2025

S GROUP'S ANNUAL REVIEW



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HIGHLIGHTS

EUR 4.3 billion invested in the 2020s

Sales across S Group grew from the previous year despite a challenging operating environment in 2025. We also maintained our strong investment momentum. In total, our investments in Finland and in our services in the 2020s now amount to around EUR 4.3 billion.

pp. 10-25

Our updated strategy guided our development work

In 2025, we continued to develop our services with determination and further improved the efficiency of our operations. This work was driven by our updated S Group strategy, with a clear focus on increasing member value.

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We met our carbon-negativity target ahead of schedule

In 2025, we achieved our carbon-negativity target for our own operations. We were also the first retail operator in Finland to have our new, ambitious Net Zero 2050 climate targets validated as science-based by the SBTi. In addition, we expanded our Big Deal value chain collaboration to cover not only climate, but also nature and human rights.

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Our leading initiatives for 2025

Record Bonus payouts and a tax footprint of EUR 2 billion

We returned a record over EUR 0.5 billion in cash benefits to our co-op members. The share of Bonus also reached a record level. In the 2020s, we have already paid out EUR 3 billion in cash benefits. Our tax footprint was EUR 2 billion. The amount is distributed mainly across regions throughout Finland.

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Sorting out shifts together

Common shift planning is a new, inclusive approach to organising work shifts. It makes it easier to balance work and leisure time and significantly increases employees' wellbeing and influence over their work. In 2025, as many as 5,000 S Group employees took part in choosing their work shifts. Flexible work-shift planning is one of the ways in which we promote a more human-centred working life.

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S Group

S Group is a Finnish cooperative group of companies owned by its customers. We provide services in the areas of grocery and non-food retail, specialty retail, fuels retail and service stations, and the travel industry and hospitality business. In addition, some of the cooperatives engage in automotive trade and the hardware trade, and the comprehensive banking services provided by S-Bank cover the whole of Finland.



S Group in brief

S Group consists of 19 regional cooperatives and SOK, as well as their subsidiaries. In addition, S Group includes six local cooperatives.

The network of cooperatives extends throughout Finland, and the regional aspect is highlighted in the operations of the cooperatives. The co-op members own the cooperatives, which in turn own Suomen Osuuskauppojen Keskuskunta (SOK).

SOK Corporation consists of SOK and its subsidiaries. SOK is a central cooperative that provides expert and support services – such as supply chain management, product range, procurement and marketing services – for the S Group cooperatives. SOK is also responsible for the strategic steering of S Group and the development of the business chains. SOK's subsidiary SOK Liiketoiminta Oy engages in the grocery and non-food retail and the travel industry and hospitality business in Estonia.

The combined net sales of the regional cooperatives, SOK and their subsidiaries amounted to around EUR 15.4 billion in 2025, and retail sales to around EUR 14.5 billion. We are the largest private employer in Finland, with more than 41,000 employees.



Regional Cooperatives and International Operations 2025

REGIONAL COOPERATIVES

Helsinki
Cooperative Society Elanto

Joensuu
Northern Karelia Cooperative Society

Jyväskylä
Keskimaa Cooperative Society

Kajaani
Maakunta Cooperative Society

Kirkkonummi
Varuboden-Osla Handelslag

Kokkola
KPO Cooperative Society

Kouvola
Kymi Region Cooperative Society

Kuopio
PeeÄssä Cooperative Society

Kuusamo
Koillismaa Cooperative Society

Lahti
Hämeenmaa Cooperative Society

Lappeenranta
Southern Karelia Cooperative Society

Mikkeli
Suur-Savo Cooperative Society

Oulu
Arina Cooperative Society

Pori
Satakunta Cooperative Society

Rauma
Keula Cooperative Society

Salo
Suur-Seutu Cooperative Society

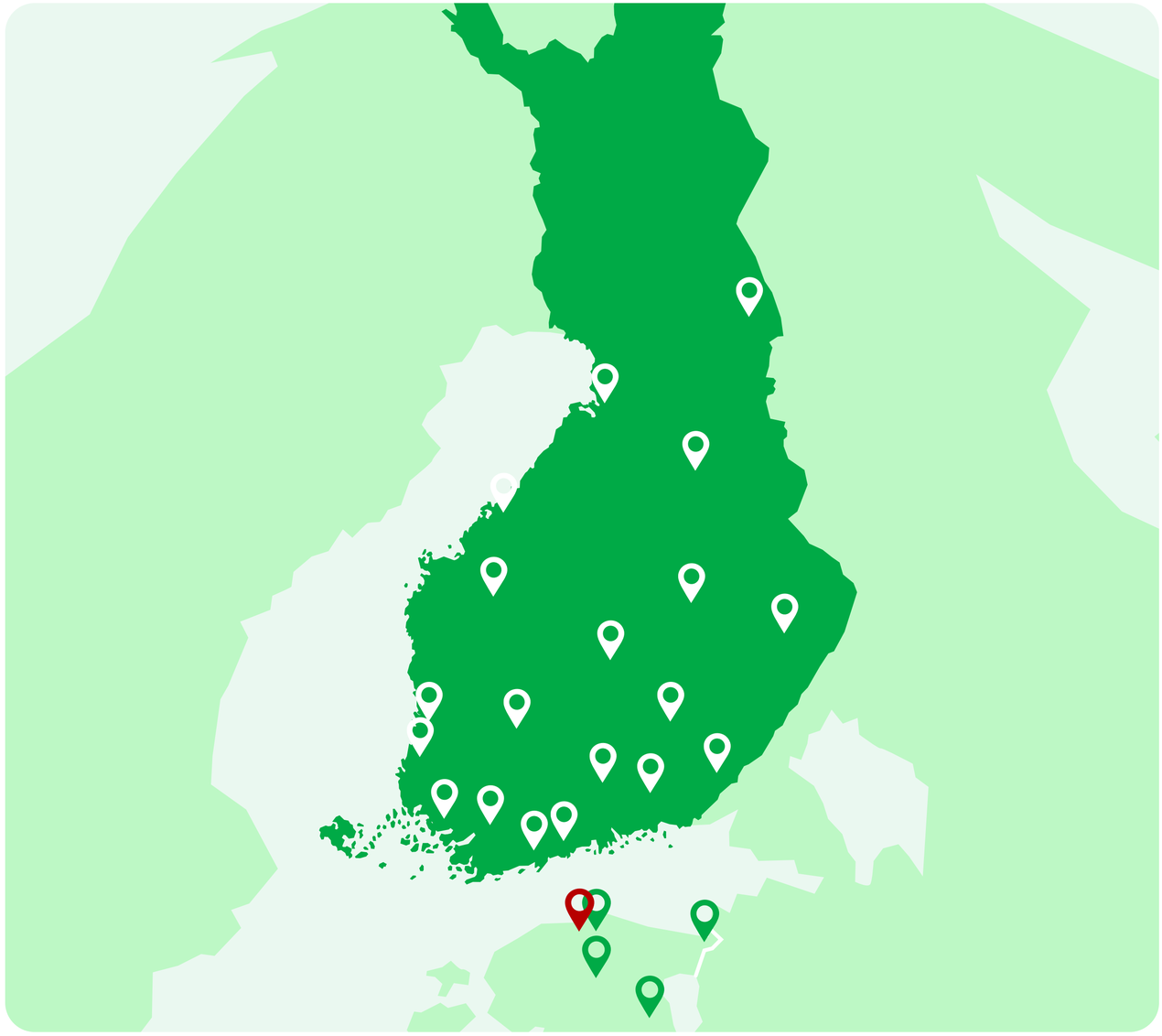
Seinäjoki
Southern Ostrobothnia Cooperative Society

Tampere
Pirkanmaa Cooperative Society

Turku
Turku Cooperative Society

INTERNATIONAL OPERATIONS

Estonia
Prisma Sokos Hotels



S Group in figures

S Group's operating profit remained strong in 2025, close to the previous year's level. Trading picked up slightly from the previous year, and both net sales and sales grew year-on-year. The improvement was driven by good price competitiveness and multi-channel services.

Sales increased in grocery and non-food retail and in the foodservice wholesale business, which outperformed the market. Sales also developed favourably in the travel industry and hospitality business. The sales of the Sokos and Emotion chains, which form part of specialty retail, remained at the previous year's level, although specialty retail as a whole saw a slight decline. Fuels retail and service stations are digitalising their services and continued on a strong path, even though sales fell from the previous year due to lower world market prices for fuels. S Group's online stores continued to enjoy a strong momentum. All three of our online stores increased their sales by several tens of per cent compared with the previous year.

S Group continued to invest heavily in Finland and in the development of its services. Investments increased to nearly EUR 0.7 billion. Cash benefits were paid to co-op members more than ever before, more than half a billion euros. Nearly 112,000 new co-op members joined S Group's cooperatives.

The retail sales before taxes of regional cooperatives, SOK and their subsidiaries by business area 2025

Business area	Sales (EUR million)	Compared with the previous year, %
Grocery and non-food retail*	10,996.9	2.5
Fuels retail and service stations	1,953.7	-3.8
Travel industry and hospitality business*	837.6	2.4
Specialty retail	266.3	-1.7
Other	451.1	1.7
S Group total	**14 505.6**	**1.5**

*The figure includes sales in Estonia.



KEY FIGURES

Operating result, EUR

495

million

Net sales, EUR

15,353

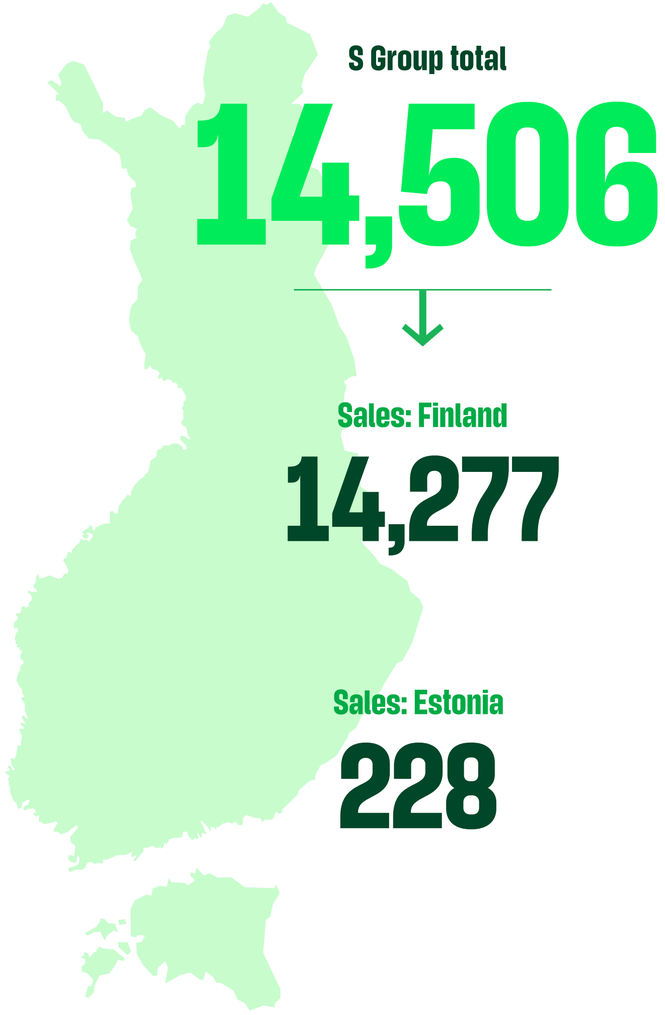
million

Investments, EUR

683

million

S GROUP'S RETAIL SALES EXCLUDING TAXES (EUR million)



S Group total

14,506

Sales: Finland

14,277

Sales: Estonia

228

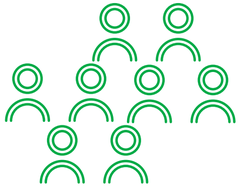
EMPLOYEES

S Group total

41,619

Regional cooperatives

34,100



S-Bank

1,204

SOK Corporation

6,315

OUTLETS



S Group total

2,059

The number of outlets does not include restaurants located within the same premises as other outlets.



COOPERATIVE ACTIVITIES and CO-OP MEMBERSHIP

Because of the cooperative form of business, the money circulating in the operations of S Group's cooperatives benefits the co-op members and ensures regional wellbeing and vitality. Earnings from operations are invested for the benefit of the co-op members by developing services and renovating locations. Co-op members benefit from S Group more than other customers through the Bonus system, for example.

Read more about cooperative activities p. 50 →



Co-op members*

2,713,138

*Membership of cooperatives

Cash benefits paid to co-op members, EUR

558

million in total



Bonus, EUR

471

million

Co-op members are eligible for a Bonus of up to 5% – in other words, they receive money back from purchases at more than 2,000 outlets and online stores.

Interest on the membership fee, EUR

1.9

million

If the cooperative's financial performance in the previous year is good enough, the cooperative may pay interest on the membership fee (EUR 100) paid by its co-op members.

Return of surplus, EUR

69

million

The return of surplus is calculated on purchases that co-op members make at the outlets of their own cooperative by the end of the previous year. The return of surplus is paid by some of the cooperatives.

Payment method benefit, EUR

15.8

million



When co-op members pay with their S-Etukortti card, they receive a payment method benefit of 0.5%.



CEO'S REVIEW

EUR 3 billion in cash benefits for co-op members in the 2020s

The growth in transaction volumes and the addition of 112,000 new co-op members show that the cooperative model remains relevant today. In 2025, we paid record Bonus to our co-op members and invested nearly EUR 700 million in Finland. For S Group, the year was marked by successful renewal, even in a challenging operating environment.

In 2025, we continued our focused efforts to develop our services and improve the efficiency of our operations. This work was driven by our updated S Group strategy, with a clear focus on increasing member value. That is why we are continuously seeking better solutions for the benefit of our co-op members, our employees and the environment. You can read more about our strategy on page 12.

The year continued to be shaped by a difficult economic situation, cautious consumer behaviour and geopolitical tensions. Despite the challenging operating environment, sales in S Group increased from the previous year, and our operating result remained strong. →

Customer activity increased, and S Group outperformed the market in several of its business areas. In S Group's grocery retail, we remained firmly committed to a permanently affordable grocery basket and introduced significant price reductions at the end of 2024 and again in November 2025.

The year was particularly successful for our fuels retail and service stations and for our online stores, which saw considerable growth. It was also encouraging to see international travel recover and Sokotel Oy return to profit after the pandemic and the decline in visitor numbers to the Helsinki metropolitan area.

In 2025, the co-op members were paid more Bonus and other monetary benefits than ever before, EUR 558 million. The cashback we have paid to our co-op members in the 2020s already amounts to around EUR 3 billion.

Nearly 112,000 new members joined S Group's cooperatives. Already 87% of Finnish households are our owners. The figures confirm that the cooperative model remains relevant. Modern cooperative enterprise is also becoming increasingly appealing to younger age groups.

Every day, four million S-Etukortti users evaluate how we succeed in our task.



The substantial and longterm investments made by our cooperatives improve services, create jobs and strengthen security of supply across Finland. In 2025, our investments rose to nearly EUR 700 million, and our investment volume for the 2020s currently stands at around EUR 4.3 billion.

The strong commitment of our regional cooperatives to developing their service network is evident across the country in new and refurbished supermarkets, restaurants and hotels. Other key investment areas included the expansion of the ABC Charging Network, as well as digital services and online stores. Our operational efficiency is also being improved by the new online grocery shopping collection centre opened by the Arina Cooperative Society in early 2026.

Multichannel services are becoming the choice of an increasing number of our customers. Around 2.6 million customers already use the S-mobiili app, and ABC-mobiili has more than 800,000 users. At the same time, our online stores – S-kaupat, the market leader in online grocery shopping, along with Prisma.fi and Sokos.fi – grew their sales and customer numbers by several tens of per cent.

The regulatory environment for corporate sustainability is changing. In particular, the volatility of regulation challenges sustainability work and its effectiveness. Despite this, we are continuing our ambitious sustainability work. In 2025, S Group's new Net Zero 2050 climate targets were validated as science-based (SBTi), making S Group the first company in Finland's retail sector to receive such approval. In addition, we met our carbon-negativity target for our own operations ahead of schedule, and we expanded our Big Deal value chain collaboration to cover not only climate, but also nature and human rights. Another important milestone was making our tool for calculating companies' biodiversity footprints available for other companies to use.

Our success is built on our highly skilled and committed personnel, who once again deserve sincerest thanks. It is great to see that the results of our work community surveys remain strong and well above the Finnish benchmark. Our reputation as an employer also remained very strong. In Universum's survey of retail professionals, respondents ranked us as the second most attractive employer. In Academic Work's listing among young professionals, we rose to 9th place. In these times, I'm particularly proud that we provide employment for many young people in a wide variety of roles, from their first steps in working life onwards.

We have a generally positive outlook for 2026, even though uncertainties persist. The economic turnaround and improving purchasing power are creating the conditions for a recovery in demand as consumer confidence strengthens. At the same time, we must remember that many Finns have little disposable income.

It is important to ensure that everyone remains included in our society. As a consumer cooperative, we are uniquely equipped to do this. We serve our customers more than 1.5 million times a day. We are guided by their needs, wishes and experiences. Our task is to listen, understand and respond to increasingly diverse needs.

Hannu Krook,
CEO, SOK



STRATEGY

Increasing member value calls for continuous renewal

S Group's updated strategy sets the direction for our retail group as we move towards the 2030s. Our main goal is to ensure increasing member value. Success calls for competitive services, efficient and effective operations, and a commitment to continuous renewal.

S Group's strategy sets the common direction for our entire retail group: what we focus on and how we operate as customer needs become more diverse, competition intensifies and the operating environment changes rapidly. We want to remain the best partner for our co-op members and a trusted helper in their everyday lives. Today, co-op members' expectations are set by the best global operators.

To ensure increasing member value, we must maintain the competitiveness of our services and secure sufficient growth and profitability in our business operations. That is why they are at the heart of our strategy, alongside the cooperative business model and responsibility. Our strategy also sets clear and ambitious goals for them.

Our starting point is the continuous improvement of our services. We want to offer the best value for →

money. We ensure that our offering is comprehensive, relevant and competitively priced. We focus on operations that deliver direct benefits to our co-op members and where we can achieve significant economies of scale.

Improving the competitiveness of our services and ensuring the growth of our business areas depend on digital renewal across our operations and on services that meet increasingly diverse customer needs. With data and new technologies, we deepen our customer insight and respond more precisely to customers' evolving needs. We are renewing our customer journeys and operating model to serve customers in the ways they want across all channels. The strong customer service and local expertise in our outlets complement a seamless multichannel customer experience.

A strong level of performance is the basis for growth that outperforms the market and strengthens our competitiveness. Effective and profitable operations ensure that we are able to renew and invest. We are increasing our performance by further scaling common and efficient operating models and leveraging new technologies. Meticulous management and our highly skilled personnel ensure effective execution.

Our cooperative business model gives us a competitive edge, as it commits us to cost efficiency and to directing the returns of our operations to the benefit of our co-op members. Our strategy guides us to fulfil these commitments with even greater precision. At the same time, we ensure that all our businesses are leaders in sustainability.

We offer ever better and more relevant services, along with smoother customer experiences.



Achieving our strategic goals calls for new measures to increase the value we deliver to our co-op members, new capabilities, and greater agility in driving change. We are focusing particularly on digital capabilities, automation and multichannel services. This enables us to ensure we provide meaningful services and growing value for our members for decades to come.

Our strategy delivers on our mission and drives us toward our vision

Our strategy delivers on S Group's mission, "Together we build a better place to live", and is grounded in the cooperative's values and purpose.

In line with our **mission**, we are present in people's daily lives, and we build a better life one shopping trip, purchase, service and journey at a time. At the same time, we work to build a more sustainable future and to be a leader in sustainability across our business areas.

In line with **S Group's values**, we exist for the customer, we bear responsibility for people and the environment, we continuously renew how we operate, and we operate profitably.

The purpose of our work is to provide services and benefits to our co-op members and to promote their economic wellbeing. Co-op members benefit from strong performance through enhanced services, competitive pricing and attractive rewards.

Our strategy guides us toward our vision. "Making your every day taste special" reflects our unique understanding of millions of Finns and their tastes. Our customers also trust us. By offering products, services and experiences tailored to our customers' tastes and needs, we improve their everyday life and deepen their trust in us. We also ensure that our services are available to customers whenever they need them and in the way that best suits them.

Business areas

Grocery and non-food retail: We continued to outperform the market

The operating result of S Group's grocery and non-food retail strengthened in 2025. Sales increased by 2.5% from the previous year, amounting to nearly EUR 11 billion. The number of transactions in grocery and non-food retail increased, and S Group's grocery sales continued to outperform the rest of the Finnish market. In our estimation, non-food retail sales as a whole also outpaced the market.

The prolonged weak economic cycle highlighted the importance of an affordable grocery basket. We aim to offer our customers a permanently affordable grocery basket across all our chains. We delivered on this promise in 2025, just as we have in previous years. In addition, we made significant price reductions in our grocery business at the end of 2024 and again in November 2025, when we lowered the prices of more than 1,300 products.

Prices drive consumption – ease and individuality are important

Price remains the most important factor affecting consumers' purchasing decisions, but its growing significance is beginning to level off. At the same time, ease and individuality have gained significance as factors guiding consumption.

Solutions that make daily life easier, such as ready meals and ready-to-eat products, grew in popularity in 2025. The sales of products affected by cost →



Sales, EUR

10,997

million

inflation, such as fruit and fish, also started to grow again. Consumers placed particular emphasis on food purchases for holidays and other special occasions.

The nutrition recommendations updated at the end of 2024 were also reflected in consumption. The consumption of vegetables is increasing, while the consumption of cold cuts is declining. S Group's stores have made it easier for customers to increase their vegetable consumption by offering pre-washed, chopped and grated vegetables. The demand for plant-based beverages increased as well.

Protein sources in Finns' diets have diversified, while alcohol consumption has continued to fall. Introduced in stores in June 2024, wines and other grape-based products with up to 8% alcohol have now become firmly established and are most often bought alongside cooking ingredients.

In non-food retail, good value for money appealed to customers

In non-food retail, consumers continued to make considered purchase decisions, and the importance of campaigns increased. The year 2025 was also characterised by unusual weather conditions and seasons that began later than usual. They disrupted the normal sales structure and seasonal sales, as customers postponed the purchase of seasonal clothing and hobby equipment, for example.

Good value for money appealed to customers, and Prisma's private labels House, Luode12 and WKLY were popular. Wellbeing also emerged as a trend in non-food retail, with customers showing interest in healthcare devices, as well as products for sports and outdoor activities. The digital transition drove →









93
Prisma stores*
* Includes Prisma stores in Finland and in Estonia. (The number of stores includes brick-and-mortar stores.)

464
S-markets

higher television sales, and Prisma also saw strong demand in the entertainment and sports categories.

Online stores are becoming increasingly popular

The S-kaupat.fi online grocery store strengthened its market leadership and increased its sales by 28 per cent from the previous year. Online grocery shopping increased across all customer groups. Order volumes grew by as much as 48% from the previous year. In the S-kaupat service, home delivery became a more popular delivery option than pickup over the course of the year: slightly more than half of orders were delivered to customers' homes.

The strong development of Prisma's online store continued in 2025, and sales at Prisma.fi grew by more than 60% year-on-year. Growth was supported by the expansion of the popular click-and-collect service. Orders from the Prisma.fi and Sokos.fi online stores can now be picked up free of charge from all Prisma and Sokos stores. Click-and-collect for non-food items was also piloted in S-market, Sale and Alepa stores. In addition to developing store pickup, we will expand our online offering significantly in 2026.

Sustainability efforts in many areas

We succeeded in reducing the sales of plastic bags by nearly 10% through price increases introduced in spring 2025 and other measures. In 2025, 78% of purchase transactions in the S Group's grocery stores were made without purchasing a new plastic bag.



S-kaupat is the most widely used online grocery store in Finland.

Source: Suomi syö Ruokaostokset 2025, Taloustutkimus Oy

Through the Suomalainen menestysresepti competition ("Food Inventors"), we supported the Finnish food industry, highlighted small and medium-sized companies in the sector, and created new food trends. In 2025, we organised the competition for the seventh time. The winning products were launched in January 2026 and reached record levels of popularity during their launch week.

In August, S-kaupat and its food-delivery robots highlighted the importance of traffic safety as the school year began through an awareness campaign. Towards the end of the year, the joint Christmas gift campaign run by Prisma's online store and Hope collected 5,389 gifts for children and young people from low-income families.

We will continue to drive the development of our services and selections in 2026. We want to continue offering our customers a permanently affordable grocery basket. The year 2026 also marks the first year of our new competitive strategy for grocery and non-food retail. The strategy focuses on price competitiveness, the most relevant offering, customer centricity, a multichannel approach, and the effective use of data.

284 Sale stores

121 Alepa stores

1 Food Market Herkku



21 Sokos department stores

39 Emotion stores

2 other speciality stores

Specialty retail: Steady progress in a challenging market

Sales, EUR

266 million

S Group's Sokos and Emotion chains made steady progress on their development path in 2025 despite the challenging market environment. A new Emotion store was opened in Kotka, and the strong growth of the Sokos.fi online store continued. Multichannel transactions continued to grow in popularity. In addition, Sokos was selected as Finland's most valued clothing store for the eighth time in the Brändien arvostus ("Brand Appreciation") study carried out by Taloustutkimus.

Sales in the Sokos and Emotion chains, which are part of S Group's specialty retail business, remained on a par with the previous year, even though S Group's specialty retail as a whole fell slightly short of its 2024 sales. The subdued economic situation and consumer caution were particularly reflected in the demand for fashion. The importance of campaigns increased, and Sokos and Emotion again delivered strong results. Several campaigns achieved sales records.

Growing demand for fashion and home products

Sokos maintained its position as Finland's largest cosmetics retailer, and sales of beauty products followed the pace of the general market. The demand for home products grew particularly strongly at Sokos in 2025. Among the highlights for customers were the new brands introduced through the Åhléns collaboration.

Fashion sales at Sokos outperformed the market. Towards the end of the year, sales also showed early signs of a positive turnaround. Demand picked up noticeably, particularly in men's fashion, which often signals a turning point in the business cycle. →

Beauty at the forefront of online sales growth

The Sokos online store recorded another year of remarkable growth. Sales at Sokos.fi grew by 31%, the number of online customers increased by 40%, and the number of customers using multichannel services rose by 35%.

The growth rate of online sales, particularly in beauty, was among the highest in Europe. In beauty, online sales grew by 35% year-on-year, strengthening Sokos's market share in the segment.

One of the drivers of online growth was free store pickup, which was extended to all Prisma stores early in the year. During the year, store pickup was also introduced in selected other S Group grocery stores. We will continue the significant expansion of the store pickup network in 2026.

Network and selection development strengthened competitiveness

In 2025, we carried out extensive development work across our network, services and selections. The procurement partnership launched in the summer with the Swedish department store chain Åhléns brought new additions to our home products selection and strengthened our offering in men's and women's fashion.

At Sokos.fi, we made extensive improvements to the customer experience. We enhanced the visual appeal of the online store, accelerated deliveries and expanded store pickup. The results of our development efforts were evident in customer satisfaction, which remained at a high level. Customers found the shopping experience smoother and more inspiring.

We also continued to develop the network at store level, and the new Emotion store in Kotka opened in August 2025.

Committed staff as a key driver of success

Employee wellbeing and commitment have long been among the strengths of Sokos and Emotion. The results of our work community surveys remained at a very high level in 2025, and our staff found their work meaningful. Committed staff are a key part of the success of our chains, which is reflected in excellent customer service in everyday encounters.

As part of its sustainability work, Sokos continued its collaboration with Emmy Clothing Company, an online retailer specialising in second-hand fashion. The collaboration supports customers in making more responsible choices and strengthens the role of the circular economy in fashion.

A strong start to 2026 and continued development

The year 2026 has started with strong sales. During the year, we will develop our selections into a more seamless offering that better serves our customers. We will introduce Åhléns products to Sokos department stores, and will continue developing our online store. We will also continue to develop our store network: in Turku, Sokos Wiklund is being refurbished, and two new stores – Sokos Seinäjoki and Emotion Kirkkonummi – will open in 2026.

Online sales growth in beauty was among the strongest in Europe.



Fuels retail and service stations: ABC chain on a path of renewal and strong growth

Sales, EUR 1,954 million



88 ABC service stations

379 unstaffed ABC stations

In 2025, ABC's business developed favourably across all areas: restaurants, stores, fuels, electric vehicle charging and car washes. ABC continued to renew its services and succeeded in improving its profitability despite the subdued economic environment and cost pressures.

Consumer behaviour remained largely unchanged from the previous year. However, the growth in road traffic volumes, the decline in market prices for fuels and the strengthening of consumers' purchasing power created favourable conditions for demand for ABC's services. Customers were particularly active on weekends and during holiday periods, and used services when quality and price were in the right balance.

The electrification of traffic continued even as new car sales declined. In particular, the import of used electric vehicles introduced new drivers to charging services.

The competitive landscape saw an exceptionally high number of changes in 2025: Teboil's uncertain situation, the transfer of Shell stations to the St1 chain, and the launch of Neste and Restel's Huili chain reshaped the market.

In the early part of the year, industrial action took place across several sectors, but its overall impact remained limited. ABC was able to keep its services available to customers with only minimal disruption. Exceptional situations highlighted the importance of the chain in ensuring Finland's security of supply.

Strong demand for electric vehicle charging and car wash services

In 2025, sales growth was strongest in electric vehicle charging: ABC's charging sales were almost one and a half times higher than in the previous year. Growth was driven by the expansion of the network, increased charging capacity and the continued electrification of traffic. During the year, 29 new →



The ABC-mobiili app now has more than 800,000 users.

charging stations were opened, bringing the total network to almost 390 stations.

The fuel business grew in terms of volume, even though falling global market prices reduced euro-denominated sales. Sales in the car wash business grew by around 20%, and ABC Carwash delivered an excellent result. In addition to successful marketing and the increased use of the ABC-mobiili app, favourable development was supported by the varying weather conditions and the continued development of the car wash network.

Corporate sales growth, particularly through the cooperation between ABC Suoramyynti and S-Business, was clearly reflected in the increased demand for fuels, electric vehicle charging and car washes.

Network development and digitalisation gaining momentum

In 2025, ABC continued both the renewal of its network and the development of new services. The rollout of self-service checkouts at service stations expanded, and the user interface of the ABC-mobiili app was further improved. The app already has more than 800,000 users. More than 100,000 new mobile users joined during the year, meaning the one-million milestone is approaching rapidly.

The network saw extensive investment: a new ABC service station was opened in Ylivieska, and significant upgrades were made in locations such as Lahdesjärvi in Tampere and Pitkälahti in Mikkeli. ABC Rovaniemi's long-awaited service station project has progressed to the planning stage.

The fuel and car wash network was expanded, along with electric vehicle charging. As part of the normal development of the network in a changing market, a few ABC service stations were closed during 2025.

Satisfied staff and impactful sustainability work

Employee satisfaction remained at an excellent level, and customer satisfaction across the chain continued to improve. In 2025, ABC provided employment across Finland, offered a large number of summer jobs and supported young people in gaining their first experiences of working life.

At the forefront of sustainability efforts were investments in electric mobility, the use of 100% Finnish meat in ABC Restaurants, and investments in smaller localities. Investments provide work for Finnish companies and support regional vitality. Finland's largest high-power charging network is a significant investment that helps drivers transition towards cleaner mobility.

A promising start to the new year

The year 2026 has started on a positive note. A busy year with significant investments lies ahead, as ABC expands its services to heavy-duty traffic by launching its own refuelling and charging network for heavy vehicles.

In addition, the development of digital services will continue. For example, self-service checkouts will be introduced in around half of the service station network by the end of the year.



Travel industry and hospitality business: Sales and market share increased

Sales, EUR

838

million

In 2025, we increased our sales and market share in both the travel industry and the hospitality business. S Group's travel industry sales grew by more than four per cent, twice the rate of the market. S Group also outperformed the market in the restaurant sector: our sales grew by two per cent, while the market is estimated to have declined by around four per cent.

Our hotels and restaurants remained highly attractive, and our operating result developed positively, even though the sector's operating conditions were weakened by consumer caution and higher cost levels.

The growth in travel industry sales was driven by our investments in expanding both our domestic and international business, the continuous development of the customer experience, and the renewal of our hotel offering. The market leadership we achieved in 2024 strengthened even further.

Domestic travel is at the core of our business, and we succeeded in increasing sales by more than one per cent, even though the domestic travel market →

49 Sokos Hotels

8 Radisson Blu Hotels

1 Radisson Red Hotel

470 restaurants

declined by over two per cent. We grew our international travel sales by roughly 20 per cent, outpacing the market, which expanded by about 13 per cent. Finland continues to attract strong international interest as a destination, and growth is expected to remain robust.

Sales in our hospitality business were stronger than a year earlier. We were able to respond well to customer demand, even though factors such as weakened consumer purchasing power and more cautious spending contributed to the market decline. Sales in bars and lounges decreased, but we achieved growth in our restaurants.

In 2025, we renewed several of our restaurant concepts by highlighting their strengths and communicating the updates clearly to customers. For example, at Rosso restaurants, we brought pan pizza back to the menu and enhanced the family restaurant experience. Compared with the previous year, the refreshed Frans & les Femmes chain, Trattoria and Grill it restaurants also recorded growth.

Changing customer habits were most evident in the growing demand for more affordable options, including fast-food restaurants. We fared very well in this competitive market. Sales in the Pizza & Buffa chain grew by around 9 per cent, and by more than 11 per cent in the Hesburger restaurants we operate.

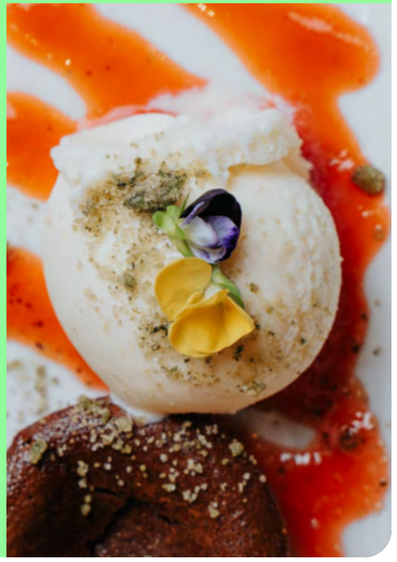
Employee satisfaction in our travel industry and hospitality business remained at a good level. Our skilled personnel are key to success in an industry →

Our skilled personnel are key to success in an industry built on delivering memorable experiences.









built on delivering memorable experiences. This was reflected in an increase in customer satisfaction. According to our measurements, the customer experience improved in both our restaurants and our travel operations, where it even reached a record-high level.

New business and new services

An eventful year enhanced the future competitiveness and appeal of our travel offering for both domestic and international visitors. The Sokos Hotels chain broadened its offering as Tykkimäki Resort in Kouvola joined the chain in May, and the apartment hotel Break Sokos Hotel Himos opened at the foot of the Himos slopes in November.

Several hotel renovation projects were also completed during the year: room renovations at Original Sokos Hotel Flamingo and Break Sokos Hotel Vuokatti; full renovations at Original Sokos Hotel Royal Vaasa and Original Sokos Hotel Vaakuna in Hämeenlinna; and the extension of Original Sokos Hotel Seurahuone in Kotka.

Our extensive restaurant network, designed to serve a wide range of customer needs, continued to grow: we opened four new Pizza & Buffa locations, five Presso cafés, a renewed Coffee House in Tampere, Frans & Emma in Bomba, and several unique restaurants. Hype, a new experience and event centre, opened in Espoo, and we operate its restaurants. This marked a new step for us into the larger-scale event business.

The new Sokos Hotels app already has more than 130,000 users.



International tourism saw strong growth.

Booking and payment became easier

Customers are increasingly purchasing hotel services online and through apps. In January, we launched the long-awaited Sokos Hotels app, which makes it quicker and easier for customers to book rooms and complete check-in. By the end of the year, the app had already been downloaded by more than 130,000 users.

In the spring, we launched S-meets, an online service that accelerates our meetings and events business by bringing together all the meeting and sauna facilities offered by S Group's hotels and restaurants.

The development of the customer service experience took a significant leap forward during the year as restaurant payment terminals were renewed. In 2025, we also launched the renewal of the Sokos Hotels chain's hotel system and payment terminals.

Towards a more sustainable daily life

Our daily work and concrete actions to promote sustainability continued: For example, waste monitoring and the measures to reduce waste became increasingly integrated into the everyday operations of our units. Our leadership in sustainability is reflected in our Green Key certification as well as in our right to use the Sustainable Travel Finland label.

The year 2026 began on a positive note for S Group's hotels and restaurants. Sales showed promising development in the early part of the year across both travel and hospitality. Growing sales and the performance improvement measures implemented in 2025 provide a solid foundation for the year ahead.

S-Bank:
S-Bank's result at a good level – strategy delivering convincing results

Operating profit, EUR
106.4
million



The economic situation in 2025 was challenging. High unemployment and uncertainty kept consumption cautious and Finnish consumer confidence low, even though purchasing power increased during the year.

Even in a challenging operating environment, S-Bank delivered a solid result in 2025, with growth continuing as the bank grew in size. S-Bank's operating profit was EUR 106.4 million (165.2 million).

Performance development was affected by the decrease in net interest income caused by changes in interest rates, as well as by the increase in personnel and other administrative expenses resulting from the business transaction and other development activities. In addition, the comparison period profit was impacted by the Handelsbanken transaction related one-off items recognised as income. The capital adequacy ratio and liquidity remained strong, enabling continued growth.

S-Bank's deposit base grew to EUR 10.2 billion (9.4 billion). At the end of the year, its loan portfolio stood at EUR 9.4 billion (9.5 billion). The euro-denominated amount of purchases made with S-Bank Visa cards increased by 17.3 per cent from the previous year. At the turn of the year, co-op members paid for 27.8 per cent (27.1) of their Bonus purchases using S-Bank cards. →

3.4
million customers

10.2
Deposits, EUR billion

The number of unit-holders in S-Bank funds increased to around 512,000 from around 447,000 a year earlier. At the end of December, the net subscriptions in S-Bank funds amounted to EUR 461.4 million (130.9 million). Assets under management increased to EUR 8.9 billion (8.3 billion).

The Handelsbanken acquisition supported the growth strategy

In a business transaction completed in December 2024, S-Bank acquired Handelsbanken's Finnish household customer and wealth management operations. The transaction supports S-Bank's growth strategy and strengthens its position as one of Finland's leading asset managers. As a result of the transaction, S-Bank's assets under management have increased, its fund offering expanded, and the number of Private Banking customers has nearly doubled.

In 2025, S-Bank started to renew its service model by combining the strengths of S-Bank and Handelsbanken: strong customer insight and local presence, alongside a nationwide and digital operating model. The aim is to provide even more comprehensive and customer-oriented services.

Towards the end of the year, the credit rating agency Standard & Poor's raised S-Bank's credit rating to A-, with a stable outlook. This strengthens the bank's competitiveness.

Benefits for co-op members

S-Bank exists to give every co-op member the opportunity to build a more prosperous tomorrow. Our vision is to create banking services that offer superior ease and value. Co-op members receive an account, a card, online banking credentials and mobile services from S-Bank without monthly or annual fees.



S-Bank has the most satisfied private customers in the banking and financial sector.

During the 2024–2027 strategy period, S-Bank is progressing towards becoming an even more customer-centric and digital bank. In 2025, S-Bank made significant investments in the development of its digital services. At the heart of a seamless customer experience and digital development is the S-mobiili member app, used weekly by more than 1.5 million customers. Last year, S-Bank released more than 10 new customer journeys in S-mobiili.

S-Bank aims to make safe and independent digital banking easier by building digital guidance services to support customers. Towards the end of the year, the digital support line was established as a permanent part of customer service.

Customer activity at an excellent level

The successful integration of Handelsbanken and the development of new services are reflected in the number of S-Bank's active customers, which reached 858,000 in December. The number of customers choosing to concentrate their banking with S-Bank rose to 146,000.

Positive news about the attractiveness of the S-Bank brand continued. According to the EPSI Rating survey published in September 2025, S-Bank has the most satisfied household customers in the finance sector. In addition, S-Bank was ranked Finland's most valued banking and finance brand for the eighth time in the 2025 Brand Valuation survey carried out by Taloustutkimus.

Our sustainability programme, Together We build a Better Place to Live, supports S Group's mission, in which sustainability plays a central role. Our goal is to lead the way in sustainability in all our business areas.



Our sustainability programme and values guide S Group's sustainability work



Getty Images

Sustainability work covers all S Group operations and is managed at group level in cooperation with business management.

We are strongly present in Finns' daily lives, and our operations affect the surrounding society in many ways.

Our sustainability work is guided by S Group's shared sustainability programme and our values. Our sustainability programme has three themes:

1

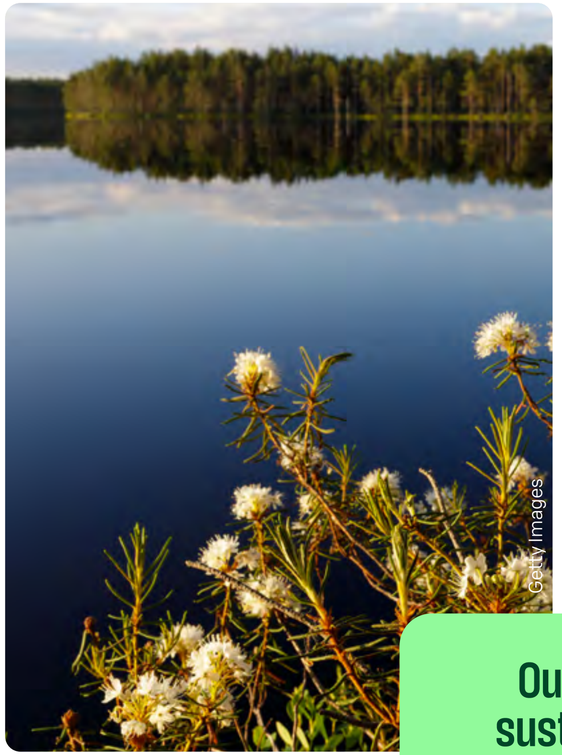
Towards a new normal of sustainable consumption – together, one step at a time.

2

Towards sustainable growth – by respecting natural resources.

3

Towards an equal world – by removing inequality.


Getty Images

The sustainability programme includes both long-term and short-term goals.

We are committed to a number of international initiatives, such as the UN Sustainable Development Goals (SDGs), the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact.

Our sustainability programme, S Group-level principles related to sustainability, strategic guidelines, commitments and goals are approved by SOK's Executive Board.

The Executive Board and Supervisory Board regularly discuss sustainability matters. SOK's Sustainability unit is responsible for the strategic development and guidance of Group-level sustainability, as well as for ensuring compliance with reporting requirements. The unit reports directly to the CEO of SOK.

SOK's Sustainability unit is in charge of strategic goal setting and determines the focus areas of S Group's sustainability development. The business area-specific sustainability objectives and procedures are defined jointly with the business units and subsidiaries and the Sustainability unit.

Policies related to products and services are prepared in cooperation with business operations, and we engage in continuous dialogue with the regional cooperatives. An Advisory Group composed of external experts supports and challenges S Group in its sustainability work.

Our shared sustainability challenges are solved together with our employees, partners, customers and decision-makers.

Explore our new publication on our website at s-ryhma.fi/en: S Group Sustainability Statement 2025, Prepared with reference to the ESRS

Our leading initiatives for 2025

S Group is **carbon negative in terms of its own operations.**

S Group's new **Net Zero 2050 climate targets** have been validated as science-based (SBTi), making S Group the first company in Finland's retail sector to receive such approval.

We launched the **Big Deal 2.0 partner collaboration programme** with the value chain: the collaboration is now expanding beyond climate to nature and human rights.

Workers' Voice digital tool adopted more broadly – ensuring that **employees' voices are heard throughout the value chain.**

New pilot project on **nature restoration** was launched in Pielavesi, Finland. S Group aims to restore **500 hectares** by 2035 through forest restoration and measures that reduce eutrophication in water bodies.

Sustainability performance indicators have been integrated into the group's reporting and management systems.

The University of Jyväskylä, S Group and Sitra have published an open database and guide **to help companies calculate and find ways to reduce their own environmental footprint.** The method is openly available to all companies.

S Group's sustainability 2030

Sustainability leadership.

TOGETHER WE BUILD A BETTER PLACE TO LIVE

Towards a new normal in consumption – together, one step at a time

- Promoting sustainability, health and wellbeing
- Promoting a planetary diet – 65% plant-based
- Promoting local products – 80% domestic food products
- Towards carbon-neutral transport



Towards sustainable growth – by respecting natural resources

- Net Zero 2050
- Carbon negative 2025
- Towards a circular economy
- Strengthening the biodiversity



Towards an equal world – by removing inequality

- Promoting human rights
- Main ingredients of food products – 100% audited
- Increasing openness – origin of products and sustainability information displayed
- Common, non-discriminating and diverse S Group
- Strengthening an inclusive society



We exist for the customer

We bear responsibility for people and the environment

We continuously renew how we operate

We operate profitably

Good things come from actions – examples of our sustainability work in 2025

Shared sustainability challenges cannot be solved in isolation, but together with our customers, our employees, decision-makers and the entire value chain. We have long engaged in diverse forms of collaboration with various partners to advance important goals. In 2025, we continued this work and also launched new initiatives.

The greatest impact comes from working together

"The current global context and increasingly unpredictable regulation pose challenges for companies, including in their sustainability work. Uncertainty does not support long-term work, but that is precisely why it is important to stay committed to our goals. At S Group, we are committed to leading the way in sustainability across all our business areas, and we are determined to drive this work forward.

In 2025, we made significant progress. We refined the way we use sustainability data and incorporated the targets set by sustainability reporting into our management approach. In our climate work, we advanced along the Net Zero pathway as our targets were approved through the science-based SBTi validation process. We also took concrete actions to promote biodiversity. We also strengthened sustainability by seeking new ways to ensure that workers' voices are better heard across the value chain.

I'm particularly proud of our collaboration with the University of Jyväskylä and Sitra. The open database and guide we published support companies in managing and finding ways to reduce their biodiversity footprint, and I hope they will help drive biodiversity work more widely across Finnish businesses.

Our Big Deal partnership programme was renewed and expanded: together with our partners, we are working to advance climate action, biodiversity work and human rights. The aim is to find concrete solutions to sustainability challenges together with our suppliers and service providers. The response has been encouraging and enthusiastic. The biggest impact comes from working together.

In our daily work, we constantly weigh situations to ensure that our responsible procurement requirements are applied consistently, even in challenging circumstances. Respect for human rights, responsibility and ethical principles is always our starting point.

I would like to thank all S Group employees, customers, partners and stakeholders who have been involved in driving our sustainability work forward. Good is created through actions – together.

Nina Elomaa
Chief Sustainability Officer, SOK





100%
emission-free electricity

Improvement in relative energy efficiency in S Group's properties

-12%
(compared with 2015)

Waste recycling rate

76%

Reduction in emissions from our own operations

-29%
(compared with 2023)

NET ZERO 2050: towards net zero emissions in own operations and across the value chain



Our Net Zero target means reducing climate emissions to net zero across both our own operations and our value chain by 2050. S Group's short-term and long-term climate targets have been validated in accordance with the Science Based Target initiative's assessment process. The assessment also included land-based emissions (FLAG).

One of the key ways to reduce value chain emissions is to increase the share of plant-based food in all the food we sell. Our goal is for 65% of the food we sell to be plant-based in 2030.

Electrification of transport and increasing the share of renewable fuels will in turn reduce emissions from transport and from the fuels sold by S Group.

Climate work also requires finding new methods and collaborating with partners even more actively. We expect all our partners to ensure that suppliers with a total product value of more than EUR 10 million set science-based climate targets. We wish to work with our partners to find impactful and cost-effective new ways to reduce emissions throughout the value chain. This is also the aim of our renewed and expanding Big Deal partnership programme.

Ecosystem of Action: Make good deeds visible



Food waste, seasonal vegetables, domestic products and reusable bags. S Group stores help customers make smart everyday choices. Last year, we invited consumers to take part and recognise the small but important everyday acts of sustainability through our Tekosysteemi ("Ecosystem of Action") marketing communications. In "the Ecosystem of Action", everyone plays an important role.

One of the key goals of our sustainability programme is to support our customers in moving towards a more sustainable everyday life, from sustainable consumption and lower-emission transport to smart food choices that benefit their wallet, health and the environment.

It is important for companies to communicate their long-term strategic sustainability goals and the actions they are taking to advance sustainable development. It is equally important to encourage our customers to make sustainable choices and to thank them for the smart choices they make. Small actions grow into something much bigger when many people join in, be it choosing reusable bags or adding seasonal vegetables to their diets. The most significant acts of sustainability are those that take shape in everyday life, through continuity and repetition.

We are boosting the demand for plant-based products through a range of initiatives. We encourage people to eat more vegetables through initiatives such as our concept of fruit and vegetables for less than a euro and our new Helpot & Nopeat ("Easy & Quick") product range. The range includes prewashed, chopped and grated vegetables. Collaboration with Vegaanihaaste ("Vegan Challenge") is also one of our approaches. Our chain-managed restaurants offer a vegetarian dish at a special co-op member price. In addition, we are one of the founding members of the Pro Vege association, which aims to promote the development and growth of plant-based food in Finland.

Our task is to make smart choices easy for our customers to choose. Our shared sustainability challenges are solved together with our employees, partners, customers and decision-makers.

Plant-based food

60%

Our goal is for **65%** of the food we sell to be plant-based by the end of 2030.

Food waste

Share of food waste amounted to in our grocery stores

1.2%

in restaurants

1.1%

in ABC restaurants

2.5%



Nearly

390

ABC Charging Stations in Finland

This is how we support the transition towards cleaner transport.



S Group strengthens the voice of employees across its value chains

S Group is committed to respecting labour and human rights throughout its operations and expects the same from its partners. A changing operating environment increases the need for even more careful assessment. The risk of labour exploitation and human trafficking exists in Finland as well, particularly in sectors that rely heavily on seasonal labour.

This is why we actively seek new ways to make workers' experiences visible in our supply chains and to verify how the contractual terms signed by our partners are realised in practice. One such method is a digital survey tool used to assess working conditions and the implementation of labour rights.

In autumn 2025, we used a video-based survey tool in the cleaning sector together with three regional cooperatives and our partners. We have long been paying close attention to the challenges in the cleaning sector. Poor working life skills and a lack of awareness of one's rights increase the risk of labour exploitation.

Together with the Human Rights Centre, we organised an event where industry actors, the Service Union United (PAM) and the Real Estate Employers sought solutions to shared challenges. Together, we will advance the identified development measures.

The same autumn, the survey tool was also used in the wild berry supply chain in cooperation with the actors in the chain. Around 700 pickers responded to the survey in Thai. The findings of the survey are reviewed with actors in the berry sector and other stakeholders, with the aim of identifying solutions to the industry's shared challenges. It is important that the wild-berry picking sector in Finland establishes shared rules that bind the entire supply chain.



99%

Social responsibility auditing rate

for private label products and for our own import product from high-risk countries.

EUR 6.1 million

in support for local cooperation and well-being across Finland.

In 2 key sectors workers in our value chain responded to our survey on their working conditions and worker rights.



The Big Deal partnership is expanding and deepening

Our renewed Big Deal partnership programme expanded in 2025 to cover not only climate themes, but also biodiversity, water stewardship and human rights. The aim is to find concrete solutions to sustainability challenges throughout the value chain.

More than 15,500 suppliers of goods and services across S Group are included in the Big Deal partnership. We also engage in extensive dialogue with public-sector actors, non-governmental organisations and research institutions. Supporting small and medium-sized enterprises through changes in sustainability is essential, as they have expressed concerns about keeping up with regulatory requirements.

In practice, the collaboration includes support for sustainability work, shared learning to advance climate, biodiversity and human rights efforts, and various joint projects with partners.

When it was launched ten years ago, Big Deal focused on climate targets. More than a hundred S Group partner companies joined the initiative, with a shared goal of reducing emissions by one million tonnes from 2015 levels by the end of 2030. The target was already achieved in 2024.

Water stewardship is a central part of nature work

S Group has developed its water stewardship work, identified its water risks and emphasised the importance of sustainable water use in its sustainability work. In addition to using water wisely in our own operations, it is important to support our value chain in adopting more sustainable water practices and to work together. In 2025, we carried out water stewardship work both for the benefit of the Baltic Sea and through an international project in Spain.

The Baltic Sea is a shared and unique marine area for all of us. The Archipelago Sea is Finland's most environmentally degraded marine area. Efforts to reduce nutrient loading in the catchment area are being pursued in close cooperation with local agricultural operators and the entire food chain.

S Group supports the work of the John Nurminen Foundation, and funding has been allocated to the Pellon Perintö project. In addition, the S Group participates in promoting water stewardship across the food chain through the project led by the Centre for Economic Development, Transport and the Environment (ELY Centre) of Southwest Finland.

In the Pellon Perintö project, concrete measures to reduce nutrient loading in the Archipelago Sea will be carried out during 2025–2027 in cooperation with agricultural actors and local residents. Nearly 50 farms are involved. The project improves soil fertility, reduces nutrient runoff into the Uskelanjoki river and strengthens local residents' connection to their river environment.

We are also involved in a joint corporate water project in Spain, which is one of Europe's most important vegetable-producing countries. S Group, the Nordic cooperative purchasing company Coop Trading and three other European retail groups are participating in a sustainable water use pilot in the water-critical Huelva and Doñana region in southern Spain. The Alliance for Water Stewardship (AWS) is coordinating this new type of collaboration project focused on sustainable water use.

The project focuses on the region's fruit, berry and vegetable producers, who are experiencing extreme weather events intensified by climate change, including floods and increasingly frequent periods of drought. The project, launched in 2023, aims to strengthen cooperation among food producers and food chain actors in the region, deepen understanding of activities affecting shared water resources, and identify solutions to water-related challenges.

In 2025, the project prepared farm-specific plans to improve water stewardship, organised training for farms, and held a joint event to strengthen water stewardship collaboration among local actors.

Highly competent personnel, enjoying a high level of wellbeing at work, deliver the company's strategy and drives its performance. At S Group, in line with our cooperative mission and values, we strive to be a human-centred and responsible employer every day of the year.



Personnel



Willingness to recommend

+39

eNPS

Personnel wellbeing

At S Group, a more human-centred working life means, for example, the right to good management, clear everyday practices, flexible work shift planning, support for working capacity and effective communication within our workplace communities.

S Group's shared leadership promises – "I dare, I appreciate and I do" – promote good local leadership and continuous leadership development. People's wellbeing and success at work are supported by bold leadership that encourages achievement, an effective culture of cooperation, and supervisory work that recognises the individual.

What does our personnel survey say?

In terms of the employee experience, the most significant annual indicator is our work community survey (TYT), which all employees are invited to participate in. The survey identifies and monitors factors related to each employee's work, as well as factors related to their units and the company. The survey consists of several indices, which are used to measure various aspects of job satisfaction and engagement.

In 2025, the result of the work community survey in S Group as a whole remained at a high level (75.3). Our employees are markedly more satisfied and committed than the Finnish average, and we again exceeded the Finnish general standard by 5.4 points. We achieved an excellent response rate of 90%.

The aim of the survey is to identify strengths and areas for development and to encourage workplace communities to continuously improve. According to the survey, our strengths include local leadership, work management and employer image. Our clear goals and the trust shown by managers in their teams were seen as particular strengths.

Our eNPS (employer Net Promoter Score), which measures employees' willingness to recommend their employer, was +39, placing us 19 points above the Finnish general standard. →

S Group's work community survey results (scale 0–100)	2024	2025	General standard in Finland 2025
TYT index (includes all questions)	75.5	**75.3**	69.9
Dedication index	78.2	**78.3**	76.4
Leadership promise index	77.6	**77.4**	72.2
Ethics index*	83.8	**84.0**	no general standard*

*) The Ethics Index contains 7 questions and is a set of questions developed specifically for S Group. No external benchmark data. N = 32,895
Other indices: N = 37,215

Employer reputation proven strong in 2025

- **Universum's survey** of professionals, respondents with higher education in business, as well as those with upper secondary education, ranked S Group as the second most ideal employer.
- **In Academic Work's listing** among young professionals, we rose to 9th place, up from 23rd in 2024.
- **In Duunitori's national recruitment survey**, S Group was the third most frequently mentioned employer that respondents considered the most attractive when answering spontaneously.
- **In T-Media's Reputation & Trust survey**, the general public rated our employer reputation at its highest level in our measurement history (3.80).



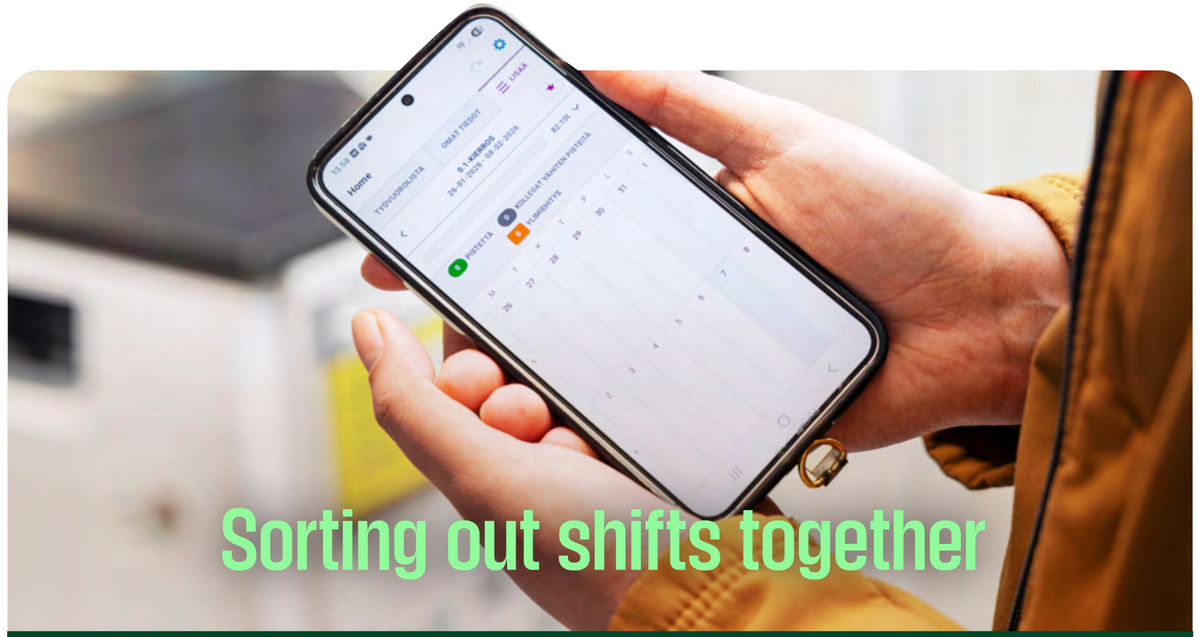
Cooperatives are among Finland's most inspiring workplaces

Eezy Flow, a consultancy specialising in working life research and organisational development, carried out personnel surveys for around 200 organisations from dozens of industries in 2025. There were around 200,000 respondents. The organisations achieving the best results in their personnel surveys are announced annually. S Group employees once again performed exceptionally well in the Finland's Most Inspiring Workplaces ranking.

Cooperatives took the top three positions in the category for large organisations employing more than 1,000 people. KPO Cooperative Society once again secured the top spot, with an overall index score of 80.5. Keskimaa Cooperative Society rose to second place (overall index 78.6), and Northern Karelia Cooperative Society secured third place (77.8).

S Group companies also featured prominently in the other categories: Maakunta Cooperative Society topped the category for medium-sized organisations (150–1,000 employees) with an overall index score of 81.8, while Sokotel Oy ranked third with 78.4.

All the cooperatives, along with several other S Group companies, received a Finland's Most Inspiring Workplaces honourable mention, granted to organisations that achieve the highest ratings in workplace community surveys.



Sorting out shifts together

Common shift planning is a new, inclusive way of organising shifts in retail and the service industries. S Group companies have made pioneering progress in our pilot project, through which common shift planning has become part of our everyday operations.

The common planning approach makes it easier to balance work and leisure time and significantly increases employees' influence over their work. Shifts are selected directly from the system, in line with shared rules, and the unit manager or a shift-planning professional finalises the schedule by aligning employees' preferences with business needs. At the end of 2025, a total of 5,000 employees were actively involved in selecting their shifts, and the operating model continues to spread. By spring 2026, the model will cover 6,500 S Group employees.

The results of our work community survey show that common work shift planning has increased employees' wellbeing, enthusiasm and commitment to their work.

"Many of today's trends challenge our wellbeing, both at work and in our personal lives. We are immensely proud to have found solutions that make daily life run more smoothly and strengthen employees' sense of their own resources," says **Minna Salonen**, Executive Director, Human Resources and Communications at Arina Cooperative Society.

In search of flexible work that fits your life

Part-time work is widespread in retail as well as in the travel industry and the hospitality sector, as service work cannot be carried out in advance. At S Group, our staffing needs also peak during the busiest periods.

Our aim is to offer our employees, whenever possible, a number of working hours that suits their personal life situation. We systematically work to ensure that those willing to increase their contract hours have the opportunity to do so, and we regularly offer more working hours to part-time employees.

In 2025, around 60 per cent of our employees worked part-time, and nearly half of them worked 30 hours a week or more. Part-time employees who work 30 hours a week, with evening and weekend bonuses, usually earn almost as much as full-time employees who work morning shifts.

S Group regularly asks its part-time employees how satisfied they are with their working hours. The majority of our part-time employees, around 70%, are satisfied with the number of their working hours. Among them are, for example, young people under 25 who work alongside their studies – a group S Group employs in large numbers.

We want the service industries to maintain their appeal in the future, and flexible work that fits people's life situations is an important part of that appeal. We are continuously developing our work and operating models, listening to our personnel. Adjusting work duties when needed – for example, if someone's working capacity or life situation changes – is one of the ways we support our employees. In recent years, we have placed particular emphasis on developing our work shift planning practices. Common shift planning enables our employees to have a significantly greater influence over their working hours than before. →

Type of employment, %	2023	2024	2025
Permanent	92	93	**94**
Fixed-term	8	7	**6**
Full-time	38	38	**37**
Part-time	62	62	**63**

Impactful wellbeing at work, driven by insight

Overall, sickness absence levels at S Group remained unchanged in 2025 compared with the year before. Absences related to mental health declined slightly, as did absences related to infections. Our health rate was 57%, meaning that 57% of our employees had no sickness absences at all in 2025.

A wide range of measures was again taken to develop wellbeing at work and working capacity management. Ergonomics has been one of the priorities for several years. During the year, more than 300 ambassadors participated in a variety of training sessions that promoted working capacity, safety and the smooth flow of daily work. The ambassadors promote these themes through practical tasks across S Group's locations, helping to strengthen ergonomics expertise more broadly.

Another key focus has been the development of knowledge-based management of wellbeing at work. The renewed set of indicators and new methods of data analysis have made it possible to monitor different aspects of working capacity more accurately, support proactive working capacity management and target effective measures at the right time. This development work will continue in 2026.

Strong communication supports a unified culture of wellbeing and safety at work.

A strong year of communication about safety and wellbeing at work

Safety has become a central theme in the service sector in recent years. Instances of inappropriate customer behaviour and disruptive situations have increased, and feelings of insecurity are a growing concern in today's uncertain world. People are also increasingly interested in wellbeing.

Clear operating models and guidelines, training, tools and equipment, and solutions such as fixture design form the foundation of safe and well-functioning daily work. Safety and wellbeing at work have also been established as key themes in communication across S Group.

In 2025, communication was made more systematic through the introduction of an annual calendar. This has helped to clarify the overall picture and ensured that key themes on working capacity and occupational safety are consistently visible throughout the year, communicated through multiple channels. Topics addressed have included everyday safety, induction, ergonomics, self-care, workload and mental wellbeing.

Strong communication supports a unified culture of wellbeing and safety at work. Investments in internal communication have been particularly welcome, and the theme has also been highlighted in customer communication through support for the Ollaan ihmisiksi campaign ("Let's Behave") run by the Finnish Commerce Federation and the Service Union United PAM, for example.

Zero accidents and readiness to act

"Safety is a key part of everyday life in all work at S Group. In both customer service and expert roles, we encounter situations every day where safety must be taken into account – whether it involves moving goods, interacting with customers, maintaining cleanliness or planning.

Our goal at S Group is zero accidents. We work together to ensure that no employee or customer is injured in our workplaces. Improving safety calls for continuous vigilance, active observation of the work environment, risk identification and, of course, reporting. For example, slippery floors or obstacles left behind in a hurry can create hazardous situations. Paying attention to these matters is part of our shared responsibility to ensure that our workplaces are as safe as possible for both employees and customers.

We also carry out regular drills for exceptional situations and discuss how we should respond. During regular safety walks, we review safety solutions and check, for example, where the escape routes and first-aid fire extinguishing equipment are located. Hundreds of different safety training sessions and drills are organised within S Group every year.

From time to time, situations arise in our stores and other locations where a co-worker or customer suffers a medical emergency that requires a rapid first-aid response. It has been moving to see how many people have known what to do and how to provide help. The courage to act can truly save lives. I'm proud of the large number of people at S Group who are committed to regularly learning and maintaining first aid skills.

Every small act in our daily work makes a difference, and each person's contribution is important. We will continue this development work together, with the same care and attention, to ensure one another's safety.

Hanne Lehtovuori
Chief Human Resources Officer, SOK





A renewed early support model for ensuring wellbeing at work

Mental wellbeing has regularly featured in public discussions about working life in recent years. The changing demands of working life can weigh on people, as can many pressures in their personal lives. As well as the mind, the body can also show symptoms in physically demanding work.

"The early support model helps managers identify any challenges an employee may be facing, so that solutions can be found together and support for working capacity can be provided in good time. At the core is a confidential dialogue between the manager and the employee whenever concerns arise about working capacity, coping or the smooth running of work," says **Laura Latomäki**, Wellbeing Manager at SOK.

S Group's early support model was renewed in 2025 through close workshop-based collaboration between the Group's occupational wellbeing and safety professionals and its working capacity management partners, Elo and Terveystalo. The inclusive process strengthened the understanding that early support is about care, anticipation and concrete action to promote wellbeing at work, and that work itself is often a source of strength. The renewed model has already been applied in day-to-day work, and its broader rollout with the cooperatives will continue in spring 2026.

Research insights on workload factors in the retail sector

Workload in the retail sector was examined between 2023 and 2025 in an extensive study conducted by the Finnish Institute of Occupational Health. More than 2,600 employees from Arina, Hämeenmaa, KSO, PeeÄssä and POK took part in the project, representing grocery and non-food retail, as well as fuels retail and service stations.

The results showed that the overall workload in retail jobs is moderate. However, day-to-day work does involve peaks in workload, and the study provides a unique overall picture of which tasks and working-time features placed the greatest burden on employees.



The most physically demanding tasks were unloading deliveries and shelving, while mental strain was increased by time pressure, interruptions and challenging customer situations. With the right working methods, open dialogue and shared rules, both physical and mental load can be reduced and peaks in workload levelled out.

"We have already done many things right. By identifying risk factors, we can address them proactively," says **Sanna Mäenpää**, HR Director at Kymi Region Cooperative Society.

"In addition to unloading deliveries as a team, we make shelving easier by using four-level trolleys. In addition to using the right tools, individual choices have a major impact on workload, such as maintaining proper working postures and methods, wearing appropriate footwear and allowing sufficient time for recovery. Shift scheduling can sometimes feel like a balancing act to ensure everyone gets enough time to recover. I'm looking forward to the collaborative shift planning now starting at KSO," says **Terhi Virtanen**, Store Manager at S-market Koria.

Smoothly running daily work improves employees' capacity to cope, and the insights from the study will continue to be used across S Group to develop operations together with employees.



18,000
summer employees

At S Group, we like to say that we invest in people: We support working capacity, from young employees to seasoned colleagues, and maintain our people's skills throughout their careers.

From youngsters to seasoned professionals

Summer jobs spark interest in the service industries

Almost every Finn has either worked in retail at some point or knows someone who has. It is easy to take your first steps into working life with us.

Cooperatives are among the largest employers of young people in Finland, and roughly one in four S Group employees is under 25 years of age. Alongside permanent roles, we offered summer jobs or traineeships to more than 18,000 young people across our locations in 2025.

Studies show that a young person's first experiences of working life contribute to the formation of their professional identity and even to their success throughout their career. We want to offer young people positive first experiences of working life that build commitment and spark an interest in the service sector. We take our role in helping young people build workplace skills seriously, beginning with the application experience. We organise and participate in many recruitment events across Finland and →

Summer jobs also for young people who need special support



In the summer of 2025, S Group again employed around 18,000 young people across Finland. Around half of the positions were allocated to longer-term summer jobs, while the other half were directed to shorter training periods for those under 18.

Our aim is to offer young people positive first experiences of working life that strengthen the development of their professional identity and support long-term engagement in working life. We have invested heavily in induction across our chains, which is reflected in the positive feedback from young people.

Cooperatives are continuously developing their practices and operating models to ensure they can engage with young people of all backgrounds in the best possible way. For example, Northern Karelia Cooperative Society and Pirkanmaa Cooperative Society invest in young people who need special support. Special needs have been taken into account, for example, in recruitment situations, induction training and work supervision.

"Over several summers, we have employed more than 130 young people who need special support. This is a concrete measure that strengthens our responsibility efforts. The best thanks we can receive is a young person who enjoys their work and succeeds in it," says **Mika-Jussi Mononen**, HR Director at Northern Karelia Cooperative Society.

Pirkanmaa Cooperative Society hired ten young people who need special support for the summer. In total, the cooperative society employed 77 young people needing special support in 2025. Pirkanmaa Cooperative Society was recognised at the national Human Power 25 gala for the most people-centred working life initiative of the year.

"Going to work supports both mental and physical wellbeing. It brings routine to everyday life. Social interaction with customers and co-workers brings meaning. It is important to be part of a workplace community and of society as a whole," says **Sari Moisander**, Director, People and Culture at Pirkanmaa Cooperative Society.

are continuously developing our cooperation with educational institutions.

Induction and genuine engagement with young people in the workplace are critical, and we have invested in developing induction training across our various business units. In addition to induction related to work tasks, we use the Duunipassi mobile online training, created in collaboration with the Finnish Institute of Occupational Health. It enables summer employees across our various business areas to familiarise themselves with workplace skills, occupational safety and topics such as wellbeing at work. There are also dedicated online training modules for trainees.

We collect feedback from young people every year to improve the summer work experience within S Group. According to the survey, young people are satisfied with working for us, and their willingness to recommend the job to friends is high. Young people report having received excellent support to succeed in their tasks (3.79/4) and feeling welcome (3.76/4). Feedback enables us to continuously develop our working atmosphere and ways of working.

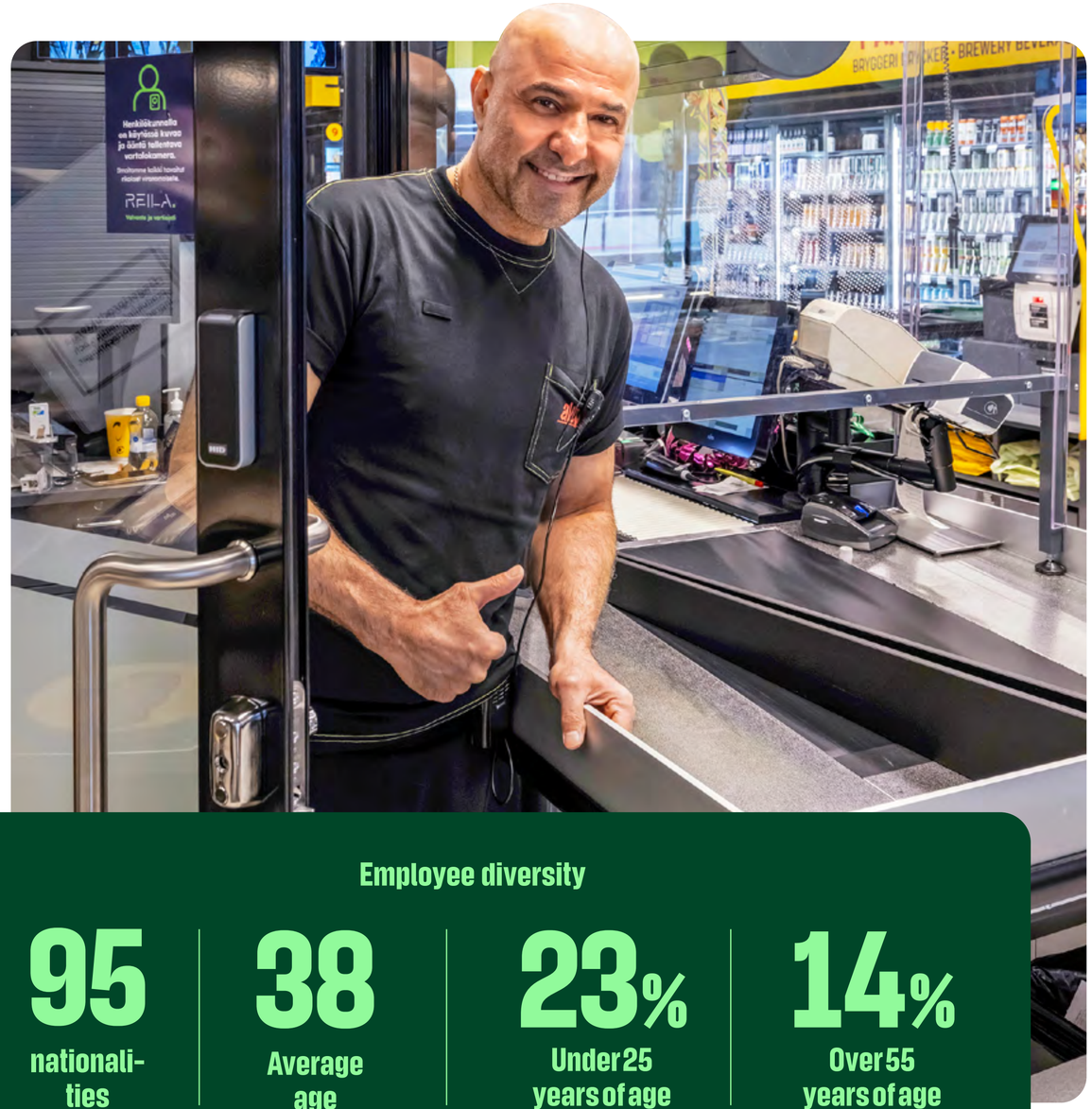
Jollas Institute, S Group's own centre for competence development, trains thousands of S Group employees every year.

Going strong into the seasoned stage

S Group supports employees' professional development and diverse growth paths throughout their careers. In 2025, nearly 6,000 employees aged over 55 worked with us in diverse roles, excelling as customer service professionals and specialists. According to our annual workplace community survey, seasoned employees are highly committed and, compared with respondents in other age groups, perceive their work as being particularly meaningful. We believe that S Group offers employees the widest range of career opportunities in Finland, regardless of age or life situation.

In recent years, S Group cooperatives and companies have implemented – and are planning – a range of measures to strengthen seasoned professionals' working capacity and ensure individually tailored support throughout their careers. Recently, we have been developing our own model for experienced employees. One of its key elements is a one-to-one discussion tailored for seasoned professionals.

We aim to ensure that our operating models and ways of working take different life situations into account, and that we continuously improve opportunities to balance work with life outside work. Family-friendliness is also an important aspect of age equality. Flexible solutions, improved work shift planning, opportunities to adjust work tasks and, for example, attention to work ergonomics are relevant for employees of all ages.



Diversity and equality at S Group

Equality, non-discrimination and respect for others are core principles at S Group. For us, every individual is equally important and welcome, and we want to strengthen a culture in which everyone can feel valued for who they are.

Finland and Finnish working life are becoming increasingly diverse. As Finland's largest private employer, we want our concrete actions to support a future where no one faces discrimination at work on the basis of their background or personal characteristics.

Our annual work community survey is an important way to ensure we are on the right track. The set of questions in the ethics index of our work community survey (TYT) will give us an even better view of how inclusive and appreciative of diversity our workplace community is perceived to be. Our starting point is excellent.

Foreign-language speakers as part of our future story

Representatives of more than 90 nationalities work in S Group, and foreign-language speakers and immigrants have long been a natural part of our workplace communities. It is an encouraging sign that Finland has growing appeal for international recruitment, and that attractive and meaningful work is available for foreign-language employees.

S Group has excellent opportunities to succeed in attracting foreign-language and international experts. We invest in induction and on-the-job →

Employee diversity

95	38	23%	14%
nationalities	Average age	Under 25 years of age	Over 55 years of age

guidance, and we ensure successful recruitment by coaching the rest of the workplace community as needed. For example, around 300 chefs have arrived from the Philippines to work in different parts of S Group over the past ten years, and their skills and approach to work are highly valued.

In the future, the availability of personnel will become an even greater challenge in the service sectors as a result of Finland's demographic development and the transformation of work. Typically, more professionals are needed in restaurants and hotels, and from time to time and depending on the region, also in S-markets and service station stores. An increasing number of people working at S Group will be foreign-language speakers in the future. →

Age is just a number

Eliminating age discrimination, including unconscious bias, requires concrete action in Finnish working life. At S Group, we do not ask for an applicant's age in job applications, as it is a number that does not affect a candidate's qualifications or performance in the job. Age was excluded from the criteria of SOK's recruitment of experts in 2019. Since the beginning of 2020, this policy has been expanded across S Group to cover stores and restaurants, among other outlets.



SOK recognised with one of Finland's first age-diversity certificates

Finland's first age-diversity certificates were awarded in May 2025 to organisations committed to promoting age equality as part of their personnel policies. The age-diversity certificate is awarded by Excellence Finland. The certificate is a concrete way to advance equality in working life in Finland.

"The treatment of older applicants in recruitment and age equality have been widely discussed recently. We have collaborated with the #55riseandshine network, participated in several events such as the SuomiAreena forum in the summer, and contributed to discussions on this important theme across various forums and channels. As the number of working-age people declines in Finland, our labour market simply cannot afford age-based discrimination. The age-diversity certificate will be a valuable tool for organisations to review and develop their practices transparently, including for us," says **Mari Junnila**, SVP People & Culture at SOK.

At S Group, we want to contribute to maintaining the attractiveness of the service industries in the future for employees coming from abroad and from Finland alike. We have invested heavily in identifying our strengths and development needs, and we have compiled a playbook that brings together best practices and support materials more systematically to help cooperatives improve staff availability and retention locally.

The themes of the playbook include remuneration, competence and career paths, as well as employee-oriented management. We are continuously developing our work and operating models in collaboration with our professionals. The focus will continue to be on building a good working atmosphere and an inclusive culture centred on winning together.

Everyone has a voice

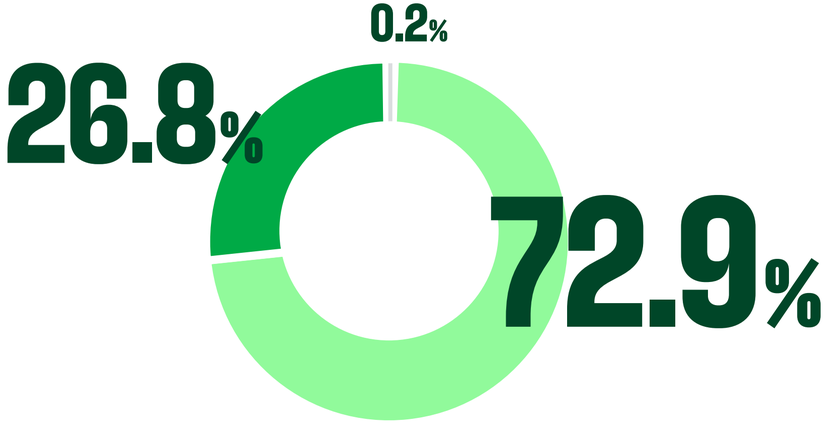
S Group has had a shared internal social media service in use for nearly ten years. When Meta discontinued its Workplace product, we did not want to lose the communication culture we had built, and we moved to Zoom's Workvivo in spring 2025. Our internal social media has improved satisfaction with communication, as well as equality: on a shared platform, everyone has a voice and the opportunity to take part in discussions about cooperatives and S Group

Examples of how we are contributing to diversity and equality:

In addition to our annual personnel and training plans, we prepare equality and non-discrimination plans that promote gender equality, prevent discrimination based on, for example, gender identity, and strengthen the legal protection of those who have experienced discrimination.

We support the work of Seta, a national human rights organisation in Finland. Seta promotes human rights, equality and wellbeing, regardless of a person's sexual orientation, gender identity or gender expression.

In 2020, we signed the Women's Empowerment Principles, established by the UN Global Compact and UN Women. We are continuously working to ensure that gender equality is implemented in all our activities.



Gender distribution of S Group employees

Women	72.9%
Men	26.8%
Other / prefer not to say	0.2%

Cooperatives and Society

In a cooperative business model, it is always the co-op members who benefit the most from using the services. Our operations are also characterised by a strong sense of social responsibility. We are a major taxpayer and actively support local wellbeing, sports and culture. Together with our stakeholders, we work to address both everyday issues and major global challenges.





The aim of our public affairs is to provide information about S Group, increase understanding and make use of stakeholders' expertise when developing our operations.

We engage in active dialogue with our stakeholders

Successful public affairs enables us to better understand our operating environment and stakeholders' expectations. Our aim is to be a responsible member of society, a vital and attractive company and a reliable partner.

S Group is the largest private employer in Finland. We are ensuring regional vitality across the country as well as services at local level. We are solving social challenges in cooperation with our stakeholders, from minor problems in daily life to major global issues such as climate change, sustainable consumption, the competitiveness of the food chain, employment and preventing social exclusion among young people. We also play an important role in Finland's security of supply.

Systematic and measurable cooperation with stakeholders

Our stakeholder cooperation is led sys- →

tematically and measured annually. Stakeholders' images of S Group as a responsible operator, are measured for example with the Reputation and Trust survey conducted by T-Media. The survey measures our overall reputation through eight themes: Governance, financial performance, leadership, innovation, dialogue, products and services, workplace, and responsibility. In 2025 our overall reputation was valued good by the general public, the media and decision-makers.

In the 2025 survey of the general public, we were ranked as the sixth-most reputable company in Finland. Among political decision-makers, our reputation improved and reached its highest level in the history of the survey (a result previously matched only in the pandemic year 2020). In particular, perceptions of dialogue rose remarkably.

Transparency builds trust

Transparency is the key for us when building trust. We want to communicate openly and actively about our actions as well as our objectives. We engage in dialogues with our stakeholders and share our views through constructive, solution-oriented manner. In 2025, discussions took place at stakeholders' events organised by us, meetings, as well as traditional and social media.

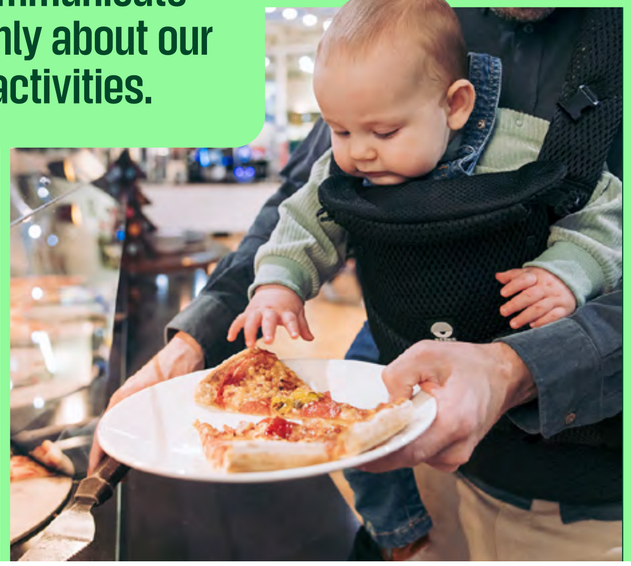
We aim to build partnerships that enable us to learn, develop S Group's business operations and achieve shared goals. As a significant operator in the food supply chain, we want to support the success of the Finnish food supply chain. →





We listen to our stakeholders and communicate openly about our activities.









Dialogue with EU decision-makers

EU-level legislation has significant impact to the business environment. In S Group we monitor and contribute to the EU-level decision-making, which is relevant to our retail group.

Our objective in EU advocacy is to monitor and identify EU legislation, and it's changes that affect activities to our group. We aim to provide our input into the legislative process as early as possible, helping decision-makers to better understand the insights and possible solution to the proposals that matter to our sector.

In 2025, we began building system for monitoring and engaging in EU-level affairs. Its purpose is to provide an up-to-date overview of developments in EU legislation and other trends of importance to the entire retail group. Over the year, we have met officials of the European Commission, Members of the European Parliament and their assistants, and representatives of political groups. We also engaged in dialogue with officials from other EU institutions.

Our aim is to provide relevant information about S Group and our business areas to help build mutual understanding of the impacts of regulation. In the future we aim to convey the messages of our co-op members even more effectively to EU decision-makers.

Open societal dialogue

S Group participates proactively in public discussions. We engage in dialogue on issues affecting S Group's operations, as well as on the development of the service sector both nationally and at EU level. It is important for us that S Group is known as a company that operates responsibly, taking in to account the surrounding society and the environmental aspects.

We engage in dialogue with members of parliament interested in S Group's operations as well as with the key ministers, their assistants and civil servants in different ministries. We also bring perspectives to decision-making through statements. We participate in events held by our stakeholders, as well as various hearings at ministries and the Finnish Parliament. We engage actively with Members of the European Parliament and the political groups as well as with the officials of the European Commission. We bring forth our views and solutions to the preparation of EU legislation by providing written positions to the European Commission and by maintaining regular dialogue with representatives of different EU institutions.

SOK reports all its interactions with political decision-makers to the Transparency Register. We are committed to the recommendations on good lobbying practice issued by the Transparency Register Advisory Board. We have also registered in the EU Transparency Register.

S GROUP'S MAIN STAKEHOLDERS:

- Co-op members
- Personnel
- Political decision-makers
- Civil servants
- Non-governmental organisations
- Media representatives
- Suppliers
- Industry associations
- Authorities

We are a Finnish group of companies and Finland's largest private employer. Most of the taxes we pay benefit our local regions, as do the benefits arising from procurement and construction.

Wellbeing through cooperative activities

Cooperative activities refer to business operations that emphasise both financial profitability and social responsibility. Our operations are guided by our values:

We exist for the customer.

We bear responsibility for people and the environment.

We constantly renew how we operate.

We operate profitably.

Co-op members*

2.7

million

*Membership of cooperatives

Cash benefits paid to co-op members, EUR

558

million



471
Bonus, EUR million

69
Return of surplus, EUR million

15.8
Payment method benefit, EUR million

1.9
Interest on the membership fee, EUR million

The co-op members are the sole owners of S Group's cooperative enterprises. All co-op members own an equal share of their cooperative. In other words, everyone has an equal opportunity to impact the operations of their cooperative by voting for or running for membership of the Council of Representatives of the cooperative.

Because of the cooperative form of business, the money circulating in the operations of S Group's cooperatives benefits the co-op members and ensures regional wellbeing and vitality. Earnings from operations are invested for the benefit of the co-op members by developing services and renovating locations.

Co-op members always benefit from S Group more than other customers through cashback, for example. In 2025, the cooperatives paid their co-op members a record total of nearly EUR 558 million in Bonus and other cash benefits.





Value created for society in 2025

Purchases from suppliers of goods and services	EUR 8,746 million
Taxes	EUR 1,996 million
Personnel remuneration	EUR 1,472 million
Investments	EUR 683 million
Rewards to co-op members	EUR 558 million

Every co-op member has an equal opportunity to impact the operations of their local cooperative.

A major Finnish taxpayer

S Group companies paid a total of nearly EUR 2 billion in taxes and payments to the Finnish state and municipalities in 2025. In addition to direct income tax and indirect taxes on consumption, S Group's tax footprint includes tax-like payments related to employees and tax withheld from their salaries.

In recent years, the focus in taxation has shifted from income taxes towards indirect taxes. Indirect taxes include value added tax and various excise duties, such as alcohol taxes, beverage taxes and fuel tax. Value added tax is a common consumption tax ultimately paid by the consumers of goods and services; that is, mainly households. We pay value added tax to the state as a company selling goods and services. Excise duties are consumption taxes included in the price of the product, and are levied from product manufacturers, producers, importers or wholesalers.

Many products sold by S Group include excise duties. In addition to the taxes included in the tax footprint, we pay transfer tax, lottery tax and tax at source, which are not included in the table on the next page. We also pay local taxes on the operations of our companies abroad in accordance with the regulations of each country.

The majority of the tax income generated by S Group is distributed regionally around Finland. Tax withheld from salaries and the corporate tax paid by the S Group companies are primarily accumulated by municipalities. The tax revenue is used to finance services offered by society in each cooperative's region in Finland. →

S GROUP'S TAX FOOTPRINT

Tax withheld and employer contributions	2025, EUR million
Tax withheld on salaries	299.6
Pension insurance payments	266.3
Sickness and unemployment insurance payments	57.7
Total	**623.6**

Indirect taxes	2025, EUR million
Remitted value-added tax	431.0
Insurance premium tax	1.8
Electricity tax	23.0
Fuel excise duty	715.0
Beverage excise duty	3.3
Alcohol tax	8.1
Importation customs duties	6.1
Vehicle tax	12.1
Total	**1,200.2**



Tax footprint 2025, EUR 1,996.1 million

- Indirect taxes EUR 1,200.2 million
- Tax withheld and employer contributions EUR 623.6 million
- Income and capital taxes EUR 172.3 million



Tax withholdings and corporate taxes in 2025, EUR 442.2 million

- Tax withheld EUR 299.6 million
- Corporate taxes EUR 142.6 million

Income and capital taxes	2025, EUR million
Corporate income tax	142.6
Property tax	29.7
Total	**172.3**

Tax footprint in 2025, EUR

1,996 million

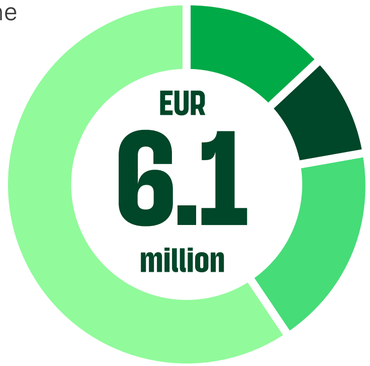
S-Bank is also included in the figures

Diverse activities through cooperation on sustainability

As a cooperative community, we seek to be a driver of regional activities with initiatives that promote sports, culture and social wellbeing.

In 2025, we provided almost EUR 6.1 million in support to various operators across Finland. More than half of the support amount was allocated to sports and the rest to supporting social activities and culture, as well as to various donations.

Our cooperatives extensively support local activities through the Kannustajat ("Supporters") concept, for example. The concept makes it possible for the cooperatives to support children's and young people's hobbies transparently. Co-op members can join as supporters and have an impact on the amount and recipients of the support paid by the cooperative.



Responsibility cooperation 2025

Sports cooperation	59.2%
Social activities	18.3%
Donations	9.1%
Cultural cooperation	13.3%

Ässäkokki courses teach household skills and the joy of cooking



In 2025, S Group and the Martha Association organised more than 100 free Ässäkokki courses around Finland. The programme offers children a safe and inspiring way to learn cooking and everyday household skills. At the same time, it helps prevent loneliness by providing enjoyable activities that bring children together.

The programme has been a joint investment by the Martha Association and S Group in food education since 2017. The popular courses focus on tasty, affordable, healthy and climate-friendly cooking, and give children a sense of achievement and success. The recipes focused on seasonal vegetables, pulses and fish, and on reducing the use of hard fats, sugar and red meat.

The free cooking courses, open to everyone, lower the threshold for taking part. They also give children the chance to explore new ingredients, such as fresh fish or less commonly used vegetables. The recipes are available for everyone on the Yhteishyvä website, and are created using the combined expertise of S Group's test kitchen home economics teachers and the Martha Association.



Support for children's hobbies and wellbeing

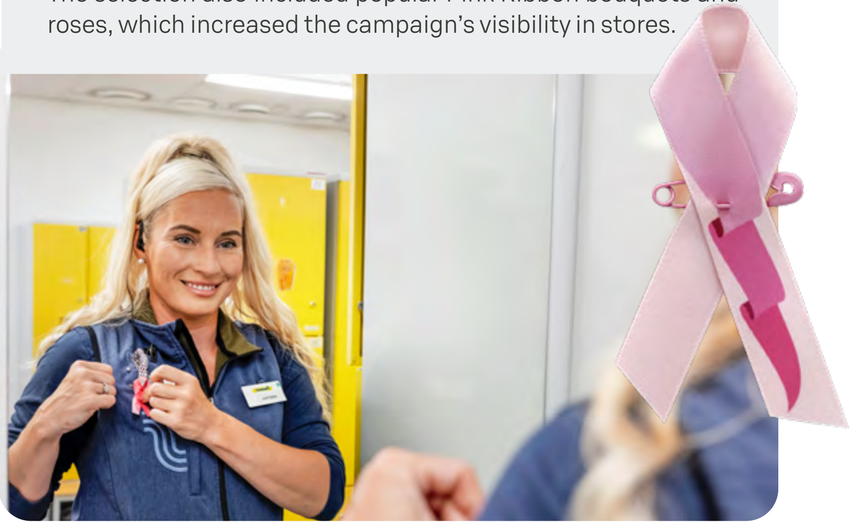
Kannustajat ("Supporters") is a responsibility initiative run by the regional cooperatives, in which co-op members can vote for the sports club or other organisation they want their cooperative to support. In 2025, the Kannustajat concept was in use in ten cooperatives. Support was distributed to local organisations for children's and young people's sports, culture and other hobbies, as well as for child protection and youth work.

Arina Cooperative Society runs a programme to promote and support hobbies and wellbeing in Northern Finland. The programme, Pidetään yhdessä pohjoisen puolta ("Standing together for the North"), enabled activities for up to 160,000 children and young people in 2025. The support has helped to lower participation costs in the region, enabled the purchase of equipment, and made it possible to organise low-threshold activities. In Sodankylä, for example, the support helped to cover travel costs caused by long distances, ensuring that every child had the opportunity to take part in hobbies.

Record result for cancer research in the Pink Ribbon campaign

The Cancer Foundation is Finland's most significant private funder of cancer research. Through its Pink Ribbon collection, the foundation raises funds for research projects that advance cancer prevention, treatment and early detection. The autumn 2025 campaign raised a record EUR 5.9 million for cancer research.

We took part in the campaign extensively and with strong visibility. Campaign products were sold across all grocery and non-food retail chains, in ABC service station stores, and in Sokos and Emotion stores. This allowed customers across Finland to take part in the collection while doing their everyday shopping. The selection also included popular Pink Ribbon bouquets and roses, which increased the campaign's visibility in stores.



Christmas gift collection for low-income families

The Christmas gift collection organised in cooperation between Prisma's online store and Hope offered our customers an easy way to support low-income families with children across Finland. In the collection, customers donated products of their choice from the online store, which were delivered through Hope directly to families in need.

Christmas-time support is a welcome gift for many Finnish families, as the need for assistance among families with children has increased significantly. The aim of the collection is to ensure that as many children as possible receive a Christmas gift, and that families can enjoy the season with a little more peace of mind.

Hope and Prisma have worked together for several years, and the collection has established itself as an important part of Christmas-time support efforts.

The Green Ribbon campaign boosted support for mental health services

The 2025 Green Ribbon campaign raised nearly EUR 500,000 to promote mental health and strengthen crisis support services in Finland. We are committed to promoting mental wellbeing both in working life and more broadly across society, and the campaign provides a concrete way to support this important work.

The proceeds from the collection improve access to low-threshold counselling and help ensure that those in need can reach services more quickly. Donations also enable the long-term development of services.

Green Ribbons were available in all our grocery retail chains, at ABC service station stores, and in Sokos and Emotion stores. The selection also once again included S Group's own Green Ribbon flower bouquet, which complemented the range of campaign products.



Liisa Valonen/Yhteishyvä

2025

S GROUP'S ANNUAL REVIEW



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