

Dear Sir or Madam,

We present the Eurocash Group report for 2025, outlining our financial and business performance as well as the impact of our operations on the environment, society and corporate governance. By combining these areas, we aim to provide a comprehensive view of the Group's activities – as an organisation that not only conducts business but also co-creates the Polish retail landscape and supports thousands of local entrepreneurs across the country.

In 2025, the FMCG sector in Poland once again faced numerous challenges. Following a period of high inflation, consumers remained highly price sensitive, while competition – particularly in the discount segment – continued to be intense. We observed accelerating market consolidation, closures of independent stores operating outside organised networks and a growing role in integrated franchise formats. A visible trend was also the strong correlation between rising disposable income and changes in purchasing patterns, with increasing demand for higher-quality and regional products.

In this demanding environment, the Eurocash Group's results in 2025 remained under pressure. However, we view the past year primarily as a turning point – a time when we made key decisions regarding the future of our organisation and the ecosystem of entrepreneurs we support.

Towards the end of the year, we announced a new strategy for the Eurocash Group – “A Network of Local Entrepreneurs”. Its foundation is the transformation of our business model: a shift from a traditional wholesaler to an integrated franchise organiser, building a strong and modern network of local stores across Poland. Local presence – combined with scale, tools supporting entrepreneurs and a robust logistics backbone – creates a model that offers the best response to the challenges of modern retail.

The implementation of this strategy also requires changes within the organisation. In 2025, we began simplifying the Group's structure, integrating operational functions and optimising the logistics network and business portfolio. The aim of these initiatives is to improve cost efficiency and focus resources on areas that most strongly support franchise development and the competitiveness of our partners.

The transformation of the Eurocash Group also entails responsibility for the social and environmental environment. In 2025, we continued to implement initiatives stemming from our Sustainability Strategy, further developing ESG management standards and preparing both our organisation and our trading partners for new regulatory challenges. One of the most significant was the introduction of the deposit return system in Poland, which poses challenges for small, independent stores. Therefore, we provided comprehensive support to store owners within our networks – from preferential terms for purchasing reverse vending machines, through solutions enabling manual collection, to guides and training on how to operate within the system. At the same time, deposit system solutions were implemented in the e-grocery channel. Frisco, part of the Eurocash Group, became the first online grocery platform in Poland to introduce a service allowing customers to return deposit packaging directly upon delivery.

We believe that a responsible approach and tangible support for independent entrepreneurs are a natural part of our development strategy. In the model we are building, the success of the Eurocash Group is inseparably linked to the success of thousands of local stores operating within our ecosystem.

Looking ahead, we are confident that the Polish retail market will continue to evolve. Consumers will increasingly expect convenience, competitive pricing and high-quality products – particularly fresh and local ones. Our ambition is for stores run by local entrepreneurs to be best positioned to meet these expectations.

I would like to thank our employees, franchisees, business partners and shareholders for their trust and for jointly building the future of the Eurocash Group.

Yours sincerely,

Paweł Surówka

Prezes Zarządu Grupy Eurocash