IFRS 16 / Adj. EBITDA post-rent; ² Of current year net profit

WE HAVE BEEN DELIVERING ON OUR SHORT-TERM GUIDANCE AND ARE CONFIDENT ABOUT NEAR-TERM OUTLOOK



		2024	2025
GROWTH	Store network expansion	✓	↗
	Like-for-Like	✓	✓ On track
MARGINS	Adj. EBITDA margin	✓	✓ On track
	Adj. Net profit margin	✓	✓ On track
CASH FLOW	Leverage target ²	Approaching mid-term target of 1.0x	

Store openings pace¹: ~~1,000~~ ~1,300 p.a. NEW

Mid- to high-single-digit range
1H'25: 6.1%; Q3'25 expected to be mid-single-digit

Stable EBITDA margin towards the top end of our 12 - 13% range

Near-term adj. Net profit margin – c. 2.5 – 3.0%
Mid-term adj. Net profit margin – c. 4.5%

Deleveraging faster than initially anticipated,
close to mid-term target of 1.0x

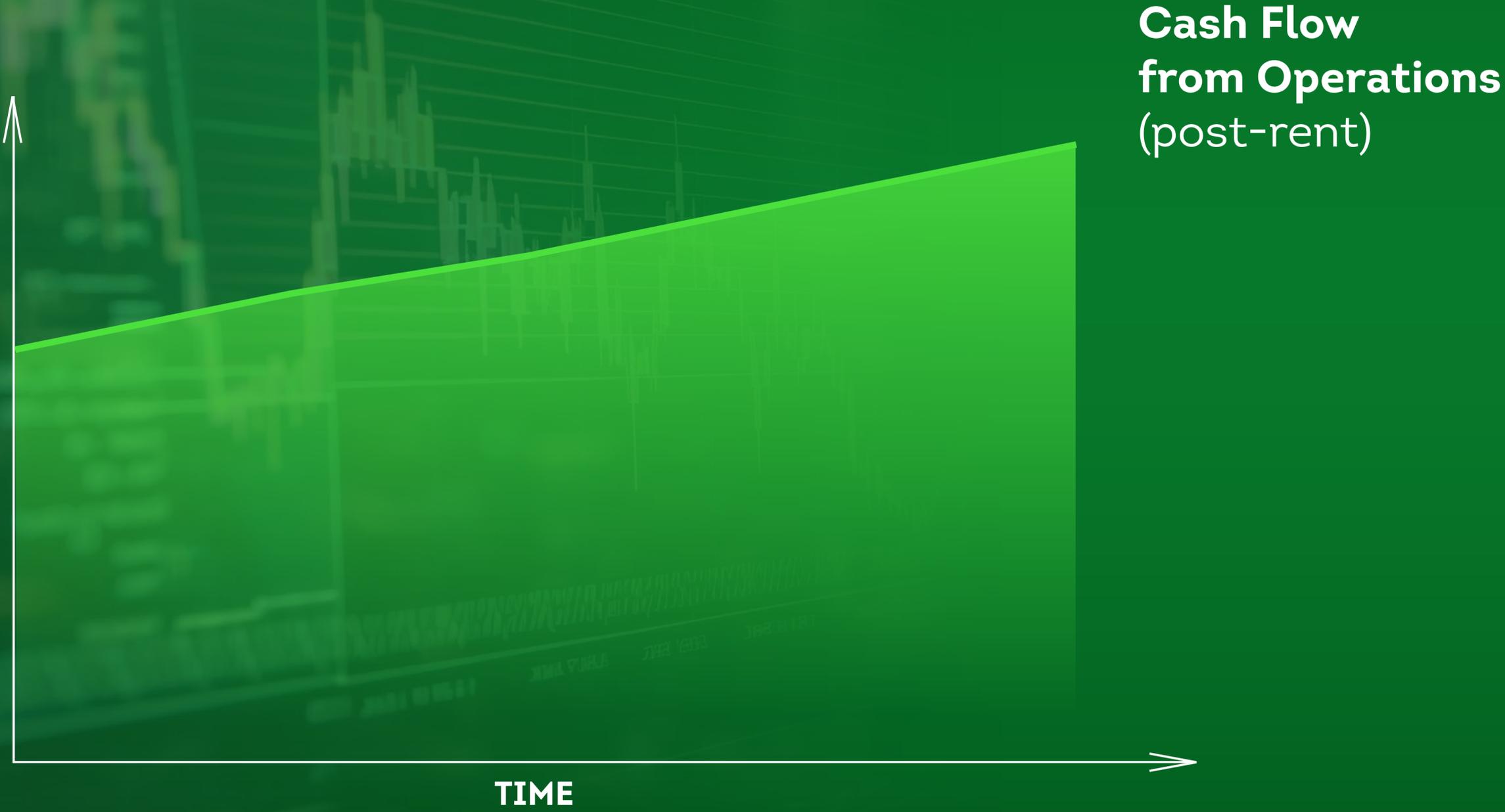
¹ In Poland and Romania; ² Leverage ratio = Net Debt pre-IFRS 16 / Adj. EBITDA post-rent



Strong growth in Operating Cash Flow –
Stable Capex – Declining Debt Service =

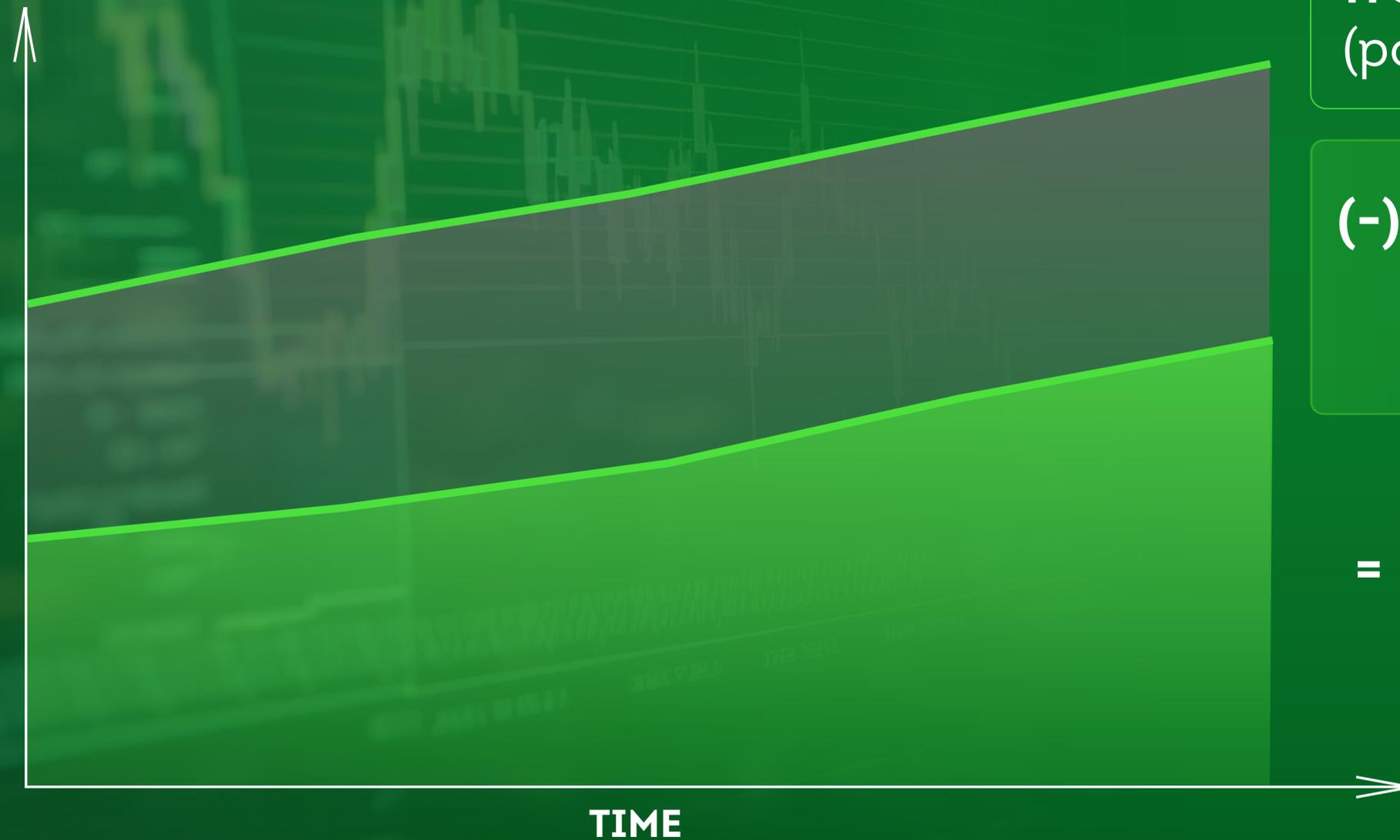
Accelerating Cash Returns to Shareholders

TOPLINE EXPANSION POWERS STRONG OPERATIONAL CASH FLOW...



For illustrative purposes only

... REINVESTED IN STRATEGIC GROWTH AND CORE MAINTENANCE ...



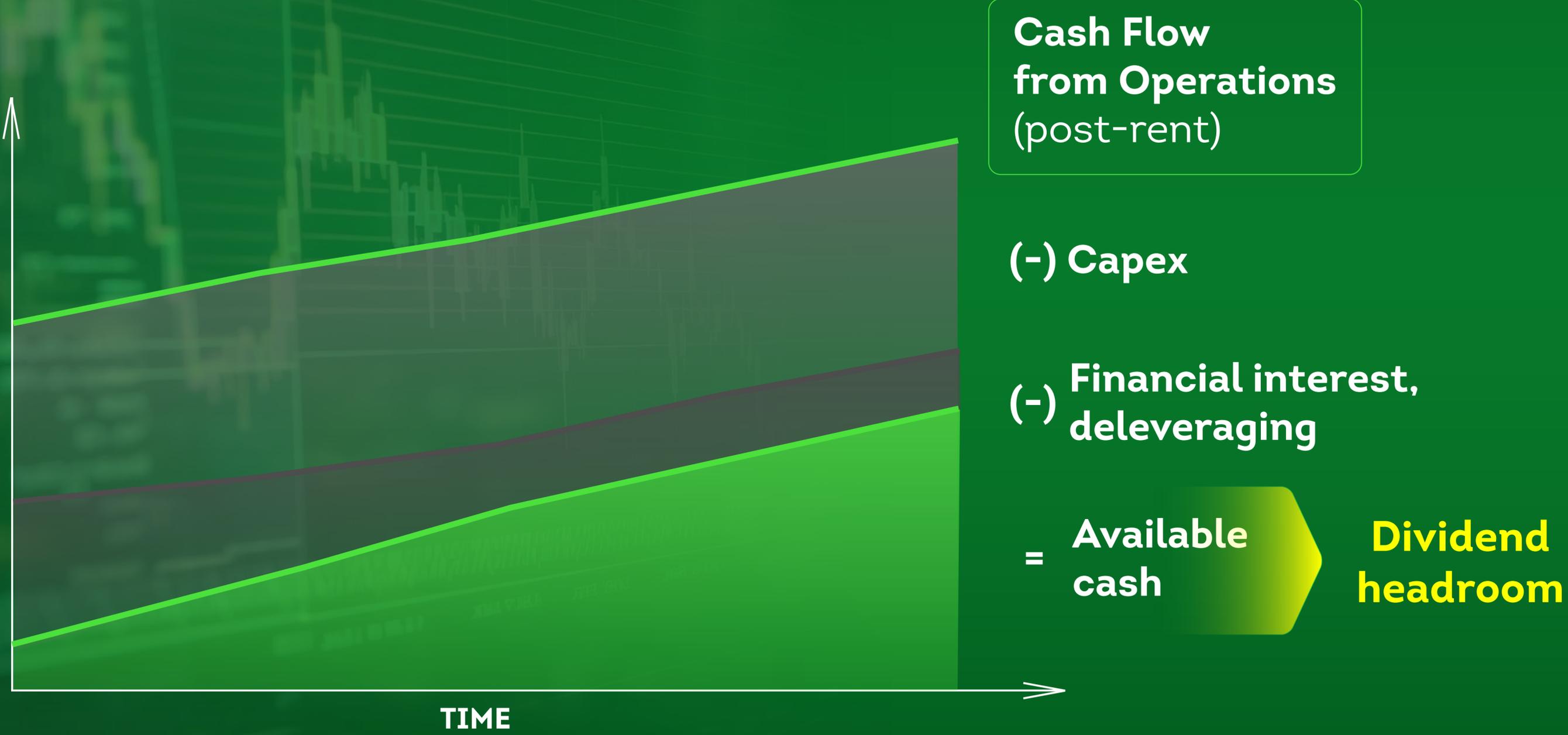
**Cash Flow
from Operations
(post-rent)**

(-) Capex

Our Capex spend is disciplined and remains under strict control, gradually decreasing over time in relation to Sales to End Customers

**Cash Flow
= Available
for Debt Service**

... INCREASING EXCESS CASH, CREATING HEADROOM TO REASSESS CAPITAL ALLOCATION AND ENHANCE SHAREHOLDER VALUE



For illustrative purposes only

COMFORTABLE AND EFFICIENT CAPITAL STRUCTURE ACHIEVED



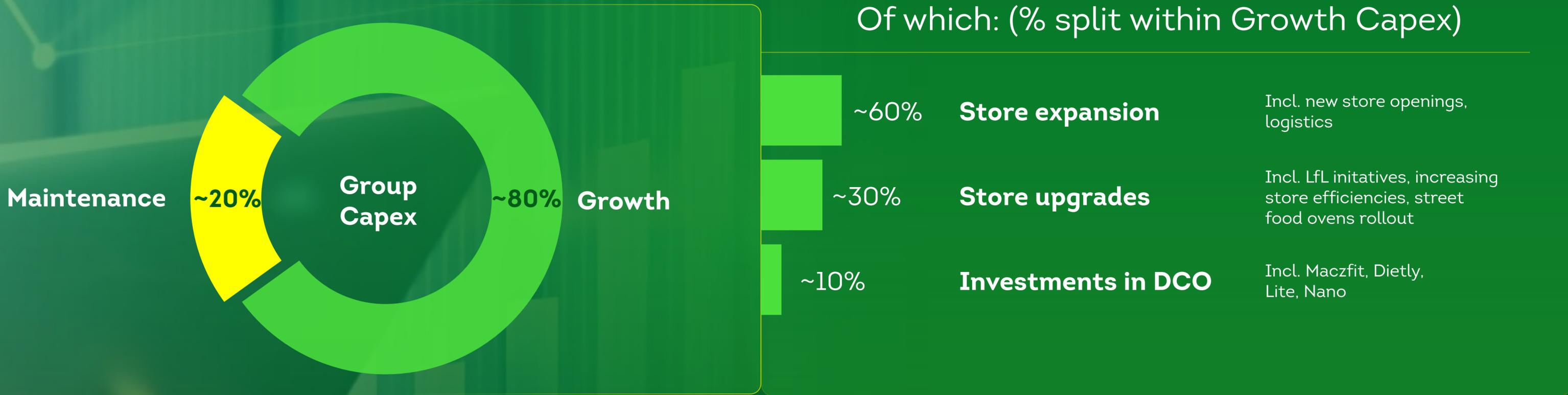
**In September 2025
we successfully refinanced
our debt – extending tenor
and lowering margin –
amplifying the benefits
of our optimized capital
structure**

For illustrative purposes only

¹ Leverage ratio = Net Debt pre-IFRS 16 / Adj. EBITDA post-rent; ² Of current year net profit

STRATEGIC CAPEX ALLOCATION—PRIORITIZING GROWTH-DRIVEN INITIATIVES...

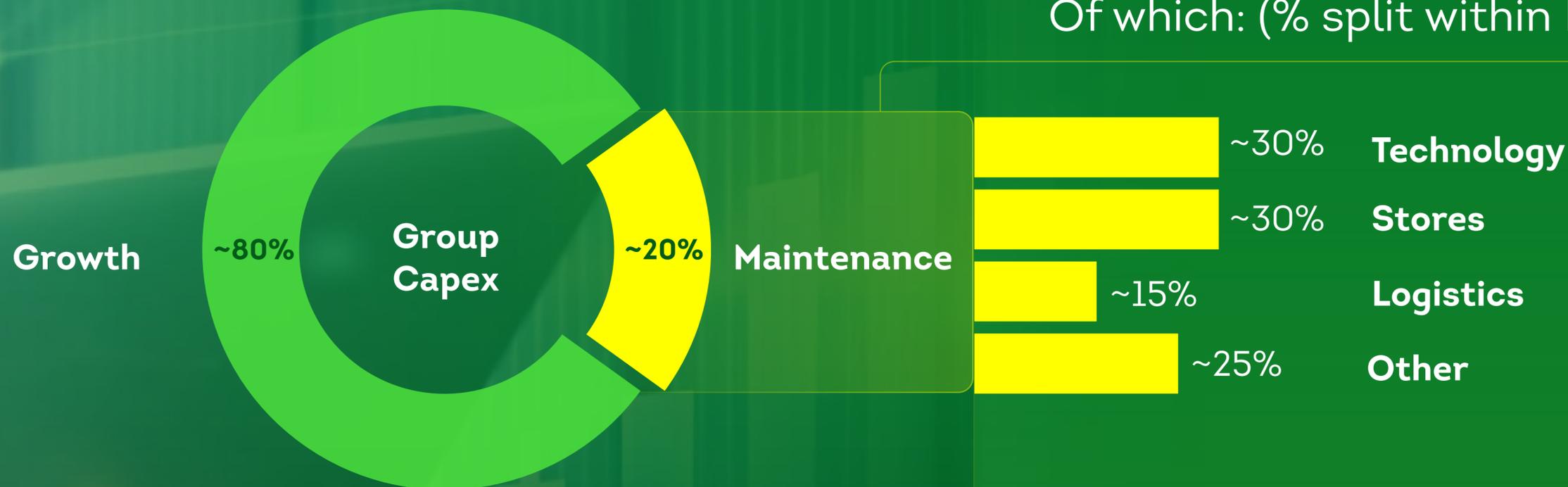
Illustrative Żabka Group's Capex breakdown



...ALONGSIDE MAINTENANCE INVESTMENTS TO SUSTAIN A HIGH-QUALITY OPERATIONAL BACKBONE

Illustrative Żabka Group's Capex breakdown

Of which: (% split within Maintenance Capex)



CAPITAL ALLOCATION POLICY – FRAMEWORK

New Allocation Policy to deliver Long-Term Value Creation reflects the following guiding principles: (i) focus on growth, (ii) targeted leverage, (iii) M&A optionality and (iv) dividend distribution

Growth remains our key focus

Expansion Guidance revised upwards

~~1,000~~~1,300 NEW
Store openings planned for 2025¹

Balanced leveraging

1.0x
Target Leverage ratio²

Optionality for M&As

Opportunistic, value-accretive, adjacent to PL core and international M&As

Dividend distribution

50 – 70%
of net profit³

Formal policy

We target to maintain Net debt to EBITDA ratio² at 1.0x to keep a prudent and appropriate level of liquidity headroom

BoD intends to recommend to the GSM the payment of a dividend in an amount representing 50% of the Group's consolidated net profit achieved in 2025, and in the following years in an amount representing from 50% to 70% of the Group's consolidated net profit achieved in each year

We assume there may be an incremental dividend payment based on one-off earnings. Alternatively, in case of additional investments (including M&A), we may temporarily limit dividend payments

¹ In Poland and Romania; ² Leverage ratio = Net Debt pre-IFRS 16 / Adj. EBITDA post-rent; ³ Of current year net profit

MID-TERM GUIDANCE UPDATED WITH ACCELERATED EXPANSION AND EXPECTED DIVIDEND PAYOUT

GROWTH	Store network expansion	Target ~16k stores ¹ by the end of 2028 (+1.5k vs. previous guidance)	★ NEW
	Like-for-Like	Mid- to high-single-digit range	
MARGINS	Adj. EBITDA margin	Stable EBITDA margin towards the top end of our 12 - 13% range	
	Adj. Net profit margin	Near-term adj. Net profit margin: continued improvement to 3.0% Mid-term adj. Net profit margin - c. 4.5%	
CASH FLOW	Leverage ² target	1.0x ND/adj. EBITDA post-rent	
	Dividend payout	Distribution of 50-70% of net profit³ (i) +incremental payouts depending on one-offs (ii) +temporary limit in case of M&As and investments	★ NEW

Investor Day



Adam Manikowski, PhD

CEO of Żabka Polska Business Unit

żabkagroup

WE REMAIN ON TRACK TO DELIVER ON OUR LONG-TERM STRATEGY OF DOUBLING SALES TO END CUSTOMERS BETWEEN 2023 & 2028

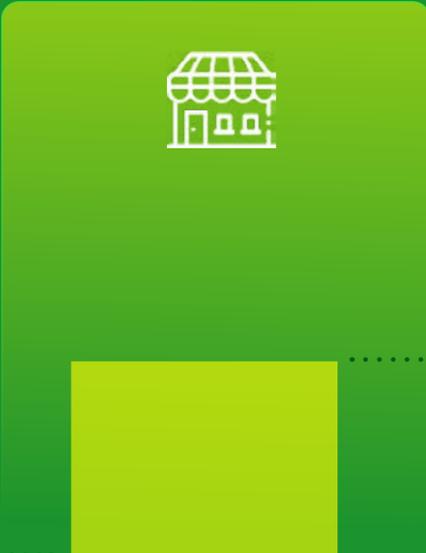


Strategic aspirations

NEW
1,300+ p.a.¹
new store openings

Mid- to high-single-digit
annualized LfL growth

~5x increase in revenue



2x+
Sales to End
Customers

2023 Sales to End Customers

New store openings

LfL growth

Digital Customer Offering

2028F Sales to End Customers

Target to more than double Sales to End Customers in the next 5 years between 2023 & 2028

Source: Company Information; 1 Rollout in Poland and Romania

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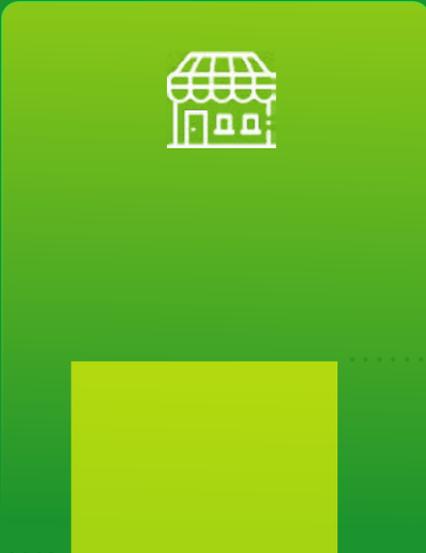


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Sales to End
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2023 Sales to End Customers

New store openings

LfL growth

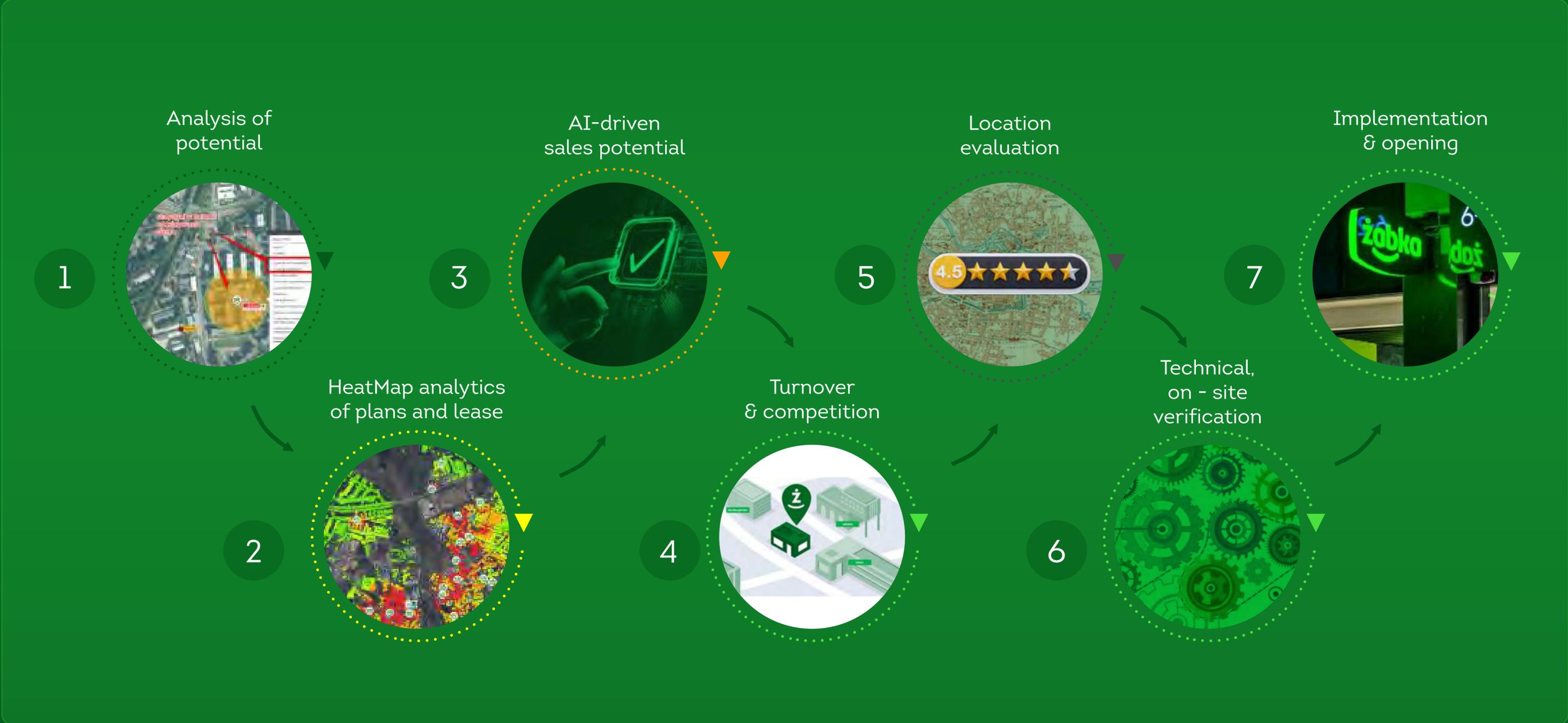
Digital Customer Offering

2028F Sales to End Customers

Target to more than double Sales to End Customers in the next 5 years between 2023 & 2028

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QUALITY OF OUR EXPANSION IS SAFEGUARDED BY A ROBUST AI MODEL...



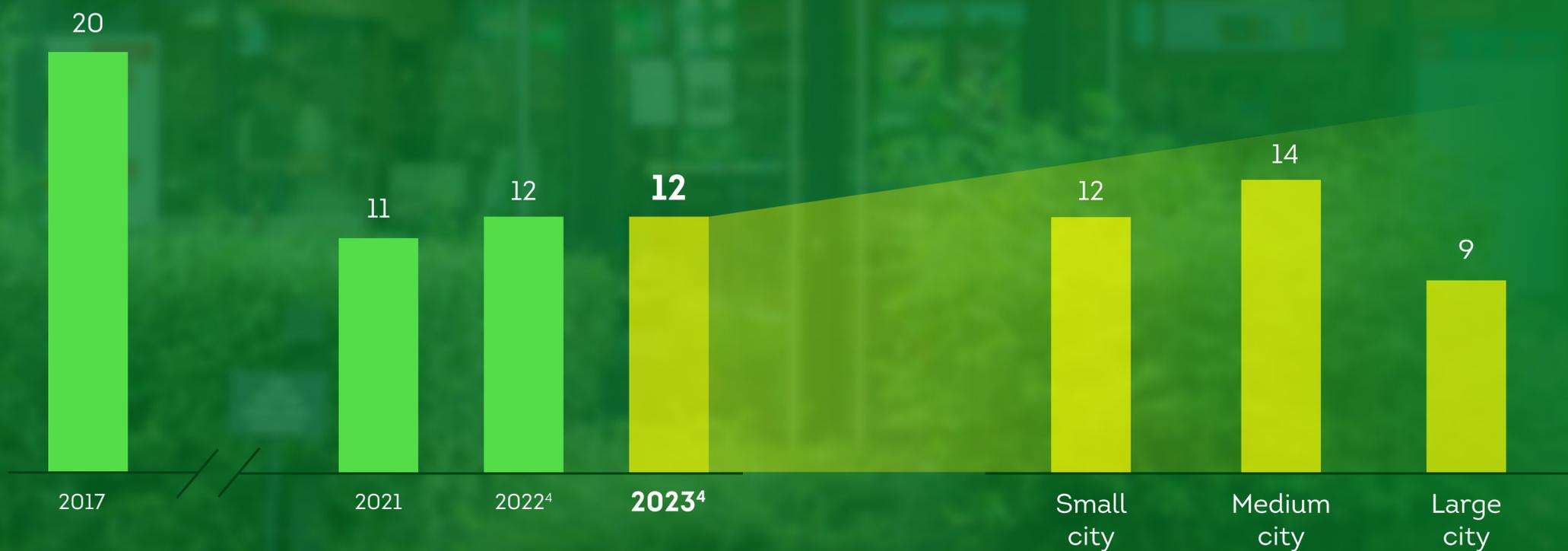
... WHICH HAS PROVEN TO BE EXTREMELY SUCCESSFUL

Exceptional store economics

Successful in all types of catchments

Payback period¹, 2017 – 2023, # of months

Payback periods by city², 2023, # of months



**~1%
Store closure
rate**

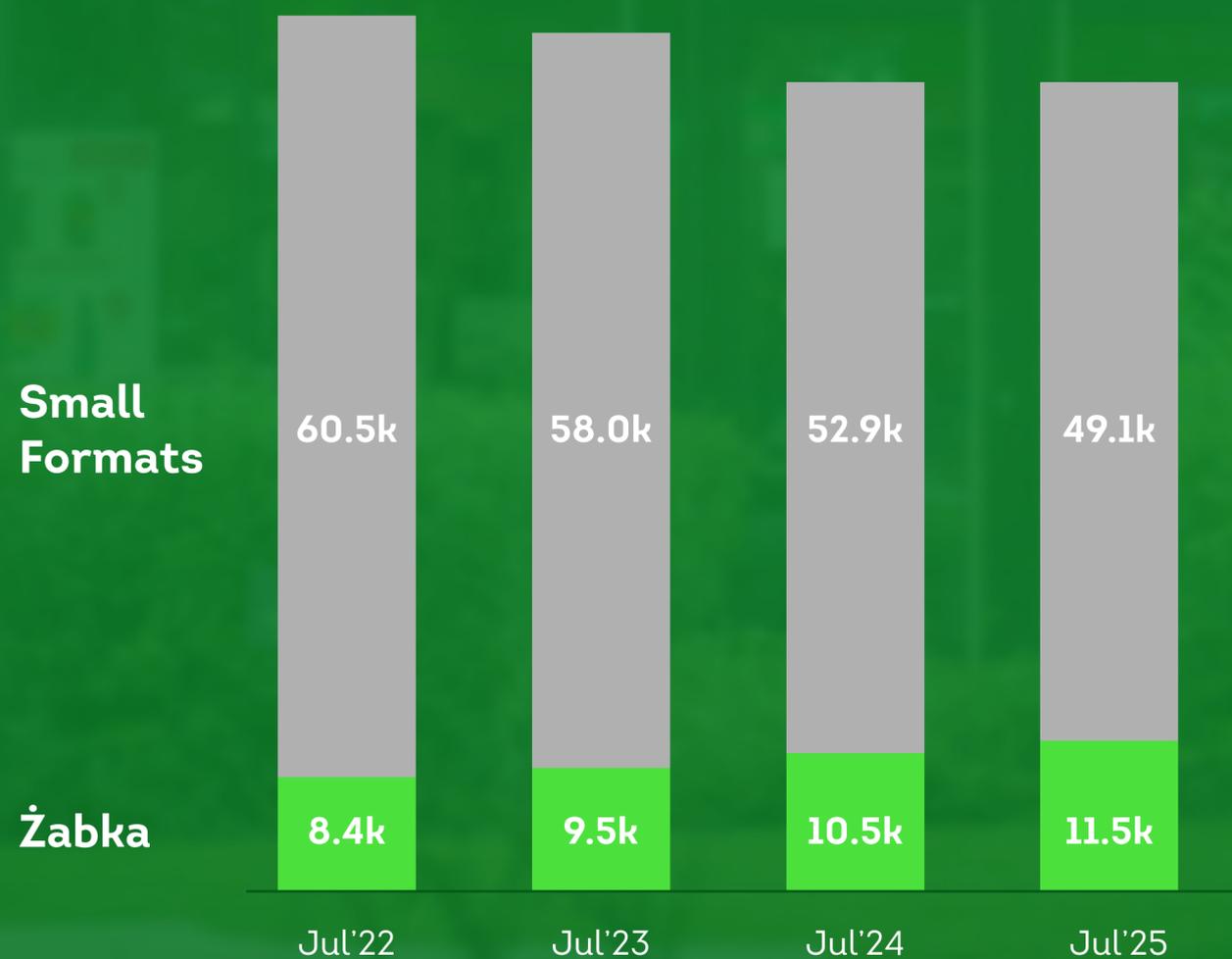
¹ Payback calculated based on cumulative store contribution Post-rent and franchise cost and includes estimated net working capital impact. 2022-2023 payback period excludes Capex for MerryChef rollout excluding a small number of stores that have not matured yet; ² Small cities (<50k population), medium cities (50-300k population), Large cities (>300k, Tricity and Silesia metropolitan areas)

OUR WINNING FORMAT IS SUCCESSFULLY REPLACING TRADITIONAL TRADE AND SOURCING ATTRACTIVE LOCATIONS FROM OTHER SECTORS



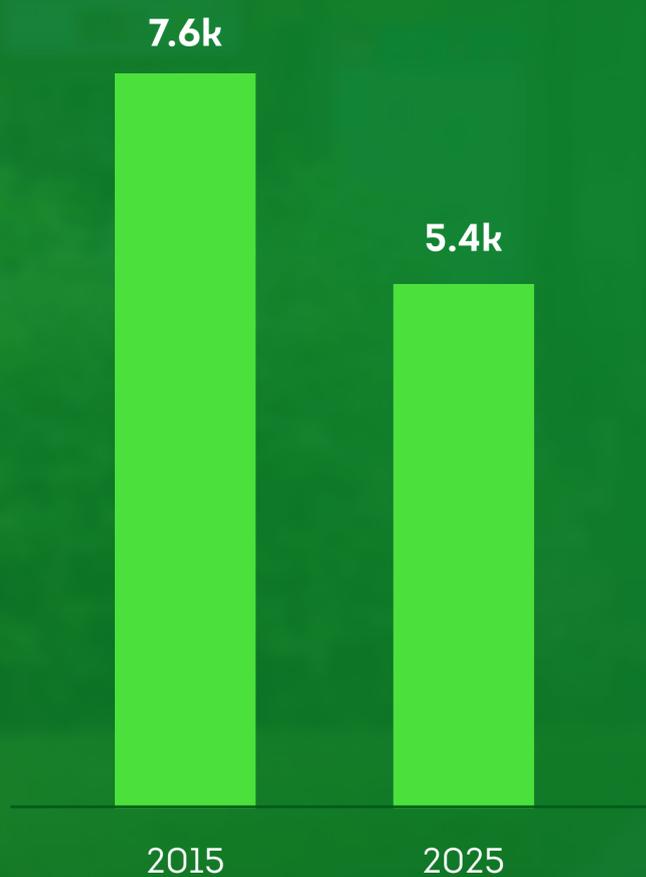
Sourcing best locations from traditional trade...

Number of small format stores in Poland



...and other sectors...

Number of bank outlets¹

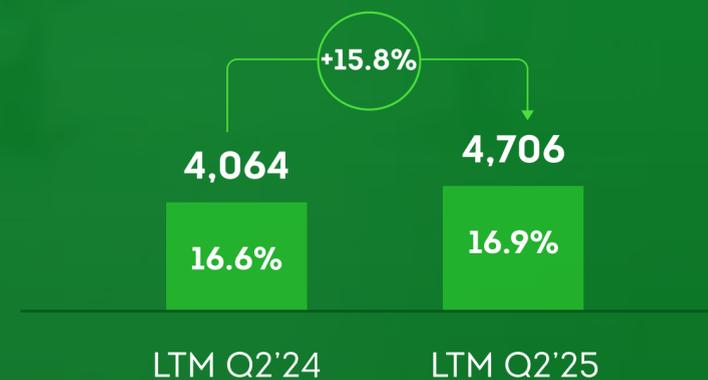


...in our superior franchise offer

Number of recruited franchisees; LTM



Franchisee margin (PLNm) and a % of StEC; LTM²

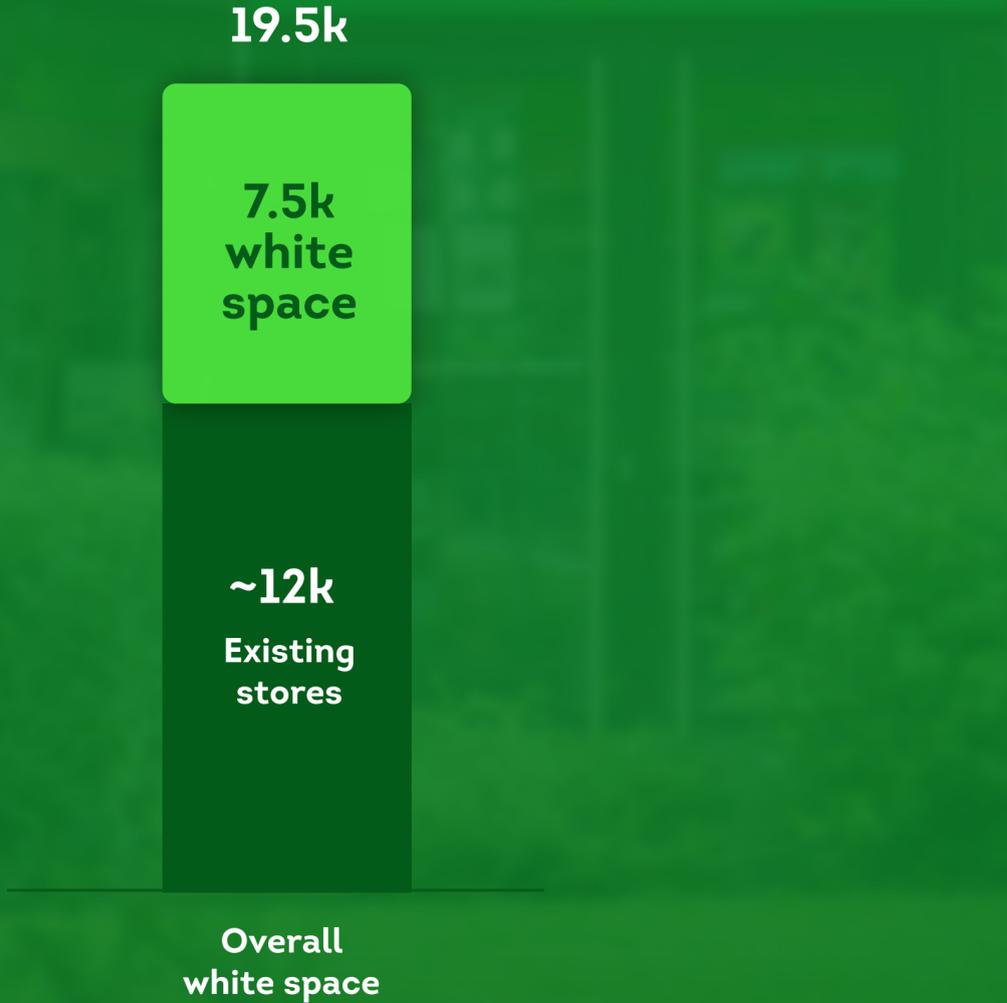


1 „Polska bankowość w liczbach” report from 2015, bankier.pl and Inteliace Research report from 2025; 2 Franchisee margin defined as the amount franchisees earn from selling products plus incentives received from Żabka; margin divided by sales on Żabka Polska stores.

THERE IS STILL A LOT OF ROOM FOR US TO GROW IN POLAND, WHICH LEADS US TO GUIDANCE INCREASE ON STORE OPENINGS



Target rollout plan 2025-2028

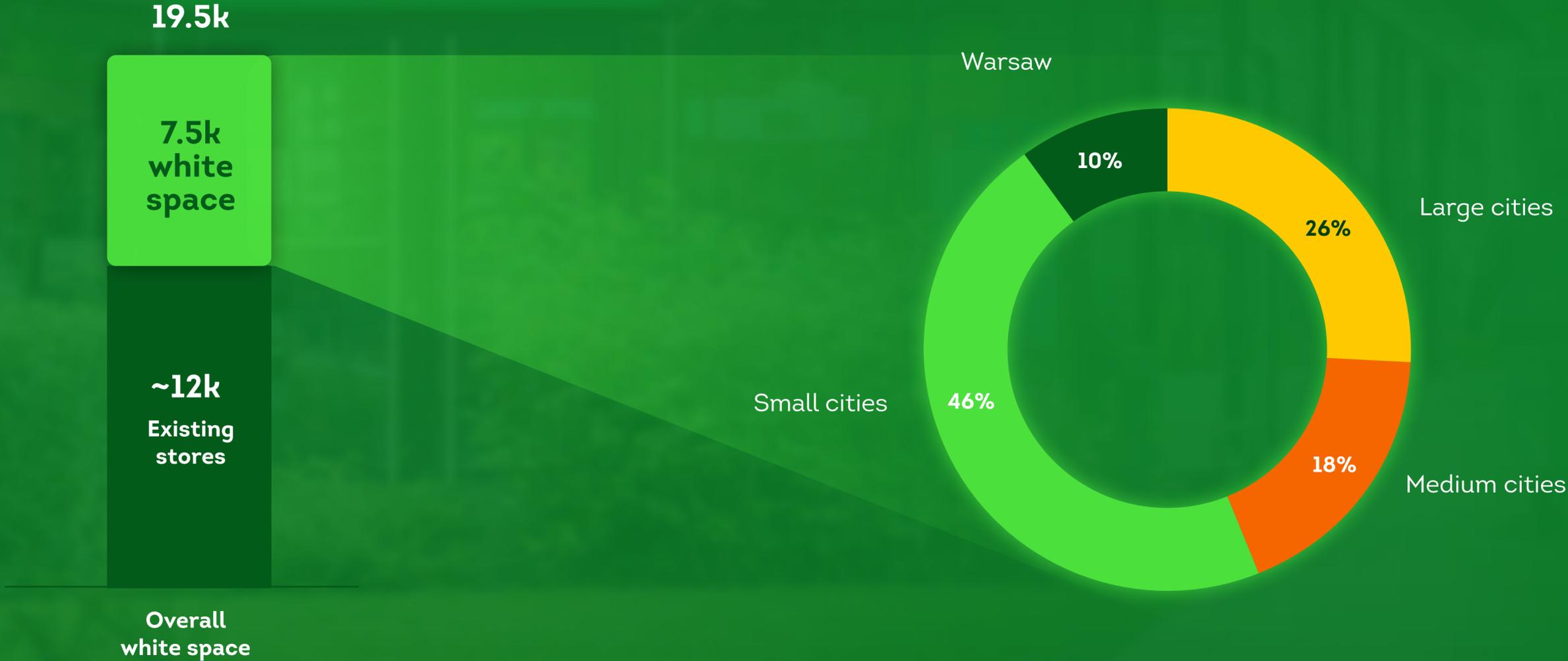


THERE IS STILL A LOT OF ROOM FOR US TO GROW IN POLAND, WHICH LEADS US TO GUIDANCE INCREASE ON STORE OPENINGS



Target rollout plan 2025-2028

Breakdown of white space left by city size



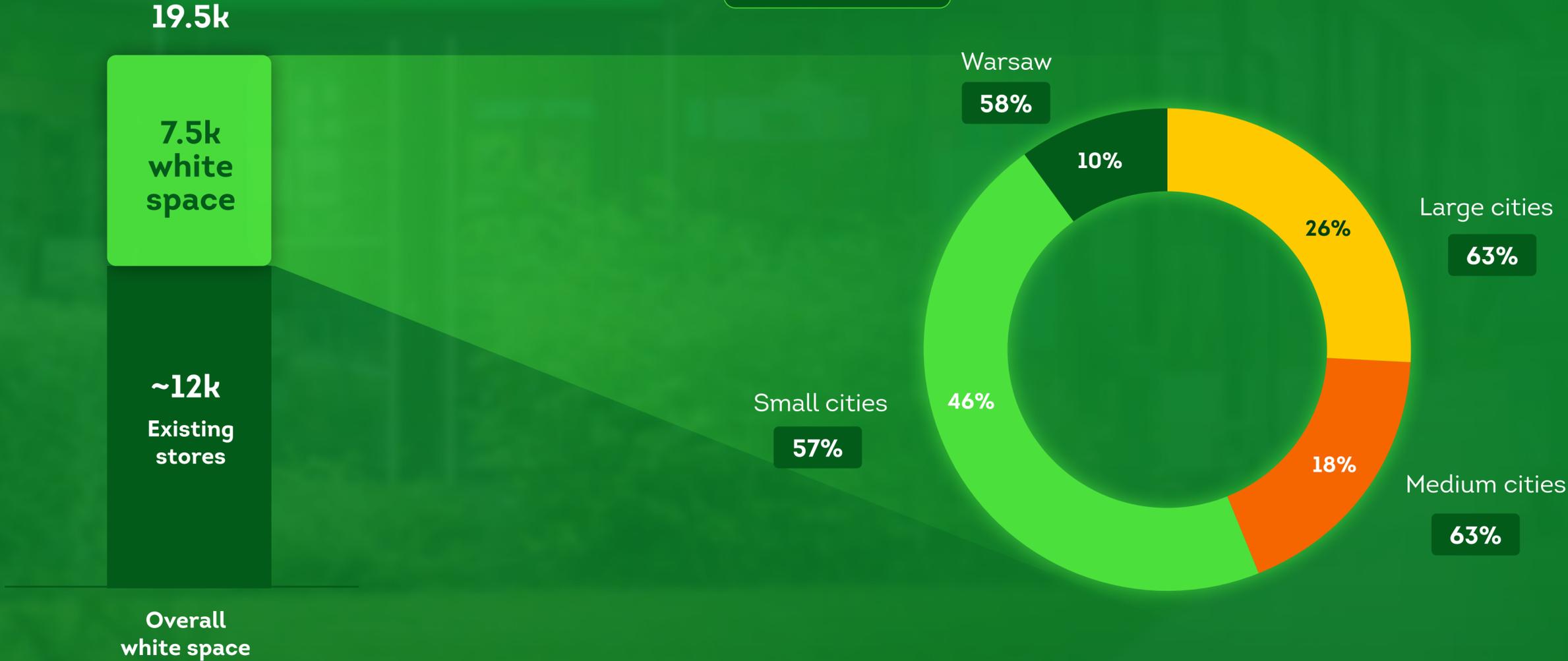
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Target rollout plan 2025-2028

Breakdown of white space left by city size

Saturation%



THERE IS STILL A LOT OF ROOM FOR US TO GROW IN POLAND, WHICH LEADS US TO GUIDANCE INCREASE ON STORE OPENINGS



Target rollout plan 2025-2028

Breakdown of white space left by city size

Saturation%



THERE IS STILL A LOT OF ROOM FOR US TO GROW IN POLAND, WHICH LEADS US TO GUIDANCE INCREASE ON STORE OPENINGS



Target rollout plan 2025-2028

Breakdown of existing store network



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Strategic aspirations



Target to more than double Sales to End Customers in the next 5 years between 2023 & 2028

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LFL GROWTH UNDERPINNED BY INITIATIVES DRIVING TRAFFIC AND BASKET SIZE



Street Food as a part of QMS



All stores

Equipped with street food ovens



Expanded range of everyday services



+20 services

Available in the stores



Continued innovation of products



614 new products

exclusive to Żabka, introduced in 2024



Digitally enabled



10.9m users

Żabka active users as of Sep'25



LFL GROWTH UNDERPINNED BY INITIATIVES DRIVING TRAFFIC AND BASKET SIZE



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**STREET FOOD – NEW OFFER WITH GREAT SUCCESS UPON THE LAUNCH,
ACTING AS A VEHICLE FOR FUTURE GROWTH – THIS IS JUST
THE BEGINNING OF THE JOURNEY**

Goal:
Acquiring “non-customers”

1

Awareness

Communication



2

Product

Gastronomy
Portfolio

Coffee Portfolio



3

Price & Promotion

New Pricing
Strategy

Development
of Promotional
Mechanisms



4

**Customer
Experience**

Store-in-Store

Order CX



5

Franchisee

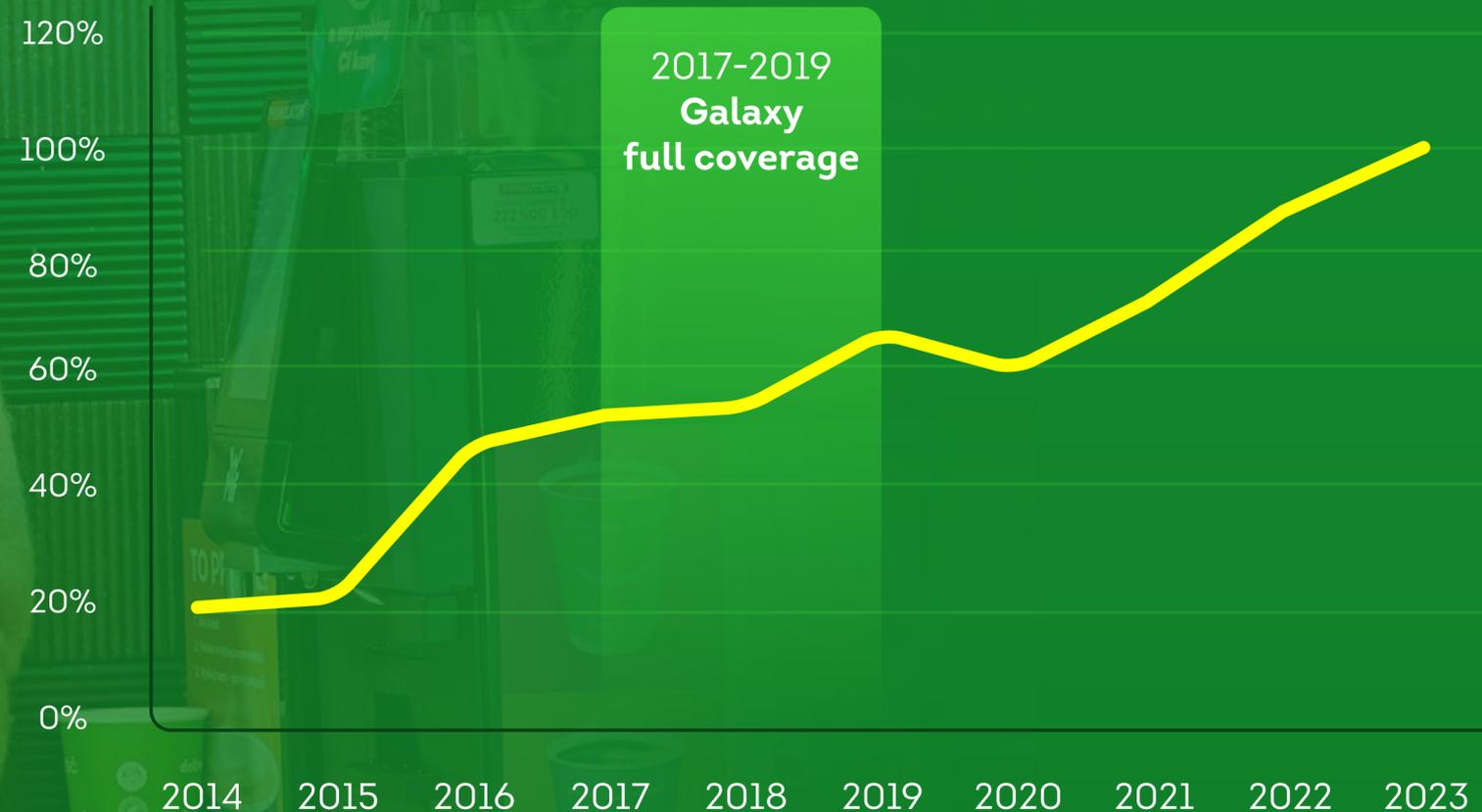
Incentive Program

Gastronomy
Trainers



LAUNCHING OUR STREET FOOD OFFERING: ECHOES OF OUR COFFEE BEGINNINGS

Coffee sales per store, 2023 = 100%



STREET FOOD LAUNCH: EARLY SUCCESS, LONG-TERM POTENTIAL

STAGE 1: Awareness

Pizza



Chicken nuggets



Burgers



Toasties



STAGE 2: Conversion

French fries



Tortillas



Zapiekanki



STAGE 3: Retention

Panini



STAGE 4: Advocacy

Coffee



Hot dog



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Every Second Customer using our services makes a purchase in our store



Parcels:
 Collaboration with new partners - e.g Allegro Delivery
 Improving user experience
 Increasing cross-selling

Vouchers and lunch cards:
 Collaboration with major global players in the employee benefits sector

Conversion:
 Multiple solutions aiming to increase cross-selling for **lotto and gaming** customers

LFL GROWTH UNDERPINNED BY INITIATIVES DRIVING TRAFFIC AND BASKET SIZE



Street Food as a part of QMS



All stores

Equipped with street food ovens



Expanded range of everyday services



+20 services

Available in the stores



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INNOVATION-DRIVEN GROCERY ASSORTMENT

Offer aligned with Customer needs



30-40 innovative and exclusive, ready-to-eat own brands' solutions implemented each quarter



Convenient packaging for increasing Customer satisfaction



Creative design and recipes, following latest trends



LFL GROWTH UNDERPINNED BY INITIATIVES DRIVING TRAFFIC AND BASKET SIZE

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Over 5,000
screens installed
in Żabka stores

App user
generates a basket
higher than a non-user
by appx. 20%



Investor Day

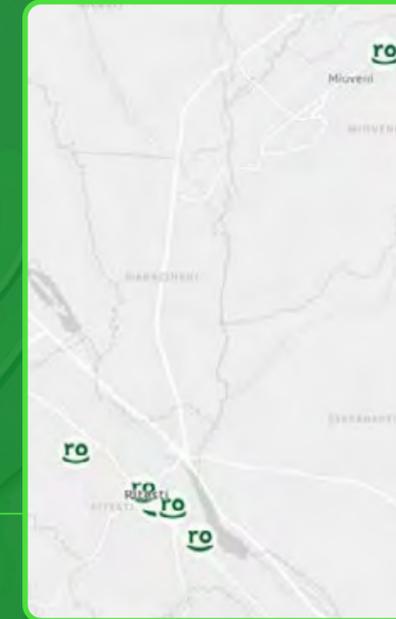
Anna Grabowska

Managing Director, Żabka International

żabkagroup

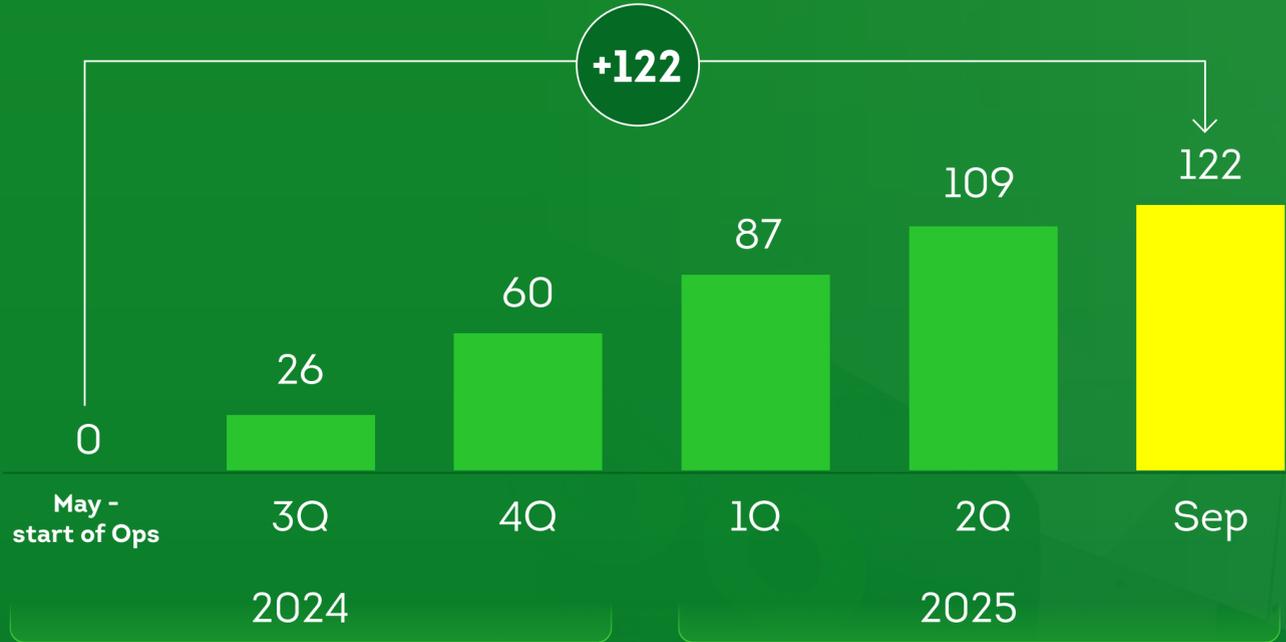
1+ YEAR IN ROMANIA: SOLID BUCHAREST BASE, SCALING OUTWARD...

122 stores in 3 regions in Romania

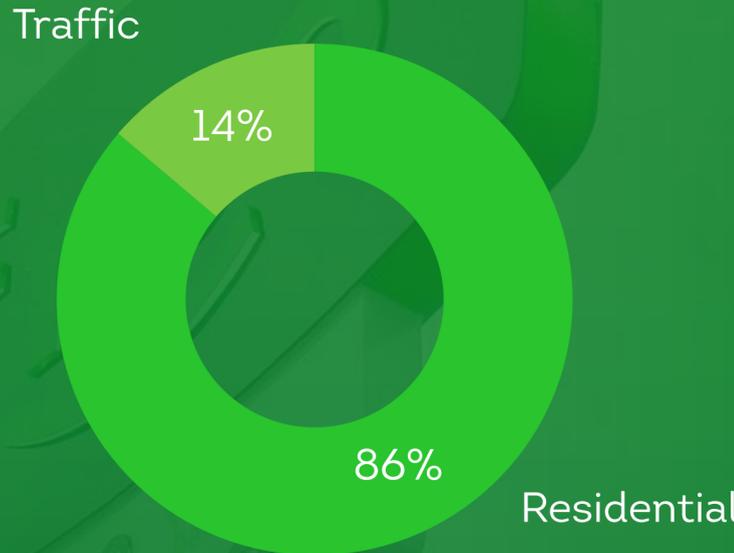


... WITH OVER 120 ACTIVE STORES, BECOMING CONVENIENCE OFFERING FRONTRUNNER IN ROMANIA

of stores as of EoP



Store network by format



30%+ QMS share



44% brand awareness in Bucharest



100+ Store Agents



4 temperature warehouses



FORMAT HAS BEEN SO FAR WELL RECEIVED BY THE LOCAL CUSTOMER

Customers recognize Froo and increase frequency of purchases...

...with high-quality QMS offering distinguishing Froo from competition...

... translating into consistent store traffic growth



“Original, multifunctional, modern¹”

80%
Returning customers²

44%
Brand awareness³

As % of tickets

30%+ QMS share



Daily number of transactions, All stores

Avg. quarterly growth rate +13%

Q1 Q2 Q3

2025

¹Based on customer survey ²Share of our clients that are our regular returning customers, ³Share of Bucharest population that know our brand

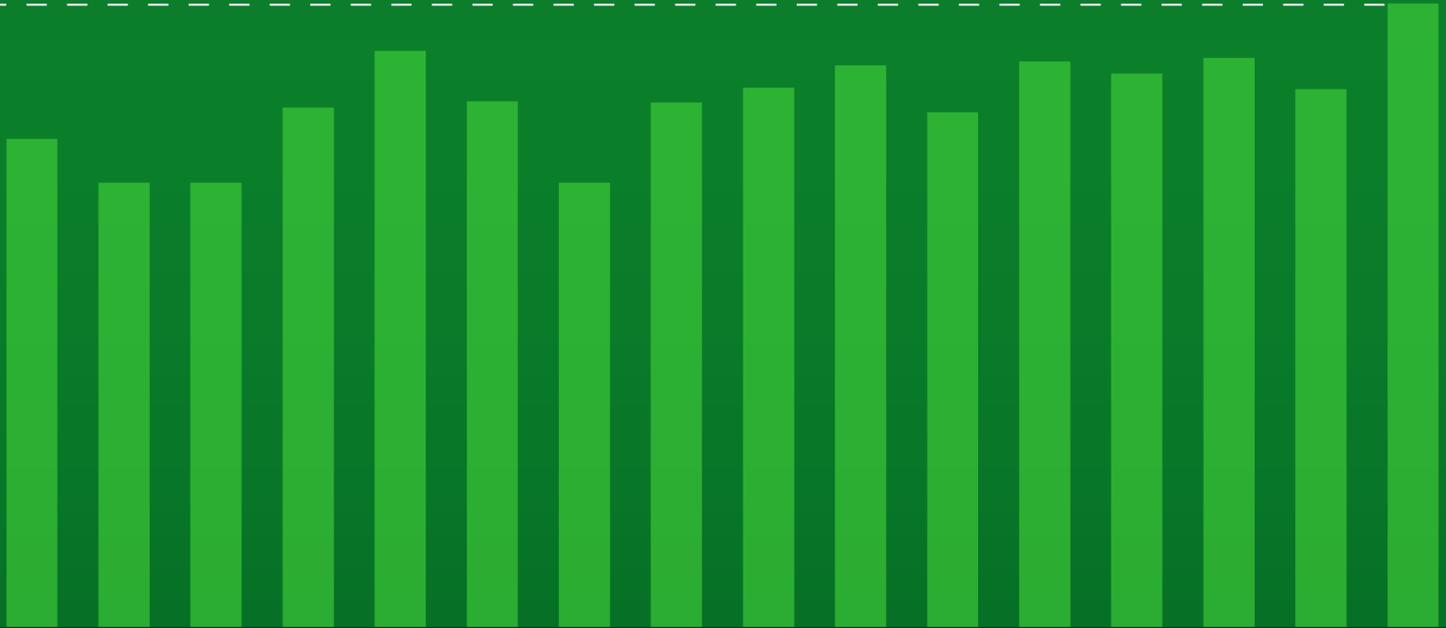
ROMANIAN OPERATIONS ARE RAMPING UP QUICKLY AND CLOSING THE GAP TO POLAND

Avg. daily tickets in Romania as % of avg. daily tickets in Poland

Stores opened last year with positive contribution margin

100%

Poland



2024

2025

Performance to be further enhanced by:

Store expansion increasing brand awareness



Range and pricing tailoring

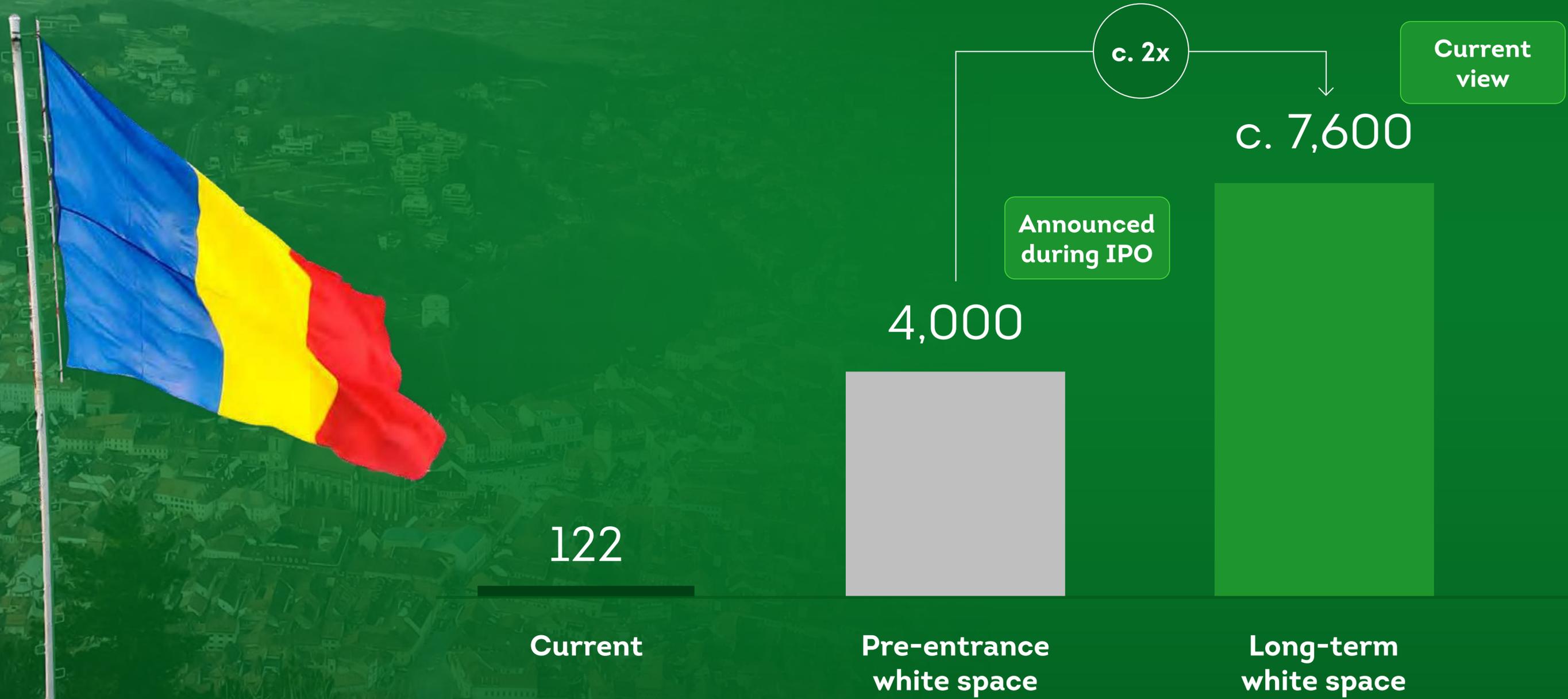


Introduction of new services



TOTAL LONG-TERM WHITE SPACE POTENTIAL UPGRADED TO C. 7,600 STORES

Store network size



GROWTH POWERED BY SYNERGIES AND KNOW-HOW

We leverage Group skill and scale to accelerate Romania development and to establish ways of working enabling growth



Brand



International sourcing



Data & technology



B2B model



Processes outsourced to the Group



Processes, standards, tools & know-how

Investor Day

Wojciech Krok

Managing Director, Żabka Future

żabkagroup

The increasing digital engagement as a consumer megatrend offers significant momentum for the **expansion of our digital customer solutions**

**Digital
Engagement**

68%

of Polish population
using retailer apps¹



85%

of Polish population using grocer
loyalty schemes²



DIGITAL GROWTH - AN IMPORTANT PILLAR OF OUR STRATEGY

Strategic aspirations



Target to more than double Sales to End Customers in the next 5 years

Source: Company Information; 1 Rollout in Poland and Romania

**NEW
MOBILE APP**



A

**NEW DIGITAL
BUSINESSES (DCO)**

**FUTURE
GROWTH
ENGINES
AND
EFFECTIVE
TECHNOLOGY
SOLUTIONS**

B

C

**EFFECTIVE TECHNOLOGY,
DATA & AUTOMATION**

**NEW
MOBILE APP**



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B

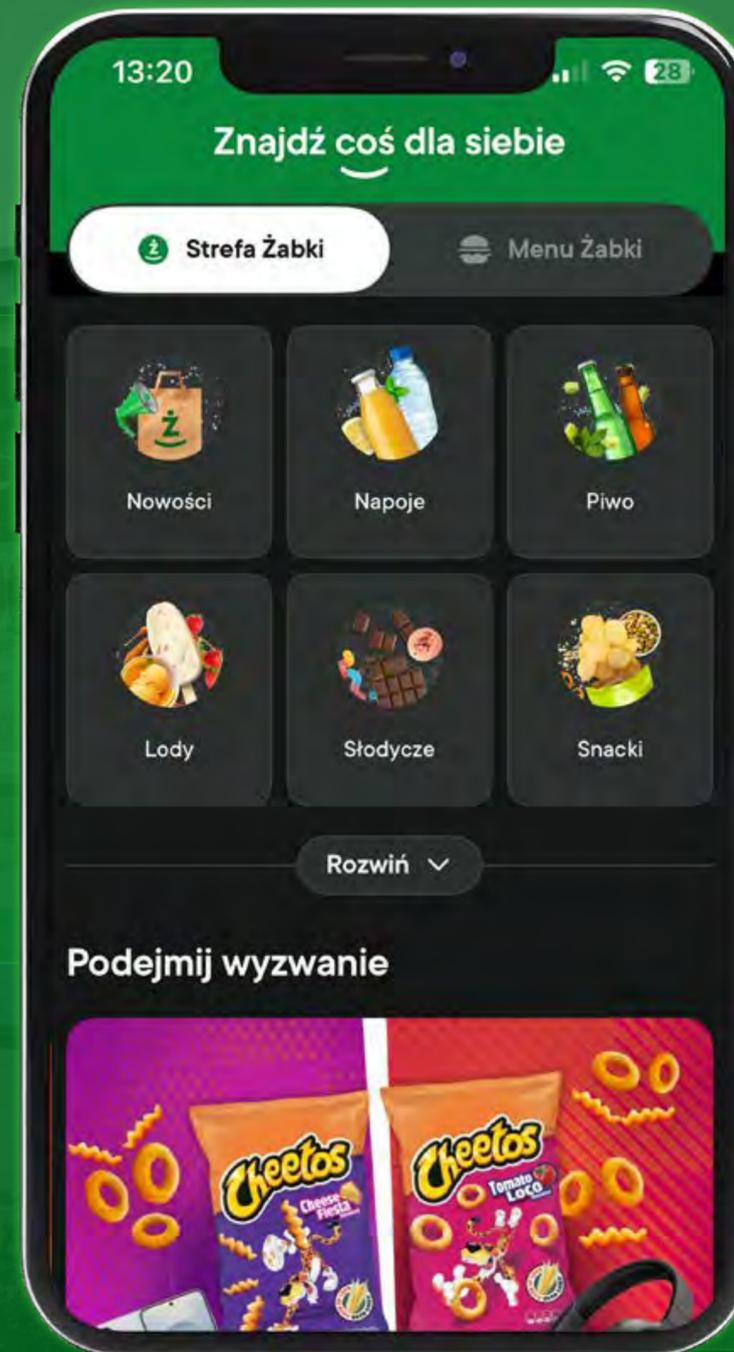
C

**EFFECTIVE TECHNOLOGY,
DATA & AUTOMATION**

WE CONTINUE TO PUT OUR MOBILE APP IN THE CENTER OF OUR DIGITAL STRATEGY

Generating incremental store revenue through:

- coupons
- meal deals
- personalized offers



Developing digital app-based services:

- bus tickets
- insurance
- parcels (new UX)
- taxi service
- delayed payment (beta test)



Becoming the focal digital platform for all digital businesses

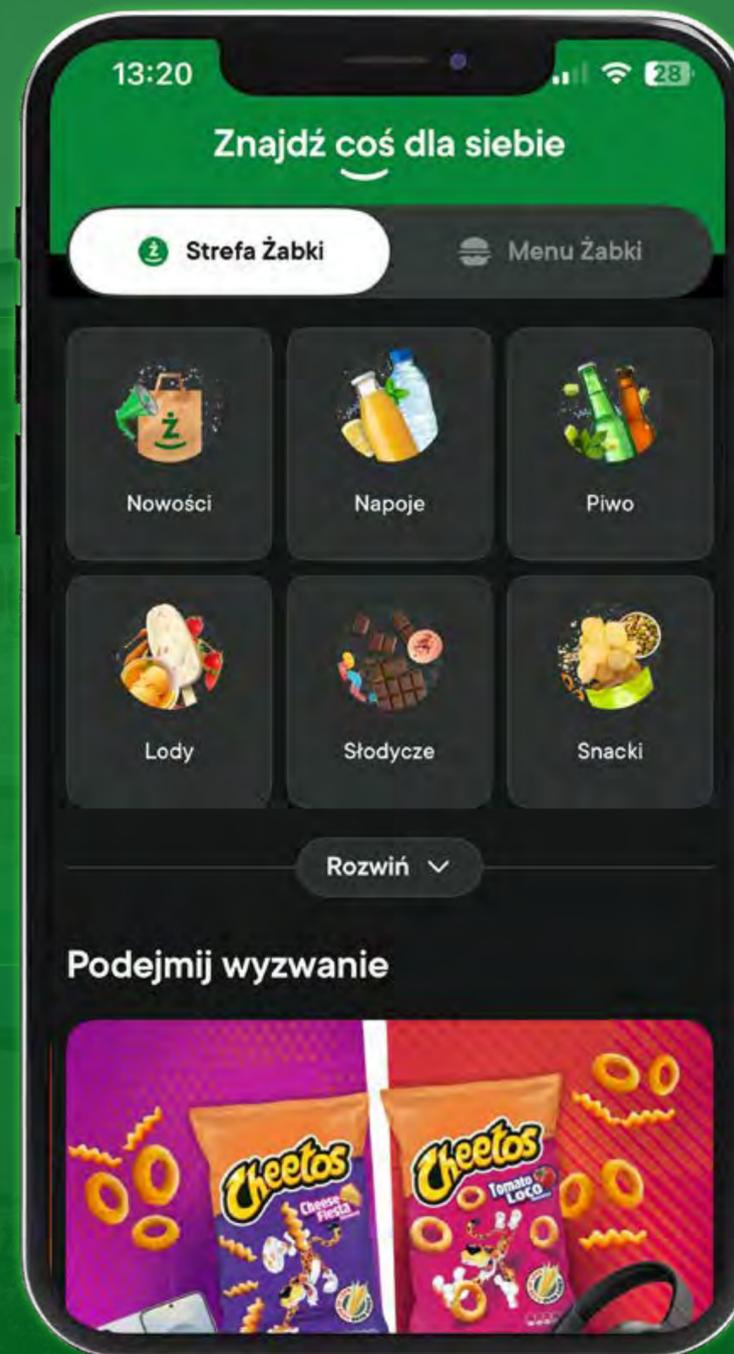
- businesses present in app
- CDP underpinning the whole ecosystem



WE CONTINUE TO PUT OUR MOBILE APP IN THE CENTER OF OUR DIGITAL STRATEGY

Our digital services generate incremental customer activity while scaling up across the offering:

Number of app user sessions increased by **24%**, and average session duration by **19%**, this year only*



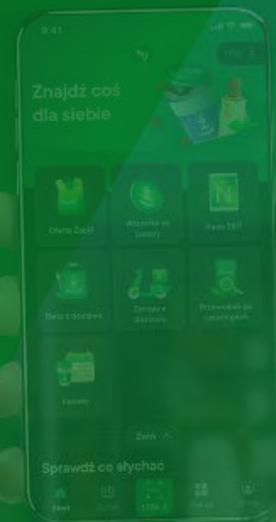
Strong user base growth indicating increased importance of this channel for user communication

27% growth in sales made with the app in August alone YoY

We continue to leverage Żappka platform to grow our digital businesses

Żappka generated over 20% new users for Jush during the Wrocław launch

NEW
MOBILE APP



A

FUTURE
GROWTH
ENGINES
AND
EFFECTIVE
TECHNOLOGY
SOLUTIONS

NEW DIGITAL
BUSINESSES (DCO)

B

C

EFFECTIVE TECHNOLOGY,
DATA & AUTOMATION

THE RATIONALE FOR DCO IN ŻABKA GROUP



**Increases our revenue
growth profile**



**Has synergies
with our core business**



Significantly increasing DAM



**Ability to monetize 10m+
digital users**



**Tangible support for core
modern convenience business**

OUR PROGRESS

We have delivered on our promise to break even on our digital businesses in 2024



We keep our commitment to deliver 5x revenue of 2023 in 2028



In 2025 we expect to be on track to reach our 2028 targets
In 2026 we expect to accelerate this growth



We continue on a fast growth trajectory with Maczfit, Lite, Dietly and Nano and we have launched 4 new businesses to further accelerate our growth

ads

izidrop

Żappka Pay

in in•pulse

SOLID GROWTH AND SYNERGIES WITH THE GROUP FROM EXISTING BUSINESS...



Strong revenue and EBITDA growth YoY

Vertical Integration with Żabka

New core system and e-Commerce system to be launched in Q4 for improvement of internal operations and customer journeys



Further growth of Dietly marketplace and own catering brands

Implementing Dietly e-Commerce solution in Maczfit

Expansion of mobile app and launch of product features addressing food waste reduction and customer retention



Nearly 60% YoY revenue growth and recent entry into new market: Wrocław

Launched revised delio online supermarket with 10k+ SKU and full e-Grocery range

Partnership with Wolt to further scale Jush! proposition



Strategy focusing on “specialist” stores

Expected to increase store footprint in specialist segment

20% operating cost reduction i.a. with nearby franchisees managing Nano store replenishment



... AS WELL AS POTENTIAL IN THE NEW BUSINESSES



Installed **over 5,000 digital screens** across Żabka store footprint making ŻabkaAds **one of the leading digital OOH providers** in Poland

Ability to use retail media for **boosting LfL** through dedicated own campaigns with real time marketing

Built **dedicated platform** for Żabka Group retail media management

25m contacts with campaigns



e-Commerce logistics proposition based on Żabka's logistics network is being developed

Significant synergies with reverse routes from stores and PUDO network leading to cost advantages

Żappka Pay

Working with leading financial services provider to create a **suite of financial products** that are available to Żabka consumers (more details to be released shortly)



Joint venture to deliver **unique real shopping insights** to B2B customers

Ability to **monetize** our consumer data set in a secure and anonymized way

Unique proposition on Polish market for customer research

150k surveys weekly



NEW
MOBILE APP



NEW DIGITAL
BUSINESSES (DCO)

FUTURE
GROWTH
ENGINES
AND
EFFECTIVE
TECHNOLOGY
SOLUTIONS

C

EFFECTIVE TECHNOLOGY,
DATA & AUTOMATION

TECH BACKBONE SUPPORTING THE GROUP'S SUCCESSFUL EXECUTION



Core tech

Increasing efficiency - declining proportion of technology-related **costs** compared to Sales to End Customers

Newly formed entity GreenHive - achieved significant savings for Zabka Group

Internationalization - new feature launch cycles down from **2 months to 3 weeks**

Data Governance

State-of-the art **Customer Data Platform (CDP)** with fully automated infrastructure that consumes over **25m** unique events daily

New data architecture developments allowed us to reduce cost of data processing by **30%**



GenAI and Data Science

Launched GenAI based **cost improvement program** with clear initiatives being implemented e.g.

(1) Intelligent Document Processing to bulk analyze **>40k** contracts and facilitate repetitive document handling operations

(2) Virtual Assistants supporting Franchisees and Field Force running pilots, to fully rollout in the next months

New sales target management system - accurate allocation of monthly, daily, and hourly targets for the field force, led to up to **0.3pp** boost in sales driven by their higher engagement

NEW MOBILE APP

Significant improvement in all app parameters

Effective center of our digital ecosystem

Multiple initiatives focused on gaining LfL and supporting core business

EFFECTIVE TECHNOLOGY, DATA & AUTOMATION

Generative AI efficiency program launched and bringing first results

NEW DIGITAL BUSINESSES (DCO)

On track to deliver 5x revenue in 2028

Existing businesses with clear growth plans and realizing group synergies

New businesses launched building on core competencies

State of-the-art CDP underpinning commercial decisions in app

Efficiency enhancing data science use cases e.g. new target management system

More robust and efficient core tech stack



FUTURE GROWTH ENGINES AND EFFECTIVE TECHNOLOGY SOLUTIONS

Investor Day

Jolanta Bańczerowska

Group Chief People Officer

zabkagroup

OVERVIEW OF ŻABKA'S ORGANIZATION



Żabka has a modular group organization



Recognized Employer of Choice



**3 Times
in a row**

Source: Company information.

OUR TEAMS COMBINE DEEP MARKET EXPERTISE WITH ABILITY TO EXECUTE AT SCALE



Our experience and perspectives come from:

Various industries:

Retail, e-commerce, financial services, management consulting, FMCG

Across different geographies:

Local and international

Highly desired workplace

Number of applications:
117,529 / 0.9% of employed (YTD)

Trained by the best



Source: Company information. 1 Represents 2025 data.

HIGHLY ENGAGED CULTURE

Defined by 4 core values

✓ Established in 2018, have guided every decision we make



Responsibility



Openness



Credibility



Ambition

Resulting in strong employee engagement and satisfaction

✓ >8x more engaged than average Polish company

Engagement score in 2024

82%

10% average Polish company and 21% Global average

GALLUP

Top 23%

Most Engaging Organisations Globally¹



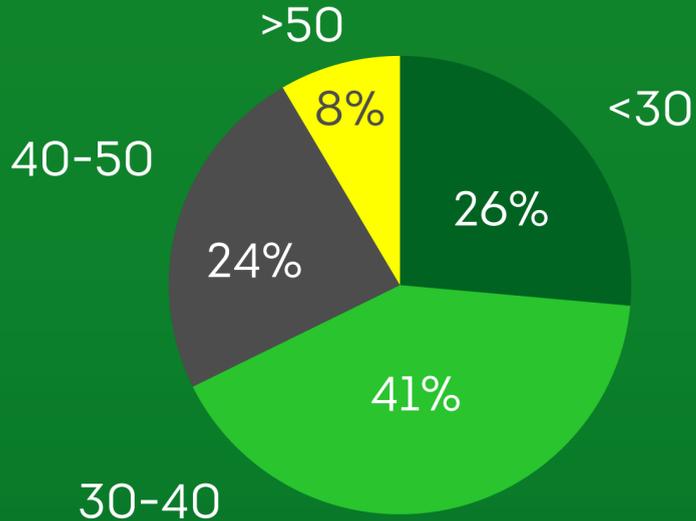
UNIQUE ABILITY TO ATTRACT AND RETAIN EMPLOYEES

Increasing ability to retain

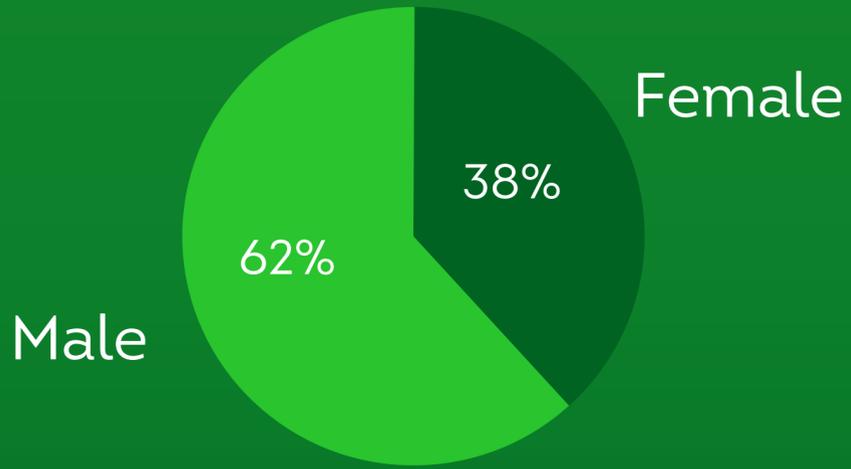
Average years of service



Generation split of employees¹



Gender split of company¹



Average age - 36



12% of employees in digital-focused teams



Voluntary turnover HQ: 5.8%

Source: Company information. ¹Represents 2025 data.