



# **Sustainability Report**

**Reporting year 2025**



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# About the Report

The Sustainability Report is prepared for the 2025 reporting year and it covers the activities of the parent and subsidiary companies of *Virši* Group.

The structure of *Virši* Group is described in the Group's consolidated annual report prepared in accordance with International Accounting Standards as adopted by the European Union.

The scope of this report includes legal entities such as AS "Virši-A" (JSC), SIA "Virši loģistika" (Ltd), SIA "Virši Renergy" (Ltd) and UAB "Virši Lietuva" (Ltd) (hereinafter – *Virši* or the company).

This Sustainability Report has been prepared by gradually applying the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

The key performance indicators included in the Report have been defined considering the relevant business areas of *Virši*, its sustainability issues, risks and opportunities.





At the beginning of the year, we were prepared for the 2025 annual report to become the first to be audited and published in accordance with the new sustainability reporting requirements. However, as early as the end of February, the European Commission's initiated review of the regulatory framework introduced significant changes – the mandatory reporting deadlines were postponed and the company size criteria to which the requirements apply were clarified. Notwithstanding these amendments, our approach remained unchanged.

**At Virši, sustainability has never been merely a matter of regulatory compliance** – it is a deliberate and meaningful component of the Company's development. We continued to systematically implement our sustainability strategy and to work towards the achievement of specific objectives and performance indicators. During the reporting year, particular attention was devoted to waste management, with the introduction of a range of practical

solutions at our stations – including infrastructure enhancements and new pilot projects based on circular economy principles. By combining technical solutions with more active employee engagement in daily processes, we significantly increased the proportion of waste sorted and reduced total waste volumes relative to the number of transactions served.

At the same time, we consciously strengthened the internal environment – reducing voluntary employee turnover and achieving high levels of employee engagement. This demonstrates that we view sustainability development in broader terms – as a balance between environmental, governance and employee well-being aspects.

This year clearly demonstrated that, for *Virši*, sustainability is neither a short-term trend nor a formal requirement – it is an integral part of our value system and the foundation for long-term development.

**Anrijs Tukulis,**

*Head of Sustainability and Energy Efficiency at Virši*





# Report by the Chairman of the Board

The year 2025 was characterised by heightened geopolitical uncertainty and volatile global trade policies, which constrained Latvia's economic growth and intensified competition among market participants. Even under such conditions, **the Company continued its targeted growth, significantly increasing market share in its core business segments while consistently implementing sustainability principles.**

To strengthen the Company's sustainability direction, during the year we continued to develop alternative transport energy infrastructure, closing the year with 10 compressed natural gas (CNG) stations and further expanding our electric vehicle charging network by opening new charging points at 8 stations. We also commenced the construction of a biomethane plant, with operations planned to begin in the first half of 2026, thereby enhancing the Company's competitiveness and long-term resilience. During the year, the Company also continued to improve various governance processes and matters related to employee well-being.

**Jānis Vība,**

*Virši chairman of the board*





# Company's lines of activity

AS "Virši-A" is the largest Latvian domestic energy trader and convenience store network, listed on the **Nasdaq Riga** stock exchange alternative market **First North** since 2021. Virši is engaged in the wholesale and retail trade of petroleum products, as well as offering a broad range of goods and services at 84 fuel filling stations. Since 2021, Virši has also operated as an electricity trader. In 2025, Virši continued to expand its fuel filling station and electric vehicle charging network in Latvia, and commenced the construction of a biomethane plant.

## RETAIL STORE



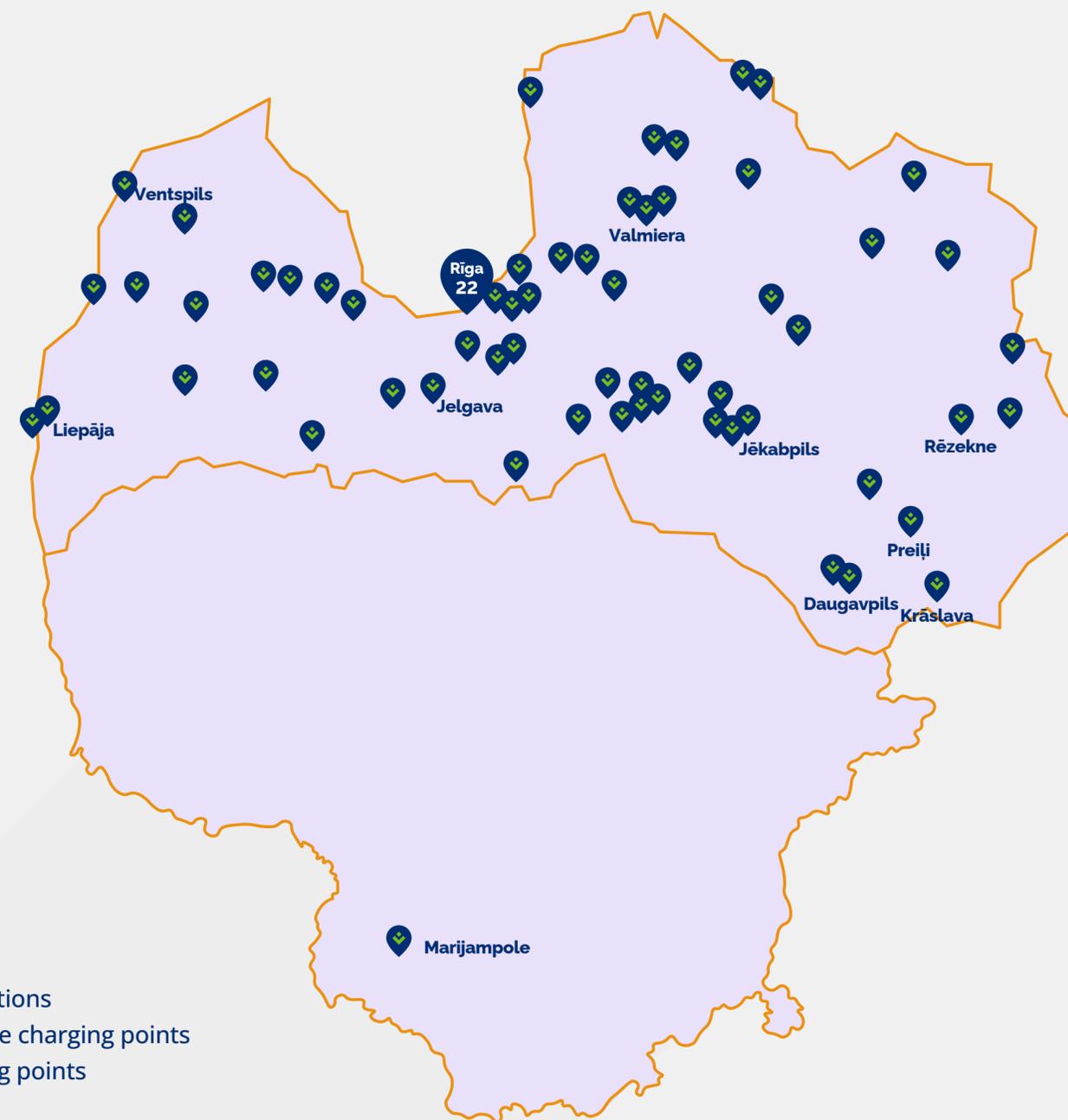
## FUEL TRADE



## ENERGY



- ▶ 84 fuel filling stations
- ▶ 31 electric vehicle charging points
- ▶ 10 CNG refuelling points





## Strategic Objectives

Decarbonisation of transport or reducing the environmental impact of the transport sector is an important part of the strategic development framework of *Virši*. *Virši* offers two types of alternative fuels in its network of service stations: compressed natural gas (CNG) and electric charging. The company's long-term strategy also includes investments in the production and trading of biomethane, liquefied natural gas (LNG), and hydrogen.

Long-term non-financial strategy of *Virši* envisages diversification of the company's business segments by developing its convenience store goods and service offering and becoming an electricity and natural gas trader, thus reducing the share of fuel trading in the core business portfolio of *Virši*.

Employee well-being is a key priority for the company. The company is constantly reviewing and improving its offer as an employer. The company's long-term goal is to become one of the best employers in Latvia.

	2020	2025	2028
▶ Number of fuel filling stations	63	84	>100
▶ Employer ranking	TOP 50	TOP 10	TOP 10
▶ No. 1 in alternative fuel trade	CNG / ELECTRICITY	CNG / ELECTRICITY	CNG / CBG / LNG / ELECTRICITY
▶ Business diversification	FUEL / RETAIL STORE	FUEL / RETAIL STORE / ENERGY	FUEL / RETAIL STORE / ENERGY
▶ Gross profit from non-fuel segment	41%	51%	>55%
▶ EBITDA (EUR million)	7.8	15.2	32.0
▶ Net profit (EUR million)	4.2	5.5	14.9



## Sustainability Objectives

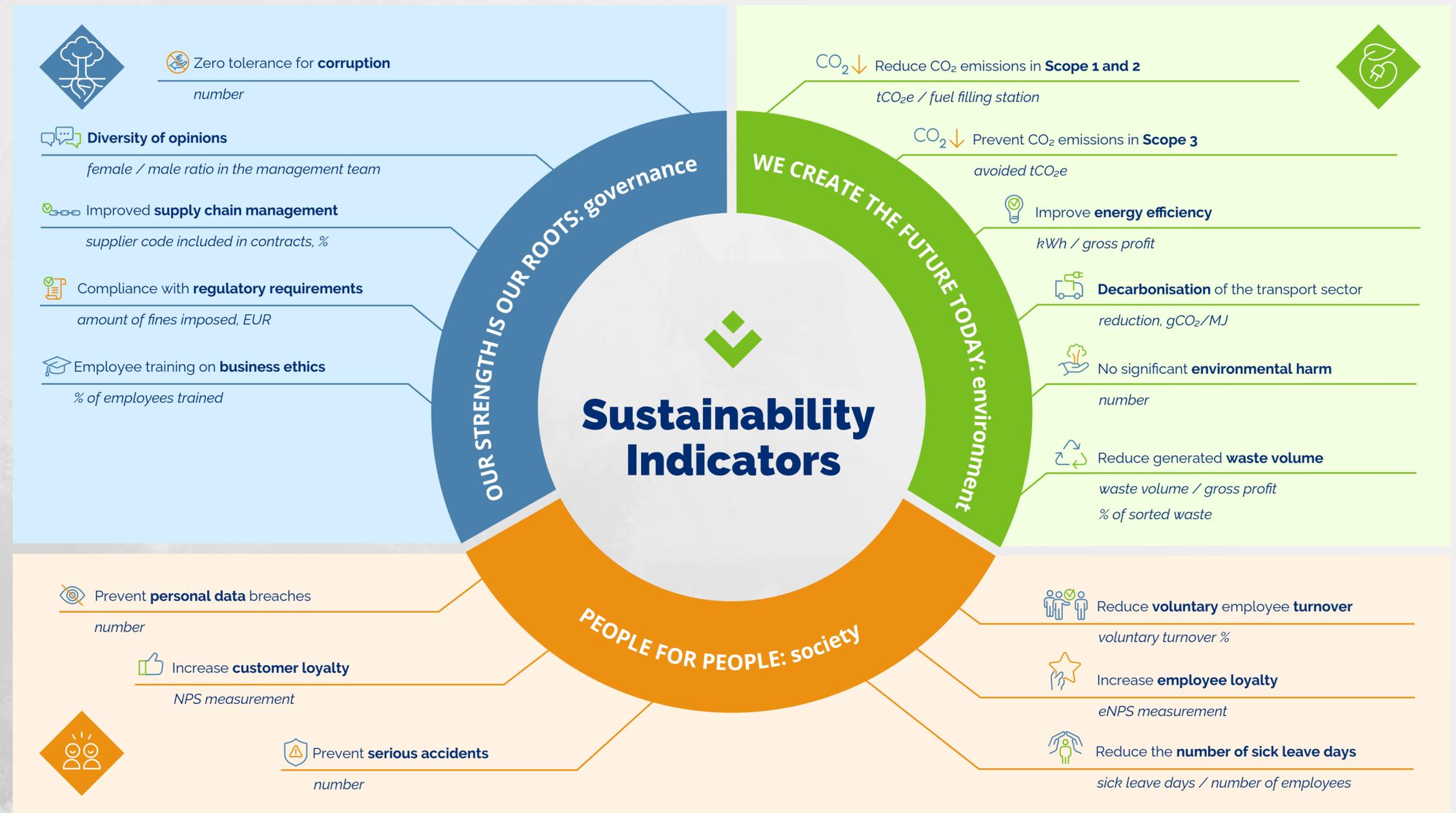
At the end of 2024, Virši set 15 specific sustainability targets, divided into three thematic groups:

- ▶ environmental and climate matters – “We Create the Future Today”;
- ▶ employee and community matters – “People for People”;
- ▶ governance matters – “Our Strength Lies in Our Roots”.

Within each of these groups, specific annual target values have been defined, which the Company strives to achieve. Progress is monitored on a quarterly basis, including at Management Board and Council level.

In 2025, 14 out of the 15 defined sustainability targets were achieved. The only target not achieved was related to the Latvian Government’s decision in the spring not to adopt the Transport Energy Law.

In 2026, taking into account the results of the double materiality analysis and regulatory changes, the methodology for calculating the targets was revised, and the number of targets was increased to 17 in order to more accurately assess the impact of sustainability initiatives. Regular monitoring and targeted actions will be ensured to facilitate the achievement of the defined objectives.





# Vision and Mission



## Vision

**A diverse source of energy**  
that inspires everyone who wants  
to do more today and tomorrow

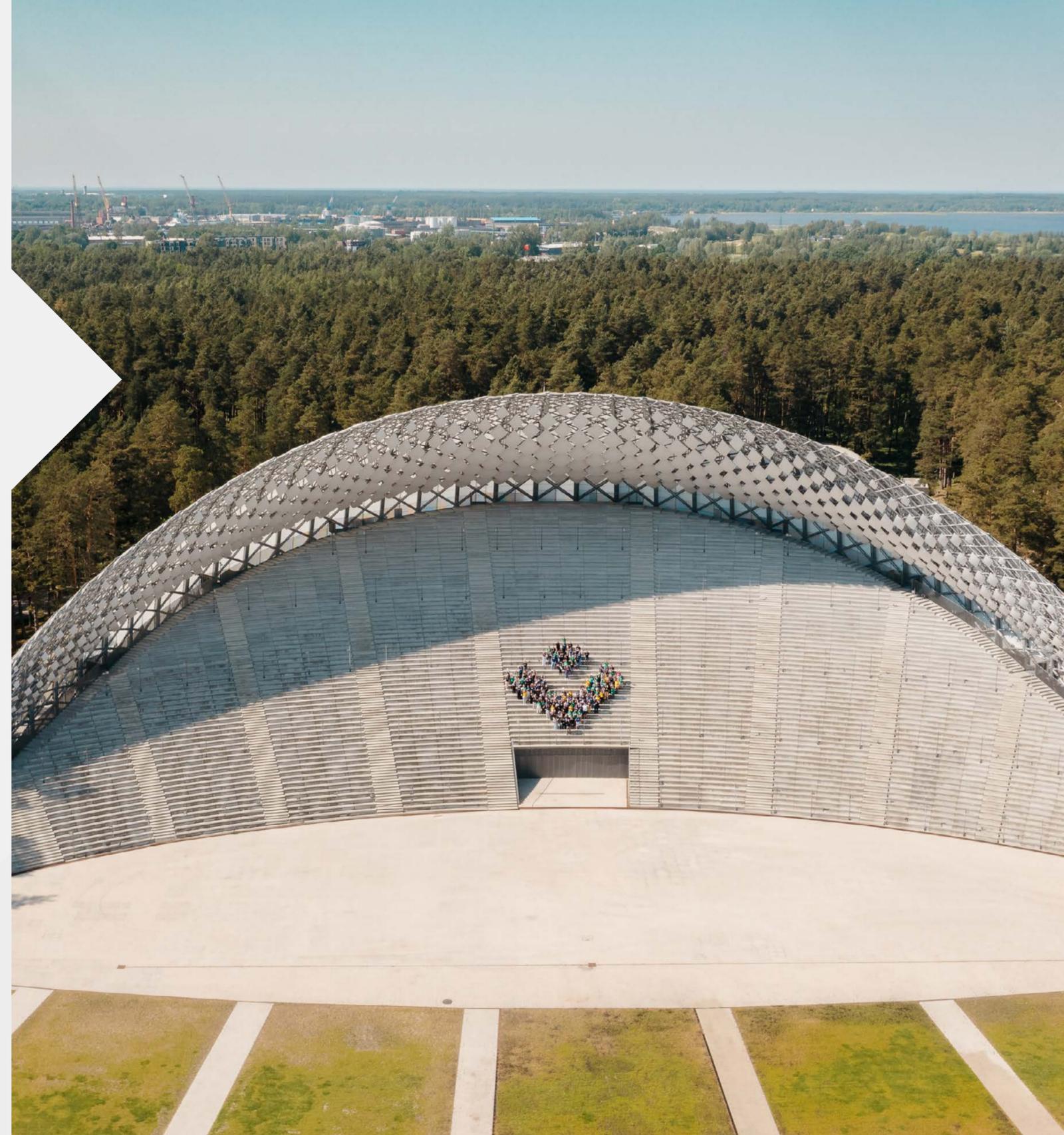
The company's mission, vision, and values are a roadmap for every employee in their daily decision-making and duties. In early 2019, the mission, vision and values were defined with the active involvement of employees, in line with the Group's current



## Mission

**Giving energy to everyone**  
who wants to do more

activities and internal culture, and in 2023 as the Group evolved, its mission, vision and values were revised. The company's values are also the basis for implementing the Group's Sustainability Strategy and goals.





# Values and actions

The three corporate values are closely aligned with the main sections of the Sustainability Report. By communicating the company's values, we also emphasise the essential dimensions of sustainability: environmental responsibility, social responsibility, and corporate governance. For this reason, each sustainability section in the report is accompanied by a corresponding corporate value.

**E - Creating the future today.** We think about the environment we are creating for the future, as well as the sustainability of the company and its long-term existence.

**S - Human to human.** We work with humane attitude towards each other and our customers.

**G - Our strength is our roots.** A strong company is aware of its roots. Whatever tomorrow brings, we always remember and value our origins.



## ENTHUSIASM IS OUR ENERGY

Working at Virši recharges you. We do our work with passion and perseverance! We believe in ourselves and want to be an example of Latvian companies succeeding!



## HUMAN TO HUMAN

We work with humane attitude towards each other and our customers.



### Courage

I defend new ideas and justify my opinion, even if it is not in line with the majority. I undertake responsibility. I take decisions – even unpopular ones.



### Initiative

I understand the situation and am responsive. Often, this means doing more than my job description says. I want to help. I am open to new ideas, education, new knowledge and new skills.



### Ambition

I have a genuine interest in the company's development and a relentless drive to achieve my individual goals, just like in sports – faster, higher, and further.



### Respect

I respect others. I know how to be thankful and listen to other people's opinions, accepting that they may be different from mine. Respect means never putting others down and building valuable relationships with colleagues, customers, and business partners.



### Team

I work as part of a team and recognise the power of working together. Only together can we find the answers that a single person cannot. I am able to detach myself from my own goals and focus on the common one. The team helps me to understand the limits of my abilities and to put them into practice.



### Responsibility

I am responsible to myself, my colleagues, and the company. I act fairly and in line with the company's values. I am accountable for my words and deeds. You can rely on me.



## OUR STRENGTH IS OUR ROOTS

A strong company is aware of its roots. Whatever tomorrow brings, we always remember and value our origins.



### Traditions

I appreciate and respect the achievements of the company and my colleagues. I respect Latvian and company's traditions, and I apply them in a modern context.



### Resourcefulness

I am responsible for the company's resources and the environment.



### Pride

I am proud to work for a domestic company. I believe in the product I sell. I am loyal to the company and I care about its reputation, so I say good things about it.



## CREATING THE FUTURE TODAY

We think about the environment we are creating for the future, as well as the sustainability of the company and its long-term existence.



### Caring for the future

I appreciate that the company is thinking about a greener future already today and introducing solutions such as solar panels at stations, electric charging, edible coffee cups, and CNG filling machines. I am open to new things and willing to learn quickly.



### Engagement

We can all make a difference, have an impact and make our world a better place. If I have ideas on how to do things smarter, more efficiently and more environmentally friendly, I do not keep them just to myself because I know that I will be listened to.



### Ambitious goals

I am part of a company that has evolved from a fuel trader to a trader of all kinds of energy. As a team, we are not standing still, but proving ourselves in unknown fields, because that belongs to our culture of "if you want to, you can achieve it".



# Financial Results

Financial targets and operating results of *Virši* are assessed in three operating segments – trade in petroleum products, convenience store operations, and energy. The company’s financial planning and investments are planned on a three-year cycle, prioritising *Virši* long-term growth, financial stability, and sustainable development.

The Group’s EBITDA in 2025 reached EUR 15.2 million (2024: EUR 13.7 million). In 2024, the *Virši* fuel station network was significantly expanded — substantial investments were made in assets and new employees were recruited. In 2025, the newly opened stations completed their first full year of operation. At the same time, by developing and improving the offering for existing loyal *Virši* customers, changes were introduced to the existing loyalty program at the beginning of the year, and throughout the year the range of goods and services was expanded in line with customer demand. Customer consumption trends and data analytics enable the Group to increase operational efficiency

while offering customers more targeted and relevant products and offers.

The Group’s gross profit in 2025 increased by EUR 3.1 million, or 7.5%, reaching EUR 44.3 million (2024: EUR 41.2 million). The company closed the reporting year with a profit of EUR 5.5 million (2024: EUR 4.7 million), while the Adjusted net profit from the Group’s core operations, excluding the result from changes in the value of derivative financial instruments, reached EUR 5.7 million in 2025 (2024: EUR 5.4 million). The Group’s net profit margin\* during the reporting period was 1.4%, compared to 1.2% in 2024.

\* Net profitability – an indicator calculated by dividing the Group’s profit in the reporting year by net turnover

\*\* EBITDA – Group’s earnings before financial income and expenses, depreciation and amortisation, and corporate income tax

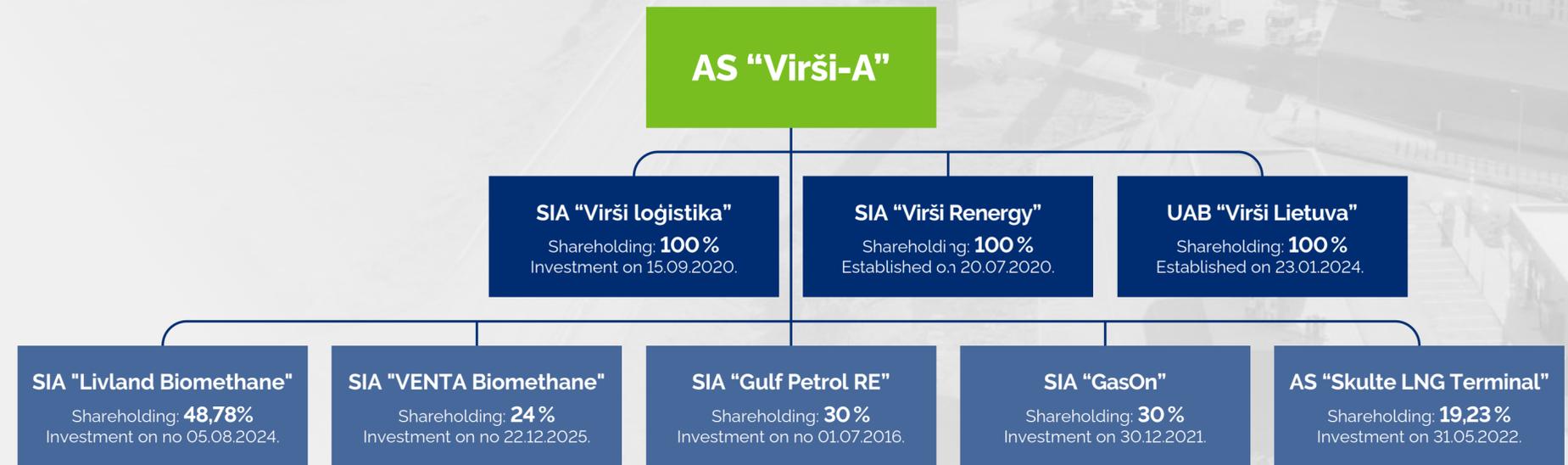
M euro	2025	2024	2023
<b>Total turnover</b>	<b>398.1</b>	<b>380.6</b>	<b>343.7</b>
Trade in petroleum products	305.7	293.3	271.2
Convenience stores	62.0	56.9	48.2
Energy	28.7	27.5	20.8
Other	1.7	3.0	3.5
<b>EBITDA</b>	<b>15.2</b>	<b>13.7</b>	<b>13.7</b>
<b>Net profit</b>	<b>5.5</b>	<b>4.8</b>	<b>5.1</b>
Investments	10.6	23.3	16.8
incl. investments in sustainability	2.5	2.6	3.1
Staff	919	872	756
Stations	84	82	73



# Organisation Structure

## Group structure of AS "Virši-A"

The parent company of the AS "Virši-A" Group is a fuel wholesaler, fuel retailer and operator of a network of service stations, employing more than 900 people in 2025. The business activities of the Company's subsidiaries SIA "Virši loģistika", SIA "Virši Renergy" and UAB "Virši Lietuva" are related to the core business of the Parent Company: providing fuel to *Virši* service stations, franchises, and wholesale customers, as well as trading in natural gas and electricity. The Sustainability Report informs on the activities of the Group's parent company and subsidiaries.



## Group Governance

The shareholder meeting, the Council, and the Management Board ensure compliance with the *Virši* corporate governance principles.

<b>Shareholders</b> 	<b>Jānis Riekstiņš</b> Holds 21.00% of shares	<b>Jānis Rušmanis</b> Holds 20.84% of shares	<b>Ruta Plūme</b> Holds 20.81% of shares	<b>Andris Priedītis</b> Holds 12.83% of shares	<b>Ilgvars Zuzulis</b> Holds 12.79% of shares	<b>Other shareholders –</b> more than 7,700 natural and legal persons hold 11.72% of shares	
	<b>Council:</b> 	<b>Jānis Riekstiņš</b> Chairman of the Council (from 13.04.2021 to 26.05.2030)	<b>Jānis Rušmanis</b> Member of the Council (from 13.04.2021 to 26.05.2030)	<b>Ilgvars Zuzulis</b> Member of the Council (from 13.04.2021 to 26.05.2030)	<b>Andris Priedītis</b> Member of the Council (from 13.04.2021 to 26.05.2030)	<b>Silva Skudra</b> Member of the Council (from 13.04.2021 to 26.05.2030)	<b>Ivars Blumbergs</b> Member of the Council (independent) (from 13.04.2021 to 26.05.2030)
	<b>Management Board and areas of responsibility</b> 	<b>Jānis Vība</b> Chairman of the Management Board (from 20.06.2024 to 19.06.2029) Responsible for Virši's strategic development, trade in fuel and energy products, as well as marketing, personnel, legal matters and expansion of the fuel filling station network	<b>Linda Prūse</b> Member of the Management Board (from 13.04.2021 to 12.04.2026) Responsible for convenience shopping network development	<b>Vita Čirjevskā</b> Member of the Management Board (from 13.04.2021 to 12.04.2026) Responsible for financial management, IT development, as well as sustainability, quality and environmental monitoring, AML/CFT and risk management			

## Sustainability Management Team

Since 2022, a sustainability employee group had been operating at *Virši*; however, in 2024, the activities of this group were transformed into the *Virši* Sustainability Management Team. With specific objectives and performance indicators defined, several thematic working groups were established in 2025, focusing, for example, on reducing waste volumes, transport decarbonisation, and improving energy efficiency.



# Stakeholders

For *Virši*, close and regular engagement with stakeholders is an essential part of doing responsible business. Within the Group, key stakeholders are carefully identified and assessed and interacted with through a variety of formats: negotiations, dialogues, exchanges, surveys, consultations, active engagement, and partnerships. It is particularly important for a company to listen to its stakeholders, understand their interests and promote mutual understanding. At the same time, *Virši* is aware of its impact on potential risks and opportunities and hence is actively taking the necessary steps to understand the expectations and needs of its stakeholders. The performance of the *Virši* and the feedback from stakeholders serve as a basis for developing a sustainability approach and strategy, thus strengthening the company's role in the sector.

In 2025, a comprehensive stakeholder survey was also conducted to identify the most material topics. For further information, please refer to the section on double materiality.

Stakeholder	Expectations / Interests	Cooperation Format
<b>Shareholders</b> (Information user)	<ul style="list-style-type: none"> <li>▶ Appropriate governance and company development</li> <li>▶ Company image / reputation</li> <li>▶ Profit / dividends</li> </ul>	<ul style="list-style-type: none"> <li>▶ Achievement of financial and non-financial targets</li> <li>▶ Information flow and communication</li> <li>▶ Interim and annual reports</li> <li>▶ Shareholders' meetings and webinars</li> <li>▶ Consultations, meetings</li> <li>▶ Shareholder updates</li> <li>▶ Investor relations management</li> </ul>
<b>Clients (B2B)</b> (Affected party / information user)	<ul style="list-style-type: none"> <li>▶ High-quality services and products</li> <li>▶ Competitive pricing</li> <li>▶ Payment terms</li> <li>▶ Innovative, customised and secure technological and digital solutions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Company image / reputation</li> <li>▶ Social responsibility</li> <li>▶ Personal data protection</li> <li>▶ Contract conclusion</li> <li>▶ Client communication</li> <li>▶ NPS and customer satisfaction surveys</li> <li>▶ Review of feedback and implementation of improvements</li> </ul>
<b>Clients (B2C)</b> (Affected party)	<ul style="list-style-type: none"> <li>▶ High-quality services and products</li> <li>▶ Competitive pricing</li> <li>▶ Convenient and pleasant shopping environment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Innovative, customised and secure technological and digital solutions</li> <li>▶ Geographical location, infrastructure</li> <li>▶ Personal data protection</li> <li>▶ Management of loyalty programmes and offers</li> <li>▶ Contract conclusion</li> <li>▶ Customer communication</li> <li>▶ NPS and customer satisfaction surveys</li> <li>▶ Review of feedback and improvements</li> </ul>
<b>Franchisees</b> (Affected party / information user)	<ul style="list-style-type: none"> <li>▶ Appropriate governance and company development</li> <li>▶ Company image / reputation</li> <li>▶ Information flow and communication</li> <li>▶ High-quality services and products</li> </ul>	<ul style="list-style-type: none"> <li>▶ Competitive pricing</li> <li>▶ Innovative, customised and secure technological and digital solutions</li> <li>▶ Social responsibility</li> <li>▶ Personal data protection</li> <li>▶ Brand management and governance</li> <li>▶ Information flow and communication</li> <li>▶ Contract conclusion</li> <li>▶ Client communication</li> <li>▶ NPS and customer satisfaction surveys</li> <li>▶ Review and improvement of customer feedback</li> <li>▶ Consultations, meetings</li> </ul>
<b>Employees</b> (Affected party)	<ul style="list-style-type: none"> <li>▶ Remuneration, incl. financial benefits (bonuses, premiums, etc.)</li> <li>▶ Social guarantees</li> <li>▶ Safe working environment</li> <li>▶ Well-organised internal processes</li> </ul>	<ul style="list-style-type: none"> <li>▶ Information flow and communication</li> <li>▶ Internal company culture (values, traditions)</li> <li>▶ Personal data protection</li> <li>▶ eNPS and employee satisfaction surveys</li> <li>▶ Surveys, working groups</li> <li>▶ Training, dialogue, engagement (intranet, meetings)</li> <li>▶ Collective meetings, e.g. forums, training sessions, celebrations, team-building events</li> </ul>
<b>Banks, financiers, insurers, stock exchange, industry experts</b> (Information user)	<ul style="list-style-type: none"> <li>▶ Appropriate governance and company development</li> <li>▶ Company image / reputation</li> <li>▶ Achievement of financial and non-financial targets</li> </ul>	<ul style="list-style-type: none"> <li>▶ Sustainability governance</li> <li>▶ Transparency, reporting</li> <li>▶ Compliance with laws and regulations</li> <li>▶ Fulfilment of contractual obligations</li> <li>▶ Fair competition</li> <li>▶ Interim and annual reports</li> <li>▶ Brand management and governance</li> <li>▶ Information flow and communication</li> </ul>
<b>Public policy makers and supervisory authorities</b> (Information user)	<ul style="list-style-type: none"> <li>▶ Engagement in improving the business environment and sector development</li> <li>▶ Compliance, transparency, employment, contribution to sector and national economy</li> <li>▶ Fulfilment of EU obligations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Sustainability</li> <li>▶ Compliance with regulatory enactments and binding requirements</li> <li>▶ Tax payments and reporting</li> <li>▶ Mutual cooperation and dialogue</li> <li>▶ Transparency</li> <li>▶ Monitoring of regulatory changes</li> <li>▶ Discussions and consultations</li> <li>▶ Projects and partnerships</li> <li>▶ Reporting</li> <li>▶ Inspections and audits</li> </ul>
<b>Suppliers</b> (Affected party / information user)	<ul style="list-style-type: none"> <li>▶ Company's financial stability</li> <li>▶ Company image / reputation</li> <li>▶ Fulfilment of contractual obligations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Communication and information flow</li> <li>▶ Quality requirements and specifications</li> <li>▶ Cooperation agreements</li> <li>▶ Specialised and day-to-day business meetings</li> <li>▶ Interim and annual reports</li> <li>▶ Information flow and communication</li> </ul>



# Certificates and awards

## ISO 9001:2015 certificate



An international standard for quality management systems, one of the best-known standards globally. The purpose of a quality management system is to ensure continuous improvement of processes and products to boost customer satisfaction and business efficiency.

## ISO 50001:2018 certificate



An international standard for energy management systems. The certificate confirms rational and efficient energy management in a company. The certificate is valid for 3 years. To maintain the certificate, the company undergoes regular assessment audits to ensure continuous adherence to the standard.

## ISO 14001:2015 certificate



An international standard for environmental management systems, aimed at sustainable use of natural resources, environmental risk management and the environmental impact reduction. The certificate confirms that the company has effective environmental management.

## TOP employers in Latvia



▶ In 2025, we once again received recognition in the CV-Online survey “TOP Employer 2024”, ranking 6th overall, 3rd in the retail sector and 1st in the Zemgale region, as well as 8th place in the CV Market survey.



▶ The Company was awarded Bronze status in the Diversity Award in recognition of its positive performance in fostering an inclusive work environment.



▶ The status of “Family-Friendly Workplace” was granted, confirming the Company’s commitment to creating an empathetic, sustainable and people-centred working environment.

## 3rd place at the Nasdaq Baltic Awards

In 2025, the Company was awarded 3rd place at the Nasdaq Baltic Awards in the category of Best Investor Relations on the First North share market, confirming a high level of transparency, information accessibility and professional communication with investors.

## Most Valuable Company in Zemgale

The Company’s growth and stable business performance were recognised by granting the award “Private Capital Company in Zemgale” within the framework of the Dienas Bizness TOP500+.

## Baltic Brand Forum “Ir Nauda” Special Award

The Company’s communication practice was positively evaluated at the industry level, receiving the “Ir Nauda” special award at the Baltic Brand Forum for open and targeted communication.





# Value Chain

To set specific sustainability objectives, it is important to identify the company's value chain. As defined by the ESRS standards, an entity's value chain is all the activities, resources, and relationships associated with its business model and the external environment in which it operates. A value chain comprises of the activities, resources, and relationships that an enterprise uses and relies on to create its products or services from conception to delivery, consumption and end-of-life. Optimising each step not only improves efficiency, but also increases the value created for customers and contributes to the sustainable development of the company.

The value chain of the *Virši* Group can be divided into three parts, i.e, the retail segment, which includes convenience stores and fuel retailing; the energy services segment, where currently mainly electricity is purchased and traded through SIA "Virši Renergy"; and the petroleum products logistics segment, which is represented by SIA "Virši loģistika", a subsidiary of AS "Virši-A".





## Retail segment

The most significant partners in the retail segment supply chain are logistics companies that deliver goods required for store operations and maintenance, manufacturers that supply our stations with core products necessary for the production of *Virši* goods, as well as fuel and LPG suppliers.

Service providers in the energy, utilities and IT sectors, financial institutions and construction companies are also important, as they ensure the construction of new stations and the renovation and modernisation of the existing fuel filling station network. The key resources required to ensure retail operations include workforce (human resources), products as raw materials for the production of other goods, fast-moving consumer goods, IT systems, equipment and technologies, as well as available financing. Proper balancing of these essential resources is critically important, as any shortage may result in operational disruptions.

*Virši's* operations include the retail sale of energy products, a convenience store network, wholesale of fuel, electricity and coffee, as well as the provision of additional services – car wash services, trailer rental and electric vehicle charging, heavy vehicle parking, parcel collection, used textile collection and other services.

The main users of the retail network are various companies with commercial transport, enterprises from other industries, state and municipal institutions, other retail chains and cooperation partners. Customers from the private sector also represent a very significant share.

During the reporting period, the most significant impact in this segment was driven by the opening of new fuel filling stations built in 2024 and the gradual increase in their turnover. The expansion of alternative fuel offerings and increased availability of electric vehicle charging have also made a substantial contribution. In 2025, we continued efforts to reduce waste volumes by training employees in proper daily waste sorting routines and cleaning processes, and by equipping fuel filling stations with separate waste bins intended for customers to facilitate easier and clearer waste sorting. New fuel filling stations are equipped with refillable windshield washer fluid, thereby expanding its availability. By reviewing the packaging of fresh food products, we transitioned from rigid packaging trays to soft, foldable packaging, achieving a reduction in waste volumes. Further review of packaging used for *Virši* products will continue. We continue to process coffee grounds not only into biogas, but also as a raw material for cosmetics. In 2025, we also continued replacing single-use paper hand towels with hand dryers, and this effort will continue going forward.

Value Chain





## Energy services

*Virši* energy activities rely on local electricity producers using renewable energy sources such as solar energy, as well as wholesalers. The supply chain includes IT service providers, financial institutions, consultants and intermediaries.

Key resources in this segment are the internal IT infrastructure, transmission and distribution systems, and experienced human resources in the energy market. In addition, the *Virši* brand and funding are important to help compete in a new business segment.

Companies of the *Virši* Group focus on energy portfolio planning, market analysis and energy trading. Energy services are offered to business customers, private individuals, state and municipal authorities, as well as power producers. Part of the portfolio is sold in partnership with wholesalers.

In 2025, *Virši's* operations in the energy segment were purposefully developed, strengthening portfolio balance and long-term sustainability. Electricity procurement is structured by combining supply from local producers and the power exchange, utilising various renewable energy sources – solar (SES), biogas (BKES), cogeneration (CHP), hydropower (HPP) and wind energy (WPP). This ensures security of supply while mitigating risks associated with the dominance of a single energy source.

In 2025, the evaluation of suppliers and service providers was carried out with particular diligence, focusing on modern, flexible and customer value-oriented solutions. Energy services are being developed as a harmonious component of the overall *Virši* brand, reinforcing the perception of energy as an integral and sustainable everyday service.

In 2025, *Virši's* electricity portfolio in the household segment doubled, while sales volumes in the corporate segment increased by 10%. Growth was achieved while maintaining a strong focus on risk management, customer experience and the development of long-term relationships.

At the same time, the increase in balancing costs observed in the electricity market led to a review of cooperation with solar energy producers and the search for new cooperation models going forward. These steps lay the foundation for a more flexible, sustainable and market-resilient energy portfolio in the coming years.

In 2026, balanced growth in the energy segment is planned to continue. The household portfolio is expected to double again, while further strengthening customer experience, fostering loyalty and reducing customer churn. In the corporate segment, the objective is to maintain a stable position among the seven largest electricity traders in Latvia, focusing on sustainable solutions, portfolio quality and long-term cooperation with clients.

## Value Chain





## Logistics of petroleum products

Petroleum product logistics is closely related to *Virši* core business of fuel retailing, but due to its specific nature we have separated it out. The main partners in the supply chain are oil refineries and biofuel producers, as well as rail and sea carriers. Oil base infrastructure, transport equipment manufacturers and service providers are also essential.

In the logistics segment, important resources are technology in oil depots and fleets, human resources, IT infrastructure and permits for handling petroleum products.

The main activities of the *Virši* Group companies are fuel receipt, storage, delivery, planning and operation of vehicles. The main customers are *Virši* petrol stations. Logistics services are also provided to wholesale customers and franchisees.

During the reporting period, the priority in the logistics segment was to reduce fuel consumption of fuel tanker vehicles per 100 km. The target was achieved, with consumption reduced by 2% compared to the previous year. Work was also carried out to improve planning efficiency, and the volume of litres transported per kilometre driven increased by 4%.

In 2026, efforts will continue to achieve even more efficient deliveries, the vehicle fleet renewal will be further pursued, and fuel filling station infrastructure will be improved.

Value Chain





# Double Materiality

Promoting sustainable development requires an integrated and balanced approach that takes into account the company's impact on the environment and society, as well as external factors that may affect its performance. This context is clearly revealed by the double materiality assessment, an approach that helps to identify and understand the issues that are critical for both the internal development of the company and its external impact on the environment and society.

Using a double materiality analysis, *Virši* identify key areas where specific actions and improvements are needed to ensure sustainable operations and compliance with ever-changing regulatory and societal requirements.

The double materiality analysis has been carried out based on the methodology developed by Sustinere Latvija SIA and Sustinere OÜ (Estonia), which is based on the (EFRAG IG 1: *Materiality Assessment Implementation Guidance*) standard. In 2025, the materiality analysis conducted in 2024 was updated, supplementing it with both a stakeholder survey and a repeated financial materiality assessment.

In the double materiality analysis, the main aspects were assessed from three perspectives – impact,

risk and opportunity – and financial materiality was evaluated as “significant” or “critical”.

With regard to environmental and climate aspects, climate change mitigation was identified as the most material topic, where *Virši*, as a transport energy and energy company, plays a significant role in reducing climate impact by offering alternative energy and fuel products. Energy as a separate sub-topic was also assessed as material, given the environmental impact of energy resources, their availability and price, which are critically important for ensuring the Company's core operations. As a third key environmental and climate topic, water and soil pollution was identified, considering operations involving petroleum products and the need to minimise product leakage risks, as well as the importance of reducing historical environmental impacts related to acquired assets.

In the social aspects, the most important sub-themes were the well-being of both the staff and customers. The most important themes for employees were health and safety, adequate pay, social protection and privacy. Occupational health and safety is directly related to working with oil products and customers, which requires specific occupational health and safety measures. On the customer side,

customer safety, health and privacy were rated as the most important sub-themes.

On governance aspects, compliance with business ethics was identified as the most important sub-theme, encompassing corporate culture as well as measures to prevent and detect corruption, political engagement and whistleblower protection.





## Stakeholder Engagement

Virši has previously maintained active stakeholder engagement, which has enabled improvements in the quality of our products and services. However, in 2025, also taking into account the forthcoming audited reporting, it was decided to conduct an in-depth identification of material topics for stakeholders in accordance with the established methodology.

In line with the methodology, affected stakeholders are individuals or groups whose interests are positively or negatively affected, or could be affected, by the Company's operations and its direct and indirect business relationships throughout the value chain (ESRS 1–22a; ESRS 2–43).

Stakeholder engagement within the double materiality assessment was carried out through in-person and online interviews. In total, more than 15 interviews were conducted with the following stakeholder groups:

- ▶ Company employees;
- ▶ Shareholders;

- ▶ Representatives of Virši franchisees;
- ▶ Financiers / bank representatives;
- ▶ Store goods suppliers;
- ▶ Fuel product suppliers;
- ▶ Station maintenance company;
- ▶ Constructors of new fuel filling stations;
- ▶ Energy cooperation partners.

In parallel with the interviews, an assessment survey was distributed and completed not only by the above-mentioned stakeholders, but also by representatives of local communities, municipalities, non-governmental organisations and other key stakeholders.

All collected data were analysed to assess both the relevance of the double materiality matrix and whether the Company's defined sustainability objectives align with stakeholder expectations. Overall, perspectives were aligned, and part of the recommendations were implemented promptly, while others were taken into account in updating the sustainability strategic objectives for 2026.

## Double Materiality





## Double Materiality Matrix

Taking into account stakeholder engagement, impact materiality and financial materiality assessment results, we developed the double materiality matrix in accordance with EFRAG guidelines for conducting double materiality assessments (EFRAG IG 1: Materiality Assessment Implementation Guidance).

The matrix enables the Company to identify priority aspects; however, specific actions and targets must also be developed for less material topics. The double materiality analysis not only refines and narrows down the applicable sustainability reporting standards, but also highlights the priority sustainability aspects for which performance indicators must be defined.

- Environmental aspects
- Social aspects: workforce
- Social aspects: workers in the value chain
- Social aspects: communities
- Social aspects: consumers
- Business conduct





*E – Creating the future today*

**We think about the environment we are creating for the future, as well as the sustainability of the company and its long-term existence.**



## Climate and environment (E1, E2, E5)

Virši environmental policy is based on the environmental management system standard (ISO 14001:2015) and is linked to quality and energy management systems. The strategy sets environmental objectives: sustainable use of resources, pollution reduction, waste management and continuous improvement in environmental protection.

Fuel stations and fuel supply chains have a significant impact on the climate and the environment. Fossil fuels are still the main source of energy in the transport sector, so it is important to be aware of our responsibility in relation to climate change and to work on solutions that allow us and our customers to reduce emissions.

Virši ensures the highest quality of products and services by using sustainable and energy-efficient technical solutions and environmentally friendly products. This approach not only improves our offer, but also reduces our environmental footprint, contributing to a greener future.

By rationalising the use of natural resources, the company is actively promoting the integration of renewable energy sources and developing the infrastructure for alternative fuels. These measures help reduce dependence on fossil fuels and promote sustainable development.

To ensure effective pollution control, Virši is introducing innovative technologies and providing resources to reduce air, soil and water pollution. Our goal is not just to comply with legislation but to exceed it, striving to make a positive impact on the environment.

Moreover, we actively consider the reuse or recycling of materials and packaging, practicing sustainable waste management. In 2025, we also tested both waste shredding equipment and composting devices, which could potentially allow us to further reduce our environmental impact in the future. This approach helps decrease waste volumes and promotes the efficient use of resources.

These measures not only improve our efficiency, but also reinforce our commitment to being a responsible and sustainable company.





The double materiality assessment of the Environmental Group standards, as applied to the Virši Group using the ESRS methodology, identified the following:

- ▶ ESRS E1 – climate change
- ▶ ESRS E2 – pollution
- ▶ ESRS E5 – resource use and circular economy

The development of the electric vehicle charging network continued in 2025 following the successful completion of the European Union Alternative Fuels Infrastructure funding programme project. In total, 9 electric vehicle charging stations were installed in 2025 at 8 Virši fuel filling stations. These include one of the most powerful charging stations in Latvia – a 400 kW station at the Salacgrīva fuel filling station – as well as the first two electric vehicle charging stations (160 kW and 40 kW) at our Lithuanian station “Virši Marijampolė”. **Currently, 30 charging stations are available in Latvia and one Virši charging station in Lithuania, offering more than 90 charging connectors in total, with capacities ranging from 40 kW to 400 kW.** This ensures a broad and flexible range of charging solutions, contributing to the development of sustainable mobility.





In 2025, the volume charged within the *Virši* charging network increased by more than 215%. The *Virši* charging station network uses only renewable electricity generated in Latvia, thereby ensuring that charging activities have a minimal environmental impact and associated emissions.

In 2025, work also continued on introducing a more convenient payment system for electric vehicle charging, enabling customers – in addition to the mobile application and RFID card – to pay directly at the fuel filling station cashier. Furthermore, in the second half of 2025, customers using a loyalty card or the mobile application were eligible to receive a 2-cent discount when paying for electric vehicle charging at the station cashier.

At *Virši* fuel filling stations and convenience stores, only renewable electricity generated in Latvia is used, as certified by guarantees of origin. However, when assessing electricity consumption over the full year, a significant contribution is also provided by electricity generated on-site at the stations. In 2025, solar panels were installed at an additional 5 *Virši* fuel filling stations in Latvia. The capacity of the newly installed solar panels is 158 kW, bringing the total installed solar capacity at *Virši* sites to 867 kW. **During the year, all solar panel systems together generated 614 107 kWh of renewable electricity, of which 96% was immediately used to cover *Virši*'s own consumption.**

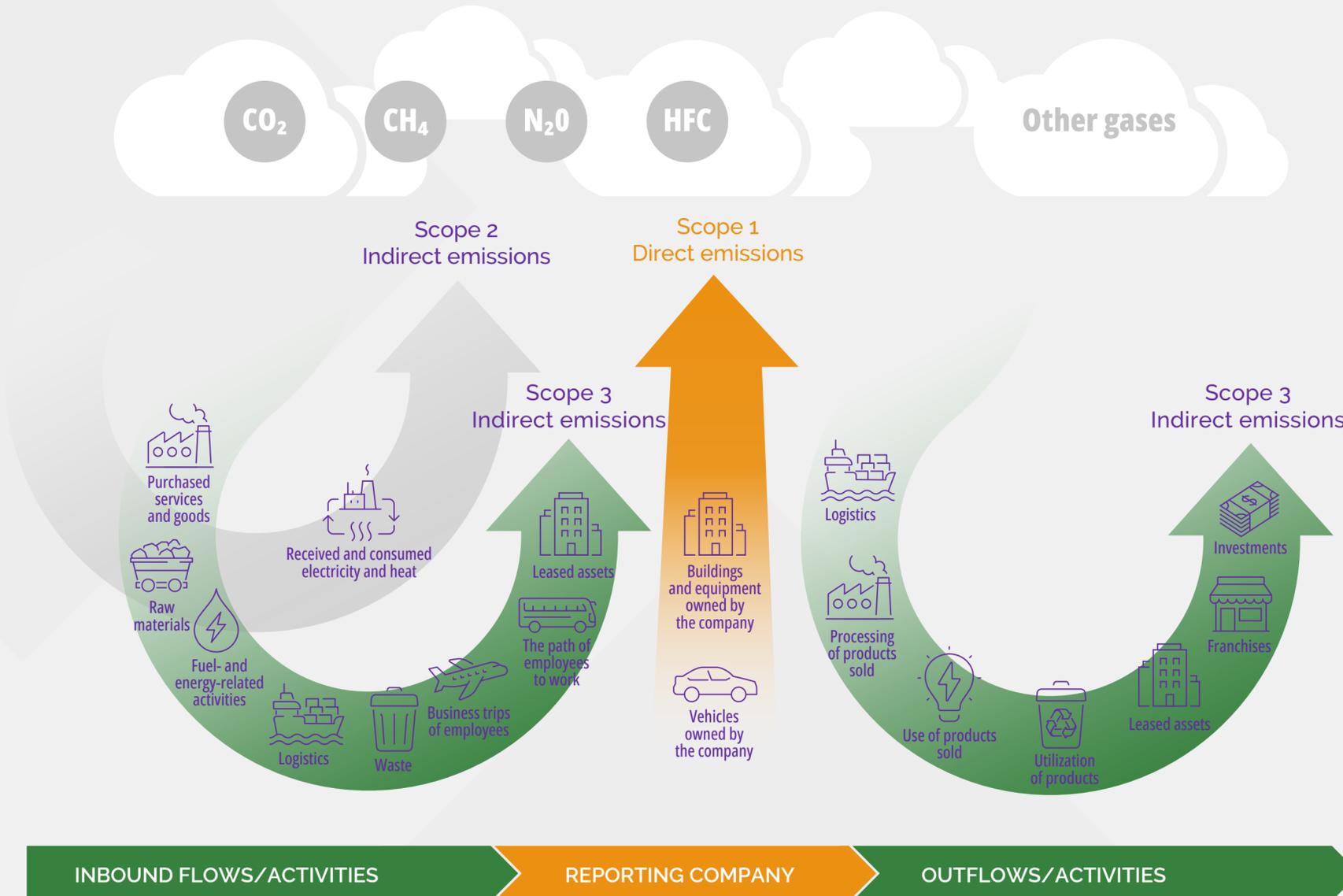
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### Greenhouse gas emissions

To assess how the Virši Group's greenhouse gas emissions have changed over the years, they were expressed in tonnes of CO<sub>2</sub> equivalent or tCO<sub>2</sub>e. In order to analyse the GHG emissions dynamics, the 2023 emissions were also calculated following the ISO 14064-1:2018 requirements and in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.



**Scope 1 emissions -** direct emissions, or GHG emissions, that are generated, produced and controlled by the company

**Scope 2 emissions -** indirect GHG emissions from electricity and heat received and consumed

**Scope 3 emissions -** all other indirect emissions in the value chain



The GHG emissions audit involved calculating and analysing both direct and indirect carbon emissions. Direct emissions originate from *Virši* core business activities (Scope 1) and energy consumption (Scope 2), while indirect emissions (Scope 3) stem from aviation, waste, water consumption, and *Virši* most turnover-critical products and activities.

Energy report highlights indirect emissions from the sale of petroleum products, tobacco products, coffee products, and electricity. Overall, Scope 3 reported emissions covering 92 % of total turnover. *Virši* is continuing its work on a more in-depth assessment of Scope 3 emissions, which is expected to be published in future reports.

<b>Scope 3 Emissions Calculation Base, EUR</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>
<b>Revenue</b>	<b>398 090 560</b>	<b>380 577 660</b>	<b>343 732 101</b>
Trade of petroleum products	305 723 969	293 272 443	271 214 751
Retail trade in convenience stores	61 987 290	56 852 072	48 187 582
Energy	28 706 232	27 457 868	20 835 250
Other income	1 673 169	2 995 277	3 494 518
<b>Revenue included in Scope 3 emissions calculation base</b>	<b>365 383 674</b>	<b>352 181 424</b>	<b>320 439 220</b>
<b>Percentage coverage</b>	<b>92%</b>	<b>93%</b>	<b>93%</b>



Based on the compiled data, it was determined that the Group's total GHG emissions in 2025 amounted to 880 505 tCO<sub>2</sub>e. The increase in Scope 1 emissions is related to the Company's expansion, the opening of new retail locations and the growth in the number of customers. With regard to fugitive emissions, a gradual transition to refrigerants with a lower Global Warming Potential (GWP) is taking place, while the largest share of emissions originates from older systems still in operation.

Scope 2 emissions, in turn, remained unchanged, as in 2025 all electricity purchased for *Virši* fuel filling stations, compressed natural gas (CNG) stations and offices was sourced from renewable energy, as confirmed by guarantees of origin.

As for Scope 3, the most significant increase is likewise linked to the Company's development and the growth in both fuel and retail goods sales volumes. The methodology for calculating fuel emissions was refined, and emissions for 2024 and 2023 were restated accordingly.

GHG emissions, tCO<sub>2</sub>e

Scope	2025	2024	2023
<b>Scope 1 total</b>	<b>2082</b>	<b>2008</b>	<b>1693</b>
Transport	1931	1832	1615
Heating	54	63	53
Fugitive emissions	97	113	25
<b>Scope 2 total</b>	<b>3</b>	<b>3</b>	<b>19</b>
Electricity	0	0	15
District heating	3	3	4
<b>Scope 3 total</b>	<b>878 420</b>	<b>811 541</b>	<b>766 936</b>
Emissions related to trade of oil, gas and biofuel products	858 569	792 704	754 601
Emissions related to the energy business segment	15 058	16 218	7909
Emissions related to coffee trade	2533	2529	2234
Emissions related to tobacco product trade	1276	1568	1438
Emissions related to waste management	920	973	865
Emissions related to water consumption	12	10	9
Other emissions	52	68	67



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Looking at the overall breakdown of emissions by GHG source, it is clear that the main direct emissions come from the company's fleet, with the largest share of emissions related to the logistics of petroleum products. In indirect emissions, or Scope 3, the largest share comes from emissions from the sale of petroleum products, which are collected in accordance with Cabinet Regulation No 597 and reported in the GHG Emissions Report.

GHG emissions intensity can be assessed in a business context if one of the company's business units is also linked to the absolute figures. Also in 2025, the Scope 1 and Scope 2 emissions were compared to the net profit figure excluding the value of the financial instrument. The resulting value is 0.367 kgCO<sub>2</sub>e/EUR. For Scope 3 emissions intensity, the figure for 2025 is 154.661 kgCO<sub>2</sub>e/EUR.

Year	2025	2024	2023
GHG emissions intensity Scope 1 and 2, kgCO <sub>2</sub> e/EUR	0.367	0.362	0.237
GHG emissions intensity Scope 3, kgCO <sub>2</sub> e/EUR	154.661	145.935	106.010



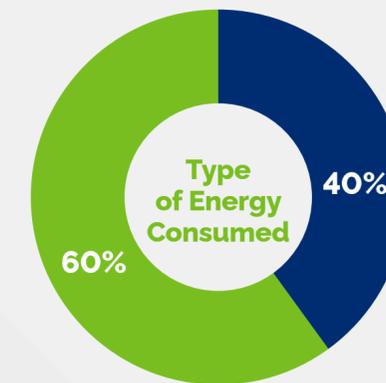


## Energy consumption

The values shown below are electricity consumption from fuel stations (without franchises, without tenants), Aizkraukle office, Avotu oil base and Riga office.

Energy Type	Value	Unit
Total energy consumption from fossil fuels	8 415.31	MWh
Total energy consumption from nuclear sources	No data	MWh
Total energy consumption from renewable energy sources	12 516.58	MWh
Fuel consumption from renewable energy sources	0	MWh
Consumption of electricity, heat, steam or cold from purchased or extracted fossil energy sources	11 928.32	MWh
Self-generated renewable energy consumption (non-fuel)	614.11	MWh
Fuel consumption of coal and coal products	0	MWh
Fuel consumption of crude oil and petroleum products	283.85	MWh
Fuel consumption of natural gas	278.90	MWh
Fuel consumption of other fossil energy sources	0	MWh
Purchased district heating electricity consumption	35.72	MWh
Purchased or acquired fossil electricity, heat, steam or cooling consumption	0	MWh
Self-generated non-renewable energy consumption	0	MWh
Self-generated renewable energy consumption	614.11	MWh

Energy Type	Share, %
Consumption from nuclear sources in total energy consumption	No data
Renewable energy as a percentage of total energy consumption	60%
Percentage of fossil energy in total energy consumption	40%
Energy intensity(total energy consumption per net revenue)	3,68 kWh/EUR



● Percentage of fossil energy in total energy consumption  
● Percentage of renewable energy in total energy consumption



## Pollution

Pollution control and mitigation is one of the key elements of the *Virši* environmental management policy. The company's objective is to responsibly manage the environmental impact of fuel trading, reduce pollution, and ensure compliance with Latvian laws, regulations, and the requirements set by the State Environmental Service.

The company has identified the activities, substances and products that have an impact on air, water and environmental pollution.

Environmental Aspect	Environmental Impact	Type of Pollution	Tools and resources to control and reduce pollution
<b>Carriage of fuel</b>	▶ CO <sub>2</sub> emissions	▶ Air pollution	▶ Renewed fleet of logistics vehicles, route planning
	▶ Fuel leaks	▶ Environmental pollution ▶ Soil contamination	▶ Compliance with fuel transport instructions, regular staff training
<b>Refuelling customer vehicles</b>	▶ Emissions of volatile organic compounds (including benzene, toluene)	▶ Air pollution	▶ Regular monitoring of emissions in accordance with the facility's Category B permit and Category C certificates issued by the State Environmental Service (hereinafter – the Permit), use of fuel vapour extraction systems
	▶ Fuel spills or local leaks	▶ Environmental pollution	▶ Available absorbent, use of the most innovative technologies, staff training, regular monitoring of wastewater. Clear action plan, anti- infiltration cover at fuel dump/filling point, daily visual inspection
<b>Methane refuelling in vehicles</b>	▶ Methane emissions	▶ Air pollution	▶ Regular monitoring of emissions in accordance with the Permit issued by the State Environmental Service. Regular staff training
<b>Liquefied petroleum gas refuelling in vehicles</b>	▶ Propane and butane emissions	▶ Air pollution	▶ Regular monitoring of emissions in accordance with the site permit issued by the State Environmental Service. Regular staff training
<b>Shop operations and infrastructure maintenance</b>	▶ Refrigerant leakage	▶ Air pollution Ozone-depleting air pollution	▶ Regular inspection of equipment, temperature measurement, maintenance, leak tightness testing in accordance with laws and regulations, timely replacement of equipment
	▶ Electricity consumption	▶ Air pollution	▶ Energy-efficient technologies, LED lighting, renewable energy
	▶ Waste	▶ Environmental pollution	▶ Waste sorting, volume accounting, offering separate waste collection to customers



Pollution control and monitoring are conducted in accordance with the permits issued by the State Environmental Service and the requirements of relevant laws and regulations. In 2025, the company received 51 Category B Permits for polluting activities and 28 Category C certificates for polluting activities. Polluting activity Permits are an important instrument for environmental protection, setting emission limits, regular monitoring of air, groundwater and reporting on the implementation of environmental protection measures.

The most significant environmental impact factor for *Virši* is air emissions of fuel. Air pollutant emissions are in compliance with the pollutant limits set in the Permit. In 2025, none of the 79 natural resource tax sites exceeded the emission limit values for volatile organic compounds (including benzene and toluene), propane, butane and methane.

Safety, storage, and environmental protection requirements specified in the safety data sheets are observed when handling chemical mixtures. The volumes sold are regularly accounted for in accordance with the requirements of laws and regulations.

To reduce exhaust emissions, the latest generation of refuelling equipment equipped with a second stage petrol vapour recovery system, which ensures that petrol vapour is returned to the fuel tank, have been installed at 75 stations.

**Substances emitted to air from emission sources in 2025:**

Name	t/year	Compliance with emission limits in Permits for polluting activities
Volatile organic compounds, incl.	20.3617	Compliant, limits not exceeded
Benzene	0.0529	Compliant, limits not exceeded
Toluene	0.2792	Compliant, limits not exceeded
Kerosene	0.0999	Compliant, limits not exceeded
Petrol	2.4475	Compliant, limits not exceeded
Propane	0.0492	Compliant, limits not exceeded
Butane	0.0329	Compliant, limits not exceeded
Methane	0.0138	Compliant, limits not exceeded

Through a fuel supply chain assessment, the company has identified the stages of fuel supply and use where it can reduce pollution and emissions:

- ▶ The company selects manufacturers and suppliers that demonstrate an environmentally friendly policy for major purchases (fuel supplies);
- ▶ The company rationally plans fuel supply routes and volumes to reduce transport-related emissions;
- ▶ To reduce pollution, the company uses the latest generation of Stage 1 and 2 fuel vapour recovery systems;
- ▶ The company provides an anti-infiltration surface in the working area near the fuel tanks.



Stormwater and groundwater monitoring is carried out in accordance with the timeframes set out in the Permits to control environmental pollution. The monitoring includes control of pollutant concentrations in accordance with the concentration limits set out in Cabinet Regulation No 34 adopted in 2022 “On the Emission of Pollutants into Water”.

Pollutant, parameter	Concentration limit value, mg/l	Compliance
Suspended substances	35	79 sites with no exceedances
Oil product hydrocarbons	Film	79 sites with no exceedances
Total oil hydrocarbons	1000	69 sites with no exceedances 4 historically contaminated sites have exceedances
Benzene	5	69 sites with no exceedances 4 historically contaminated sites have exceedances
Toluene	50	69 sites with no exceedances 4 historically contaminated sites have exceedances
Ethylbenzene	60	69 sites with no exceedances 4 historically contaminated sites have exceedances
Xylenes	60	69 sites with no exceedances 4 historically contaminated sites have exceedances
BTEX, total	None	69 sites with no exceedances 4 historically contaminated sites have exceedances

There are four fuel stations in the *Virši* network with historical oil pollution where the concentration limits for pollutants are exceeded. In accordance with Category B permits and the Law on Pollution, a remediation programme has been developed for these sites to address oil product contamination in soil and groundwater. The aim is to clean and remediate the sites to a level where human health and the environment are no longer at risk, allowing the territories to be used for the intended economic activities.

In 2025, in the context of sustainability, a decision was taken to reconstruct the fuel tank at one station. This decision was made after a careful assessment of the technical condition of the tank and in anticipation of possible future problems that could pose risks to the surrounding environment. In addition, repairs of the pavement / anti-infiltration layer were carried out at one site.

To mitigate the negative environmental impact of incidents, appropriate documentation has been developed and regular training sessions are

organised. Environmental management is overseen by the Management Board and implemented by the Quality, Sustainability and Environment Department, which carries out monitoring, maintains the management system, prepares reports and ensures compliance with regulatory enactments. The necessary resources are available for environmental management.

In line with the European Union’s Zero Pollution Action Plan, *Virši* improves wastewater treatment infrastructure, conducts environmental monitoring and, by using innovative technologies, reduces emissions to the atmosphere.

The following targeted environmental protection activities are planned for 2026:

- ▶ Reconstruction of the sewerage system on two sites;
- ▶ Replacement of the fuel tank at one site;
- ▶ Restoration of anti-infiltration pavements at two sites.



## Resource use and circular economy

Based on the materiality assessment, the company is currently focused on resource use aspects related to outputs and waste. On the other hand, the management of incoming resources, including increasing the share of secondary resource use and reducing the use of primary resources, is currently considered less significant. The core business of *Virši* is fuel and goods retail, so embracing circular economy principles is key to achieving the company's sustainability goals. This not only reduces waste and over-consumption, but also brings financial benefits to both the company and our customers.

We have assessed the life cycle impact of our key products and services, with *Virši* coffee as one example. For this product, which is also important to our customers, we have identified the life cycle from growing coffee, delivering it to Latvia and roasting using the latest technology. Due to the high volumes of coffee delivered to *Virši* fuel stations, we have replaced standard (LDPE, PP) disposable packaging with refillable coffee containers. We choose sustainable and recyclable packaging for our coffee cups. We recover energy efficiently by recycling the coffee grounds in biogas digesters. In addition, we started cooperation with Alternative

Plants, a cosmetic raw material company, to extract high-quality, skin-friendly chemical elements from coffee grounds. SIA "Alternative Plants" has derived the active ingredient CaffiCell from *Virši* coffee grounds, which supports skin energy metabolism and positively affects microcirculation. As a result, the facial serum ESPREVA has been developed – a product with a unique combination of active ingredients based on modern skincare and circular economy principles.

To reduce waste volumes, in 2025 we continued to offer a 25% discount to customers who choose to purchase coffee in their own takeaway cups.

For other key products, the use of more circular materials is also being assessed in order to reduce the use of primary raw materials and promote the use of renewable resources. Examples include waste sorting options at fuel stations and alternative packaging for *Virši* products. For example, the share of windshield washer fluid sold in 2025 increased by 19% compared to 2024, and a new type of soft packaging was introduced.





## Waste

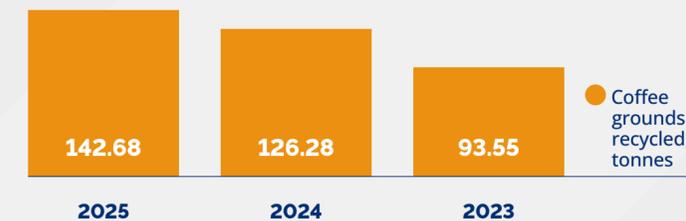
Sustainable waste management is one of the key elements of environmental management at *Virši*. As the number of customers grows, so does the volume of waste every year. Waste management is carried out in accordance with the Waste Management Law and the regulatory enactments of binding municipal regulations.

Waste is sorted by staff and segregated waste bins are available for customers in the station area, allowing them to take part in waste sorting. Employees are obliged to separate recyclable packaging (paper, plastic, glass) and to handle hazardous waste (used absorbents and batteries) responsibly. Waste sorting is closely linked to reducing the company's emissions.

Reducing total waste volume and increasing the share of sorted waste is also one of the company's strategic sustainability goals, with particular focus in 2025.



To reduce overall waste volume and promote sustainable resource use, since 2023 coffee grounds have been purposefully collected and transferred for recycling into biogas production. This process not only reduces organic waste going to landfill, but also contributes to renewable energy production.



Continuing to introduce sustainable solutions and promote waste reduction, paper hand towels in customer toilets have been replaced with electric hand dryers. By the end of 2025, this initiative was implemented in 24 stations, and its potential as a waste reduction solution will continue to be evaluated.

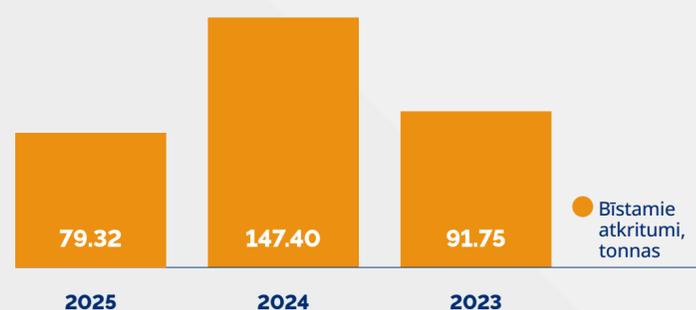
As part of a proactive approach to sustainability, employees were regularly trained and informed about effective waste management practices, emphasising the importance of saving resources, recycling and environmentally responsible behaviour. In 2025, this enabled the company to achieve both of its defined waste sustainability targets.





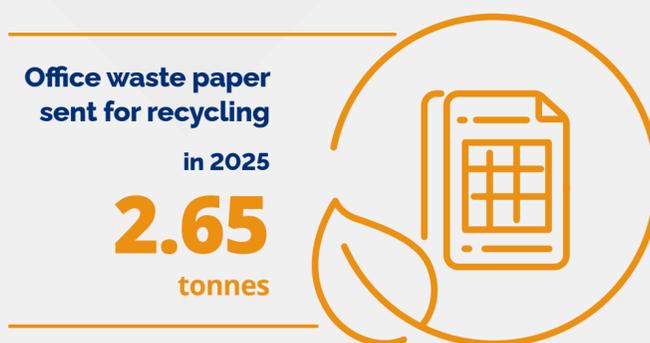
In Latvia, hazardous waste management is a key issue in the context of environmental protection and public health. Hazardous waste is material that can pose risks to human health or the environment, so proper management of such waste is crucial.

Hazardous waste is generated at gas stations as part of the fuel product quality assurance process – regular cleaning of fuel tanks and preventive cleaning of stormwater treatment facilities. The volume of hazardous waste depends on the scope of preventive work carried out. Hazardous waste – used absorbent – is generated during the collection of fuel spills at refuelling stations.



To promote the circular economy and resource conservation, office waste paper is sent for recycling. Recycling paper reduces the need for new raw materials, helps reduce waste and lowers carbon dioxide emissions.

Office waste paper is recycled to promote the circular economy and resource conservation. Recycling paper reduces the need for new raw materials, helps reduce waste and lowers carbon dioxide emissions.



In 2025, the largest volume of hazardous waste (66.15 tonnes) was generated during the remediation of petroleum contamination at historically contaminated sites and the preventive cleaning of stormwater treatment facilities to ensure effective wastewater treatment.

Class	Name	Volume, tonnes	Origin
130507	Oily water from oil and water separator plants	66.15	Remediation works, cleaning of storm water treatment plants
150202	Absorbents, filter materials (including oil filters n.e.c.)	1.57	Collection of fuel spills
160708	Waste containing petroleum products	11.60	Cleaning of fuel tanks

Hazardous waste is separated and temporarily stored in specially marked containers at gas stations. Waste is transferred to duly licensed companies in accordance with the regulatory framework.

Textile sorting and management is an essential part of environmental protection and sustainable development. Therefore, to promote the circular use of textiles in Latvia, starting from 2023, textile sorting containers have been available at 19 *Virši* gas stations under cooperation agreements. In 2025, 3 additional textile sorting containers were installed. Textile sorting promotes a sustainable relationship between consumption and resource conservation. Recycling helps reduce the production of new products, thereby lowering carbon emissions and environmental impacts. In 2026, 4 more textile sorting containers are planned to be installed.



*S – Human-to-human*

**We work with human  
attitude towards each  
other and our customers.**



## Employee well-being and consumers (S1, S4)

### Our staff

Virši is one of the largest and most well-known employers in Latvia and, in line with the company's strategic goals, we aim to become a TOP10 employer in Latvia by 2026. The company brings together employees of different generations and educational levels, and we do not tolerate any discrimination based on race, skin colour, gender, age, disability, religious or political beliefs, national

or social origin, sexual orientation, marital status, pregnancy, presence or absence of children, religious affiliation, or any other grounds. We believe that creating an inclusive working environment that enables employees to grow and achieve professional fulfilment in dynamic working conditions is essential for achieving the company's strategic goals.





Our HR policy aims to attract the best talent available to contribute to a responsible and sustainable development of the company and is characterised by the following key principles:

- ▶ **PROFESSIONALITY** – knowledgeable, appropriately qualified employees in every position to ensure quality and to facilitate the fastest possible achievement of the company's objectives;
- ▶ **FAIRNESS** – to be open and fair to protect staff from unjustified or incomprehensible decisions, creating equal opportunities in work, career growth, remuneration, setting bonuses and other material incentives;
- ▶ **RESPONSIBILITY** towards the customer, which depends directly on each employee's responsibility for themselves, the quality of their work, their colleagues and the company as a whole;
- ▶ **DEVELOPMENT** – provides employees, regardless of age, gender and other differences, with training and development opportunities that enhance their professionalism, loyalty and creativity, as well as equal career opportunities for each employee, in accordance with the employee's entrepreneurial spirit, initiative and ambition;
- ▶ **COOPERATION** – promotes mutual understanding and the exchange of information relevant to the company among all employees, regardless of their hierarchical level within the company, providing a sense of belonging to the company, facilitating the understanding of decisions and ensuring their full implementation;
- ▶ **PROTECTION** – declaring that the company shows concern for the health of employees, providing a proper working environment that promotes employee loyalty to the company;
- ▶ **ASSESSMENT** – recognition, support and awards from the company as a sign of the employee's importance, increasing the employee's motivation, facilitating the employee's satisfaction and improving performance;
- ▶ **OBSERVATION OF TRADITIONS** – traditions set at the company are respected, strengthening employees' sense of belonging and increasing self-motivation.





## Staff diversity indicators

### Total number of staff, including by gender\*

Gender	2025		2024	
	Number of employees	%	Number of employees	%
Male	144	16	157	17
Female	770	84	759	83
Other	NP**	NP	NP**	NP
No details provided	0	0	0	0
<b>Total number of employees</b>	<b>914</b>	<b>100%</b>	<b>916</b>	<b>100%</b>
<b>Average number of employees</b>	<b>919***</b>		<b>853</b>	

All data on staff numbers, proportions given are as of 31.12.2025, including staff on parental or maternity leave, excluding trainees and freelancers.

\*\* Not applicable.

\*\*\* Average number of employees is calculated using the methodology – number of employees (01.01.2025 + 31.12.2025) / 2.

Virši has a high proportion of women in its employee structure – in 2025, 84% of employees were women, 16% – men, which confirms the conclusion found in several studies that in the retail sector there are positions commonly held by women.

### Number of employees by country of employment

Country	Number of employees	%
Latvia	907	99.23
Lithuania*	7	0.77

\* As part of strategic planning for the expansion of the service station network in Lithuania, a new Lithuanian subsidiary UAB Virši Lietuva was established on 23 January 2024.

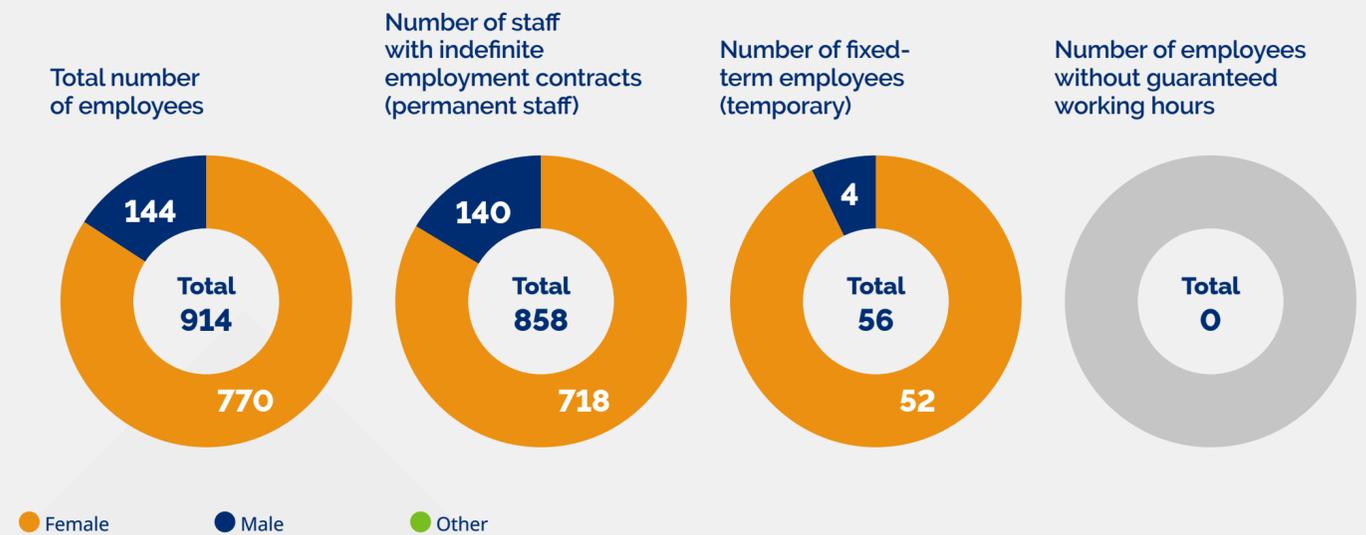
### Number of employees by region in Latvia

Region	Number of employees	%
Riga	272	29.76
Riga Region*	77	8.42
Other regions in Latvia	558	61.05

\* Ādaži, Babīte, Baloži, Jugla, Mārupe, Berģi

Virši is one of the largest employers and provides job opportunities for Latvian residents in Latvian regions, i.e. more than 60% of our employees work in Latvian regions (outside Riga and the Riga Region).

### Number of employees by type of employment, including by gender



Most employment contracts are for an indefinite term and full-time. Whereas, 56 employees, or 5.69% of the total number of employees, had fixed-term contracts, and 1 employee worked part-time in 2025. Accordingly, 9 persons were employed on the basis of an Internship Contract during the reporting period.



# S – Human-to-human

## Staff turnover

Number of redundancies **446**

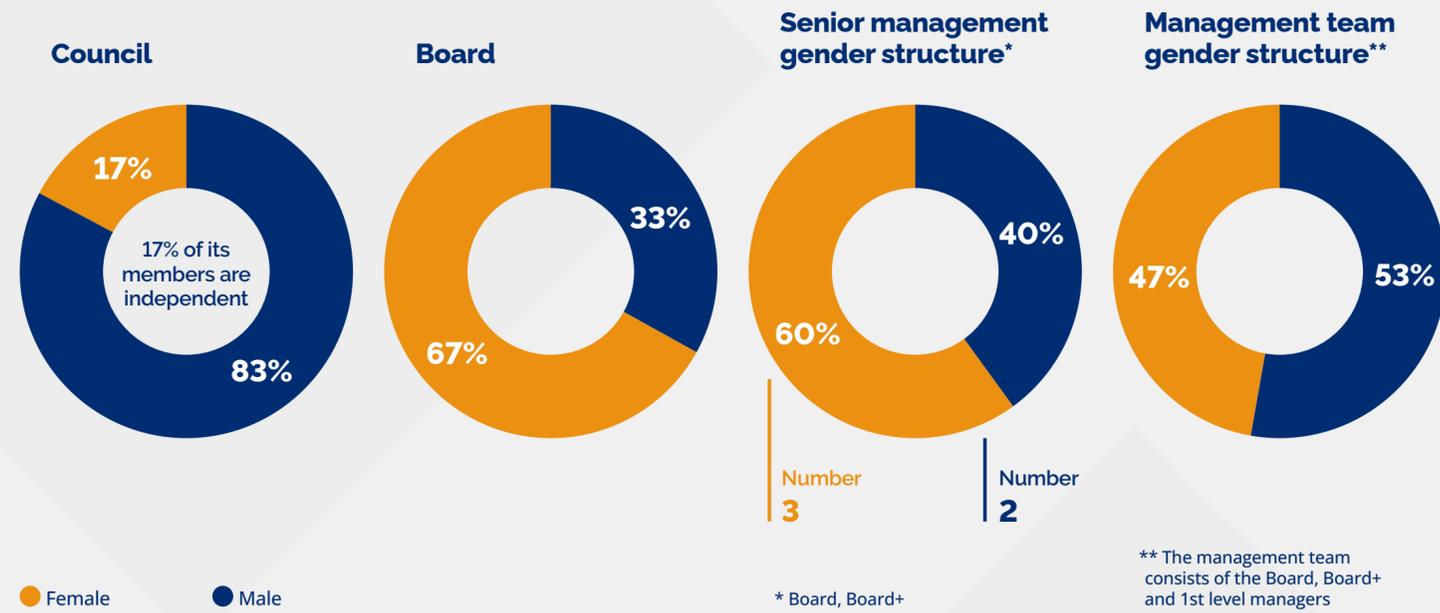


\* Number of redundancies vs average number of employees

\*\* The staff member did not commence employment on the first working day

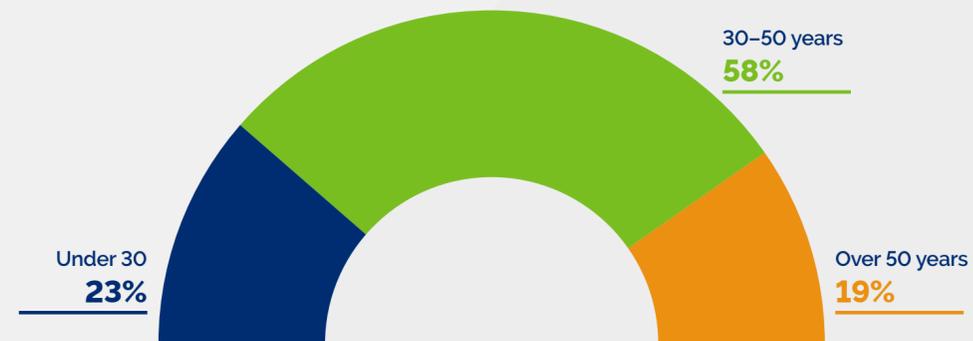
High staff turnover is typical of the retail sector, and one of the objectives of the Human Resources Department is to reduce staff turnover each year through various tools, especially in the gas station network. We continue to work on creating a positive employee experience, for example by reviewing the employee benefits basket on a regular basis, measuring employee job satisfaction and engagement, calculating the eNPS (employee Net Promoter Score), etc.

## Diversity



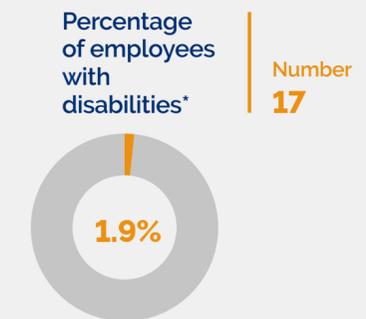
● Female ● Male

## Age structure of employees



## Persons with disabilities

Virši also actively promotes the employment of different groups of people, including people with disabilities. We create an inclusive work environment by offering opportunities for people with disabilities to work in different areas of the company.



\* According to the information available in the Electronic Declaration System of the State Revenue Service, disclosed by employees voluntarily in order to be eligible for statutory benefits.



## Employee involvement, social dialogue and internal communication

Virši employees are neither unionised nor have they entered into a collective bargaining agreement. However, the company works on a daily basis to ensure that, in addition to the statutory rights provided for in regulatory enactments, employees have access to additional benefits that enhance their job security, growth and well-being.

Virši engages employees in decision-making through employee surveys and motivates employees to participate in recruiting new staff by providing bonuses included in the Group's benefits basket. Virši conducts a semi-annual employee survey (in winter and summer) to receive feedback on how employees evaluate working at Virši, how they feel and to what extent they would recommend Virši as an employer to others. After each employee survey, the employee loyalty and satisfaction indicator – eNPS (Employee Net Promoter Score) – is calculated, which can range from minus 100 to plus 100. If the eNPS score is between +10 and +35, the organisation has more promoters and employees who are satisfied with their work, and it is considered a positive indicator of employee loyalty. The eNPS and engagement rate

of the summer employee survey is used as a target indicator, as we have assessed that it most accurately describes employee loyalty and satisfaction. In the survey, each employee is encouraged to express their thoughts and feelings about working at Virši, thereby enabling a better understanding of areas for improvement.

In 2025, 69.62% of employees participated in the summer survey\*, which is a very good indicator not only of the representativeness of the survey results, but also of active employee engagement in the company's processes. In the reporting period, an eNPS of +59.27% was achieved, indicating that there are more employees in the organisation who are satisfied with their work. The survey results for the reporting period demonstrate both higher engagement compared to 2024 (39.70%) and significantly higher employee loyalty and job satisfaction indicators, confirming the results of focused and dedicated work. As before, managers continue to purposefully work with survey results, analyse them, provide feedback to employees and take joint actions with their teams to improve the results.

\* 72.81% excluding employees on parental leave





Effective and purposeful internal communication is an integral part of *Virši* internal culture, promoting employee awareness, engagement and a sense of belonging. The company's main internal communication channels are email and the company's intranet (news page), where employees are regularly informed about company news, changes, networking events, training opportunities and special offers.

At the end of the year, the company introduced the **"Free Microphone" anonymous feedback platform**, which gives employees the freedom to express their thoughts, concerns or ask questions that might otherwise be more difficult to discuss directly. In 2025, the company **received 36 different messages**, to which, by involving colleagues, replies were provided and appropriate solutions found.

Continuing the initiatives launched in previous years, in 2025, *Virši* continued implementing the **internal communication activity called "Bank of Ideas"**. The aim of this platform is to give employees the opportunity to share new, innovative or practical ideas that can improve their daily working environment, customer experience, product development and other company processes. Ideas are submitted to a dedicated website and carefully assessed for their potential, benefit to the company, resources needed and relevance. After the evaluation, the idea's author receives feedback on the management decision and possible implementation. Every three or six months, the best ideas implemented are summarised and evaluated. In total, in 2025, the company **received 40 ideas submitted by employees**.

S – Human-to-human





## Employee welfare

Virši cares for the well-being of employees by providing HRM practices in all 3 areas of well-being – financial, physical, and emotional. The well-being of staff has a direct impact on employee productivity, reduction of staff turnover and costs, thus contributing to employer's competitiveness. To maintain our position, we work on all the different aspects that make up a good working environment. In 2023, following the dynamic situation of the economy and labour market in the retail sector, the Group set as one of its priorities to increase well-being of the staff by improving the employer's offer to employees. We actively continued to develop this commitment in 2025.

### Financial well-being – remuneration and benefits

The Group has the Employee Remuneration Policy which sets out the principles of remuneration: the remuneration system consists of a pay system, a performance system, a benefits system, a training system, and a procedure for employees to receive awards for special merit, high performance and reflecting the company's values in their daily work.

### Pay scheme

Determining remuneration is one of the most important HR management processes, as it directly affects employee engagement and motivation. In the Group companies, remuneration is determined in accordance with the Remuneration Policy. The existing Remuneration Policy was revised in 2025, and employees were informed thereof. The Remuneration Policy sets out the principles for determining base salary, the variable part of remuneration and the scope of benefits.

All positions in the Group are grouped into job families and levels, assigning a specific number of points to each position. Every year, remuneration is calibrated through an annual salary survey conducted by the external cooperation partner SIA "Figure Baltic Advisory".

For employees of fuel filling stations, taking into account retail market dynamics, in addition to the annual salary survey, remuneration changes during the year are monitored, considering current job advertisements of retailers.

### Adequate wages

Proportion of employees paid an adequate wage according to the minimum wage criteria, %*	100
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\* Employees receive the national minimum wage.

### Remuneration indicators

Gender pay gap, %*	33.10
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Ratio of total annual remuneration of the highest paid employee in relation to the median of total annual remuneration of all employees, %	13.91
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\* Calculated applying the methodology specified in S1-16 (AR98)

\*\* Calculated applying the methodology specified in S1-16 (AR101)

In preparation for the requirements set out in the EU Pay Transparency Directive, the Group has implemented preventive measures in the retail sector, i.e., within the network of fuel filling stations where the majority of our employees are employed, and where women predominantly work, thus creating a pay gap of 33.10% compared to male employees.



## Performance management

The performance management implemented at *Virši* is a systematic approach to tracking employee performance and development, as it has a direct impact on business results. The annual performance assessment process helps us to provide a structured way of assessing staff performance and defining development needs. The performance process is ongoing throughout the year and consists of several steps, including but not limited to setting individual goals and work tasks, regular communication and feedback, in which employees receive constructive feedback and evaluation of their performance, drafting a development plan, etc. Individual objectives create a link between the company's goals and results and the employee's goals and results.

The purpose of performance management:

- ▶ contribute to the achievement of the goals of the Company and its business units;
- ▶ create a coherent link between the individual goals, actions and development of the Company, its business units and employees;
- ▶ encourage employee behaviour that is based on the Company's values;
- ▶ promote the professional development of staff;
- ▶ to foster cooperation between employees and managers based on open communication and joint action to achieve the company's goals;
- ▶ identify employees with high and low potential/performance.

In the second half of 2025, the feedback process was revised, and all administrative managers received team feedback with a focus on the value “person to person”.

### Number of employees participating in regular performance improvement and career development assessment activities

	100
Male	15
Female	85

### Proportion of employees participating in regular performance improvement and career development assessment activities\*

Male ,%	10.42
Female,%	11.04

### Ratio of the number of assessments to the number of assessments set by management

Male ,%	100
Female,%	100

\* In the calculation, the employee headcount indicator specified in the ESRS S1-6 disclosure requirement is used.



## Benefits scheme

The *Virši* Benefits Scheme offers its employees a comprehensive basket of benefits – regular discounts on *Virši* products, insurance, additional days off and other benefits. In 2025, the *Virši* employee benefits scheme was supplemented with several changes aimed at strengthening employee engagement and promoting a family-friendly work environment. From 1 January 2025, the team travel initiative was expanded – instead of the previous three teams, four teams now go on a trip, thus providing a broader group of employees with the opportunity to participate in creating shared experiences and strengthening team cohesion.

In 2025, children’s corners were established in the Riga and Aizkraukle offices, promoting a family-friendly work environment and supporting employees in ensuring work–life balance.

<p><b>Additional assessment and benefits</b></p>	 <b>Virši discount card</b> For you and your relative with special discounts in the store, for fuel and electric charging	 <b>Gifts</b> On anniversaries	 <b>Team building</b> budget	 <b>Events</b> for employees (Seasonal, thematic, competitions, Virši birthday)	 <b>Gift</b> For 10 years of service, <b>EUR 200</b> for 20 years of service	 <b>Awards</b> – Employee of the Year, Manager of the Year, Debut of the Year, Best Project Team, Sustainability Initiative “Creating the Future Today”	 <b>“Bring a friend” bonus</b> EUR 250 for a fuel station colleague	 <b>Bonus</b> EUR 30 for each newly concluded electricity contract, fulfilled “Business client basket” card if a contract is concluded	 4 strongest <b>fuel station teams</b> travel for plan performance	 <b>100% discount on Virši electricity monthly service fee</b> (For employees who have a Virši electricity contract)
<p><b>Growth and development opportunities</b></p>	 <b>Study at Virši Academy</b>	 <b>Paid training and professional development opportunities</b>	 <b>Career development opportunities</b>	 <b>Paid study days</b> (for writing a bachelor’s, master’s or doctoral thesis) available	<p><b>Paid additional holidays</b></p>	 1 September as a holiday for parents (grades 1–4)				
<p><b>Care for health, work environment and wellbeing</b></p>	 <b>Health insurance</b> , including rehabilitation, prescription drugs, and <b>accident insurance</b> after 1 month at the company	 <b>Paid spectacles</b> under OVP once every two years	 <b>Ergonomic working environment</b> , advanced equipment	 <b>Employee surveys, an idea bank, sustainability workgroups</b>	 <b>Health month</b>	 1 child under 14 <b>+1 dienas</b>	2 children under 14 <b>+2 dienas</b>	3 or more children under 16 or a disabled child younger than 18 <b>+3 dienas</b>		
<p><b>Support for family life</b></p>	 Possibility to buy <b>a health insurance for a family member</b> for a more favourable price (once a year at the beginning of the insurance period)	 <b>Gift</b> to first-graders	 <b>Gifts</b> to employee children at Christmas (until 14 y.o.)	 <b>EUR 50 allowance</b> for the birth of a child	 <b>Children’s corner</b> in the Riga and Aizkraukle offices	 Upon death of a close family member (+ EUR 200 allowance) <b>+2 dienas</b>				



## Training scheme

The company provides opportunities for professional growth and staff development in accordance with the Training Regulations.

Training is planned each year and offered to employees in accordance with the company's objectives, priorities and needs, the allocated budget, as well as where training is required to acquire or maintain professional qualifications. *Virši* cares about the development of its staff and supports employees' initiative to acquire new knowledge. The company's training system provides employees with professional expertise, development and improvement opportunities in order to ensure high-quality service delivery, continuously increase work efficiency and motivate employees to achieve the business objectives defined in the company's development strategy. Employees are provided with both internal and external training.

### Internal training

Internal training is organised by the *Virši* Academy and conducted by internal trainers who are company employees. The mission of the *Virši* Academy is to provide long-term, meaningful support for employee growth and development, to promote the alignment of staff competences with company and market requirements, enhance performance and promote a positive customer experience.

Internal training also includes mandatory training, i.e. mandatory training specified in special regulatory enactments, taking into account the specific nature, hazards or responsibilities of a particular area. *Virši* Academy's internal trainers – company employees – implement training programmes aimed at supporting staff in developing competences in a specific field and who willingly provide training on customer service, sales and other important topics.

*S – Human-to-human*





## S – Human-to-human

Through the *Virši* Academy, we provide comprehensive training and development opportunities for all gas station network and office staff, with a primary focus on training for gas station network staff, for example on the following topics:

- ▶ product knowledge;
- ▶ customer service and sales skills;
- ▶ gas station safety and maintenance;
- ▶ comprehensive training modules for gas station managers;
- ▶ food chain.

In the past year, significant emphasis was placed on the development of the *Virši* Academy's digital infrastructure. A digital training calendar was created, new e-learning videos were developed, and the digital checklist for gas station managers and sales mentors was revised and updated. A modern conference hall was established in the new Riga office, ensuring convenient and digital training delivery.

In 2025, we continued to offer artificial intelligence (AI) training to both office employees and gas station managers.

We developed a training programme for gas station sales mentors aimed at strengthening trainer competences and promoting a shared understanding of what a sales mentor must teach a new gas station employee.

As part of Health Month, several external trainers were invited to speak on relevant topics – team identity, professional growth, work-life balance and financial wellbeing.

In autumn, gas station managers had the opportunity to attend new training on meeting management. The first internal trainers' networking afternoon took place together with Matīss Kaļāns. We updated the topic for gas station sales employees on how to protect themselves in emotionally difficult communication situations, and training sessions were organised with the participation of Natālija Dauberga.

We continued the good practice of organising the "Get to know *Virši*" event for new employees, and all mandatory training was ensured.

The priorities of the *Virši* Academy for 2026 will be the development of leadership competences, emotional wellbeing, and continued work with gas station sales mentors.

### Training and skills development indicators

#### Number of employees who participated in training

Male	138
Female	1 250

#### Average number of training hours per employee\*\*

Male, h	3.69
Female, h	5.00

\* and \*\* The denominator uses the headcount figure from the ESRS S1-6 disclosure requirement.



## Awards

To recognise the significant achievements of colleagues and managers, we have established a procedure for employees to receive awards for special merit, high performance and reflecting the company's values in their daily work. Each year, in accordance with the established procedure, employees are invited to nominate staff members for awards in various categories:

- ▶ "Debut of the Year";
- ▶ "Employee of the Year";
- ▶ "Manager of the Year";
- ▶ "Best Project Team";
- ▶ Sustainability initiative "Creating the Future Today"(we introduced this nomination in 2024 to encourage sustainability improvements within the company);
- ▶ Gratitude for loyalty for employees with 20 years of service at the company;
- ▶ "Franchise of the Year".

Any employee(s) of the company (one or more) may be nominated for an award, and the final decision on granting the award is taken by the Board. The awards are presented at a solemn event. We are convinced that this approach serves as an inspiration for new achievements and achieving the common goals.

*S – Human-to-human*



VIRSIETIS 2025  
Gada vadītājs

VIRSIETIS 2025  
Gada Virsietis



### Physical well-being – working environment, conditions, and safety

The company complies with occupational health and safety rules and requirements that help ensure a safe working environment and safe working conditions for employees, e.g. ergonomics (lifting tables where required), adequate lighting, microclimate, etc. All points of sales are equipped with CCTV cameras and alarms. The occupational safety officer organises training on occupational safety on a regular basis. Employees receive regular training and briefings on the importance of occupational health and safety. The working environment is supportive and inclusive of people of all ages, backgrounds, faiths, and nationalities. For more information, see section Occupational Health and Safety System.

### Emotional well-being – respectful communication and support

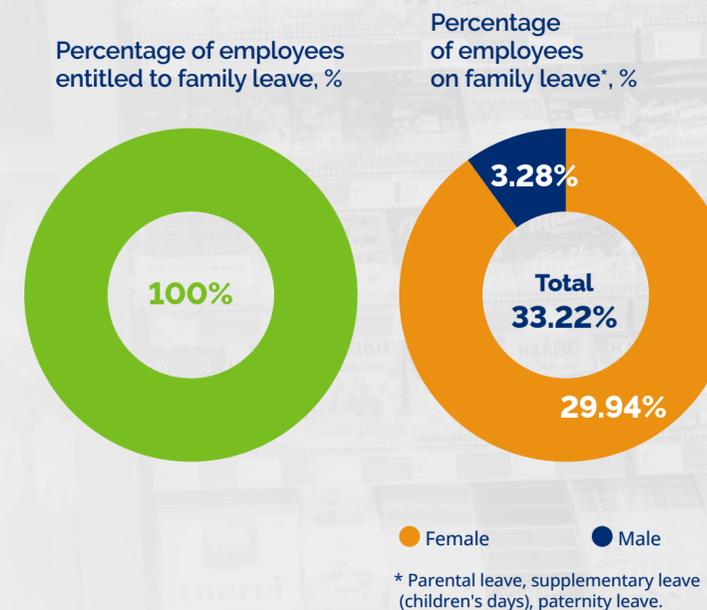
Employee emotional well-being is an essential part of the working environment, as it affects employee productivity and loyalty. Emotional well-being is built through a supportive and positive work culture that encourages employees to express their thoughts, opinions, and feelings. The company encourages employees to discuss work situations, difficulties, and other relevant aspects with their line manager as a matter of priority. However, if such communication has not been fruitful, the employee is encouraged to approach a senior manager or the Human Resources Department to resolve the situation. *Virši* provides various support tools to assist employees in helping themselves and feeling good: health insurance, access to e-learning on open.lv, HR counsellors to help solve problems, etc.

Support is provided in other ways as well, for example employees of gas stations can use the *Virši* internal helpline. By calling this number, gas station staff get help and answers to the frequently asked questions on a daily basis, making *Virši* internal communication even more effective.

### Social protection

In accordance with the Group's and national policy, all employees of the Group have social insurance (100%). Group companies provide protection for employees in the event of sickness, unemployment, accidents, disability, pregnancy, parental leave, and retirement.

#### Work-life balance





## Occupational health and safety system

The Group companies have established a comprehensive and effective occupational health and safety system that complies with regulatory requirements and the specifics of the industry. The occupational health and safety system and the measures implemented within it ensure safe and health-friendly working conditions, thereby guaranteeing the long-term health and safety of the Group’s employees at work.

A safe and health-friendly working environment is a priority for the company, and to ensure this, an annual workplace risk assessment is carried out at work locations, as well as the necessary occupational health and safety measures are determined, including appropriate workplace arrangement, the development of instructions and procedures to define work methods and the range of protective equipment, the use and application of which ensures the safe performance of specific tasks in the workplace, training and briefings, provision of personal protective equipment, mandatory health checks, etc. Workplace risks are assessed by a qualified occupational health and safety specialist of the Group companies, additionally involving the manager of the specific structural unit and employees who work in the respective workplace and are familiar with it. This approach allows the

identification of potential hazards and health risks at work, as well as the development of effective measures to reduce these risks.

### The occupational health and safety management system, which complies with regulatory requirements, covers:

employees, %	100
external workforce, %	100

### Number of deaths due to work-related injuries or diseases

employees	0
external workforce	0
employees of cooperation partners working on company sites	0

### Number of recordable work-related accidents

employees	5
external workforce	0

### Frequency of recordable work-related accidents

employees, %	3.91*
external workforce, %	0

### Number of recorded cases of work-related diseases

number of employees	0
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### Number of days lost due to work-related injuries or deaths caused by accidents, as well as work-related sickness or deaths caused by such sickness

	197
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\* Ratio (number of accidents / total hours worked × 1,000,000) as indicated in S1-14 (AR89)

## Incidents, complaints

Group companies are committed to respecting human rights and promoting them in all aspects of their daily operations. We have zero tolerance for human rights or ethical violations. Group companies comply with all restrictions on child

labour as set out in the laws and regulations in force in the Republic of Latvia, including, but not limited to, not employing children below the minimum age established in regulatory enactments and not permitting forced labour – employees have the right to terminate employment by giving prior notice to the employer within the time period specified in regulatory enactments or in the contract. These principles, as well as the principles of respect for human rights (including labour rights), are set out in the Group companies’ Code of Conduct and Work Procedure Rules.

Employees may report cases of discrimination in accordance with the procedure set out in the Code of Conduct, as well as under the procedure “On the internal whistleblowing system and whistleblower protection”. There were no reported cases of discrimination in the Group in 2025.

In 2025, *Virši* has not received any complaints from employees regarding possible violations of employee rights or interests.



## Customer service policy

Customers\* are *Virši* most valuable resource and the company strives to provide the highest quality service meeting the needs of both private customers and businesses. The Group companies respect customer values and long-term relationships by offering convenient, innovative, and environmentally friendly solutions. *Virši* focuses on comfort, quality, and sustainability. All this contributes to customer satisfaction and loyalty which is an important factor in a company's growth.

Customers are a key stakeholder and strategic direction for *Virši*, and we ensure appropriate engagement to help us develop and shape our sustainability approach (see the Stakeholders section of this report for the type of engagement). We are aware that a customer who receives services meeting their needs, as well as easily understandable services, is satisfied and will recommend *Virši* as a service provider to others. Happy customers are also an existing company objective that is measured. The Group companies are tirelessly working on building their relationships with customers, using a number of modern approaches to help ensure customer satisfaction and loyalty. *Virši* focuses on several aspects of developing good customer relations:

- ▶ **Customer service** – we strive to provide fast, accessible, and professional service. In addition to fuel products, gas stations offer other services as well (e.g. fast food, convenience stores, car washing) that contribute to customer convenience and improved experience;
- ▶ **Loyalty programme** – we offer a loyalty programme that allows customers to acquire bonuses and discounts when purchasing fuel or other products. Loyalty programmes encourage regular returns and increase company's competitiveness;
- ▶ **Digital opportunities** – we use digital platforms such as mobile apps to make it easier for customers to make purchases and keep track of their loyalty points or get special discounts. This is particularly important in today's digital world where customers value convenience and speed;
- ▶ **Environmental and social responsibility** – we are environmentally and socially responsible, we invest in sustainable fuel solutions and strive to reduce our environmental impact, and it is important to many customers opting to support companies with greener and more socially responsible practices;
- ▶ **Communication and customer feedback** – we strive to maintain good relations with our customers by offering convenient communication options for them to give their feedback and suggestions. We actively work to understand our customers' needs, tailor our services and improve the customer experience;
- ▶ **Caring for people with disabilities** – we have implemented a number of measures to promote an inclusive environment at our service stations and other customer service points, such as access to stations – we have adapted infrastructure to ensure easy access for people with reduced mobility. This can include wider parking spaces, ramps, specially designed toilets and other amenities.



## Investor relations

In order to promote accessibility, transparency, mutual trust and active shareholder engagement, *Virši* conducts shareholder communications based on Nasdaq Baltic's regulatory norms, corporate governance best practice principles and internal regulations. Shareholders are one of the company's involved parties, and thus *Virši* ensures timely and accurate information exchange, equal access to information and regular dialogue. Key activities include investor webinars, publication of material announcements on Nasdaq Baltic, loyalty programme and organisation of shareholder meetings. The Investors section of the company's website serves as a central source of information on financial results, sustainability initiatives and shareholder news. This approach helps to build trusted relationships and promote shareholder engagement in the company's development.

S - Human-to-human





## Human rights in customer relations

In our operations, we ensure the observance and protection of universally recognised human rights, guided by the principles described in the most important human rights conventions, such as the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and others. We have identified the human rights that must be ensured for our customers, such as the right to freedom of belief and the right to freely express their views (inviolability of privacy and freedom of expression), as well as the right to protected customer privacy (protection of privacy and personal data).

To protect customer privacy, *Virši* limits the collection of personal data, collects data by lawful means and ensures transparency regarding how data are collected, used and protected. Customer data security is one of *Virši's* priorities and one of the sustainability goals defined by the Group. *Virši* takes the necessary security measures to protect the data of natural persons and ensures customer privacy and the protection of personal data, respecting customers' rights to lawful personal data processing in accordance with applicable legislation – the Personal Data Protection Law, Regulation (EU) 2016/679 of the European Parliament and

of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and other applicable legislation in the field of privacy and data processing. Privacy Notices have been developed in the Group's companies and are available on the *Virši* website, in offices and at points of sale.

To ensure compliance with personal data protection requirements, all employees are provided with training on handling personal data. Training on these topics is offered to both new and existing employees. Employees are reminded of their involvement, duties and rights, as well as prohibitions, when participating in the Feedback Management process.

Customers have the right to submit a complaint to the State Data Inspectorate if they believe that the Group has processed their personal data unlawfully. The Group encourages customers to first contact it by writing to [datuaizsardziba@virsi.lv](mailto:datuaizsardziba@virsi.lv) in order to promptly resolve the situation if their personal data protection rights have been violated. In 2025, no customer privacy violations were identified.





## Customer engagement and feedback channels

Group companies recognise that customer needs and expectations, as well as customer satisfaction, are very important to ensure long-term cooperation and to build the company's reputation in the market. Through the various customer engagement processes established – including direct communication with customers, the Feedback Management System, customer satisfaction surveys, etc. – *Virši* improves its services in order to maintain and increase customer loyalty.

With regard to the Feedback Management System, the Group has established several feedback channels through which customers can submit feedback.

In 2025, the main feedback submission channels, established primarily to ensure prompt accessibility, are as follows:

- ▶ the possibility to leave feedback on the company's website platform: <https://www.virsi.lv/lv/nosuti-atsauksmi>;
- ▶ by calling the company's 24-hour Customer Service line +371 80 700 070, as well as by calling the employee who is the contact person within a specific contract;
- ▶ by writing to [atsauksmes@virsi.lv](mailto:atsauksmes@virsi.lv);
- ▶ by writing to employee email addresses;

- ▶ verbally at a fuel filling station;
- ▶ by completing a form regarding an incident on the territory of a fuel filling station, which is registered by the station manager in the Feedback Register;
- ▶ by contacting via social media (Facebook, LinkedIn, Instagram, Twitter, Threads).

Information on how to leave feedback or contact the company is available on the company's website, within the fuel filling station environment and in informational materials for fuel filling station employees. Feedback submitted via the company's website platform <https://www.virsi.lv/lv/nosuti-atsauksmi> may also be provided anonymously if the customer so wishes.

We treat feedback, including negative one, with respect for confidentiality, privacy and data protection rights. The answer is provided using the contact details and the preferred method of communication (phone call, email or face-to-face meeting at the petrol station or office) provided by the customer. The situation is resolved according to the problem raised, taking into account the priority of the feedback and the nature of its content. The priority order of handling feedback helps to deal promptly with the most urgent situations or

situations where the customer's health or property has been affected. In the course of resolving feedback received, the parties involved, including customers, are contacted again to obtain more information about the situation or feedback and, where necessary, to provide information on the resolution. Product owners and other company employees are involved in the feedback process and are informed promptly when improvements are needed. Feedback is recorded and processed every day, it is an integral part of our daily routine, and we continuously improve the feedback management process to optimise our internal processes and deliver the best to our customers. The validity of the feedback is assessed. For complaints (claims) that are found to be justified, a root cause analysis is carried out and corrective actions are identified. The effectiveness of our feedback channels and mechanisms meets the criteria of the UN Guiding Principle 31 on Business and Human Rights (credibility, accessibility, transparency, fairness and transparency).



By analysing the full feedback lifecycle, it is possible to obtain information that helps a company to grow and develop, can provide valuable information from the customer's point of view and avoid specific situations by taking preventive action. *Virši* believes that every feedback, even a negative one, is an opportunity to reinforce the company's value in the eyes of the customer and society, and to show the customer that this is a truly important process in the company's growth and performance. By satisfying the needs of a particular customer, a company increases the loyalty of that customer.

The feedback management process also sets out how compensation is paid to customers for losses caused by the company. There is a compensation claim form that customers can fill in if there is a justified need, and they can also make a compensation claim by submitting a reference. Each situation is carefully assessed in order to provide the customer with a response or compensation. For the convenience of customers, an electronic application form for compensation was developed in 2024 and can be found on the *Virši.lv* website.

The management and development of the feedback process is the responsibility of the Communications Manager and the results of the feedback analysis are used both as informative learning material at meetings of petrol station managers and extended management meetings and are shared with product owners to improve their processes.

To study the Group's customer satisfaction, we use an assessment of customer experience and loyalty, which results in a recommendation index (NPS, scored on a scale from -100 to +100). The Group therefore conducts an annual online survey with a research agency to provide an independent assessment of customer experience and loyalty and other issues of importance to us. In 2025, the Group's customer recommendation index or the NPS index (winter measurement) among the customers who visited *Virši* petrol stations in the last month reached +31. Compared to the 2024 winter measurement, *Virši* managed to increase the NPS index, which was +29. The data is used to assess the company's strengths, weaknesses and improve its offerings and processes.

\* Customer – contractual partners of the Group companies – both individuals and legal entities with which the Group company has a cooperation agreement, as well as other end users of our services and products, the general public



S – Human-to-human



*G – Our strength is our roots*

**A strong company  
is aware of its roots.  
Whatever tomorrow brings,  
we always remember and  
value our origins.**



## Governance (G1)

### Corporate governance, prevention and detection of corruption and bribery

Corporate governance of the *Virši* Group companies is organised and implemented in accordance with good governance practices and regulatory enactments. *Virši* recognises that improving and enhancing corporate governance is an ongoing process and continues to do so on a daily basis. The principles and procedures of governance are enshrined in the Corporate Governance Code, which promotes sustainability, modern and efficient management and the rational and economically sound use of resources. The Corporate Governance Code is published on the company's website.

### The Code of Conduct

Adherence to the Code of Conduct forms the Company's business practices based on the fundamental principles of ethical behaviour and helps the Company's employees to find answers to questions related to various ethical considerations.

The basic principles, values and norms contained in the Code of Conduct are binding on all employees of the Company in their attitude to work, in their relations with each other, as well as in their relations with customers, business partners, suppliers of goods or services, governmental and non-governmental institutions, and with the media.

Employees are also guided by the Code of Conduct and the company's values when working with the company's partners, and communicate these rules and values to partners. If a partner fails to respect these rules and values, the partner will be made aware of this, reported to the company's management, line manager or responsible authority, as appropriate, and the cooperation will be terminated if no agreement on a Code of Conduct-compliant cooperation can be reached.

Every employee of *Virši* has the right to report possible violations of the Code of Conduct. If an employee has identified a possible breach of the Code of Conduct, the employee should first approach their line manager or a senior manager, or the Head of Human Resources, or, if this is not possible due to objective circumstances, the company's Board or Council.





When a possible breach of the Code of Conduct is reported, it is placed on the agenda of the next meeting of the Board for consideration. An exception may be made if the report relates to an alleged ethics violation concerning a member of the Board. Such situations are dealt with by the company's Council.

The Board ensures that any incident or report is investigated promptly, independently and impartially. The Board may, at its discretion, invite staff to attend the meeting whose attendance would contribute to the investigation of the incident, but persons who are directly or indirectly involved in the incident may not attend the investigation.

The Company protects (does not disclose) the identity of the employee who has reported or made a complaint about an alleged violation of the Code of Conduct. If the employee's application is recognised

as a whistleblower report, the whistleblower receives the protections stipulated by the Whistleblowing Law.

The Code of Conduct is available on the Company's Human Resources Management System and/or on the Company's intranet (news page), in some cases at the workplace, and on the Company's website. We have presented the Code of Conduct to our staff and employees have acknowledged their familiarisation with it (acknowledgements are available both by physical signature and by electronic personalised acknowledgement in the HR Management System). The familiarisation is organised at the start of the work and after updating the documentation.

In 2025, *Virši* did not receive any complaints from employees regarding possible violations of employees' rights and interests.

*G – Our strength is our roots*





## Internal Whistleblowing System

The objectives of the Internal Whistleblowing System and Whistleblower Protection Procedure (hereinafter – the Whistleblowing Procedure) are:

- ▶ **to facilitate the raising of whistleblowing in the interests of the Company;**
- ▶ **to set up the Company's whistleblowing mechanism and ensure its operation;**
- ▶ **to ensure due protection of whistleblowers in the Company.**

The procedure includes a system to ensure that a whistleblower report is reviewed impartially, independently and promptly.

Under the Whistleblowing Procedure, any employee of the Company is entitled to report any misconduct detrimental to the interests of the Company, including, but not limited to, theft of Company property, wasteful use of Company property, unfair business practices, etc.

In order to ensure that the information provided by whistleblowers is passed on to the Company's Board, to promote the protection of whistleblowers and to protect them from possible adverse consequences, the Company ensures that a secure and independent mechanism is established for the submission and review of whistleblower reports and designates the company's Whistleblowing Officer. No later than within seven days from the receipt of the Whistleblower Report by the Company, the Whistleblowing Officer takes certain actions, which include making a decision whether or not to accept the application as a Whistleblower Report. If the Whistleblowing Officer decides that the information submitted should be considered a Whistleblower Report, the Whistleblowing Officer informs the Company's Board and the Whistleblower Report is placed on the agenda of the next meeting of the Company's Board for consideration.

Whistleblower reports are registered in the *Virši* records and kept in a separate file. The identity of the whistleblower is pseudonymised using

the registration number of the report (letter and numbers). The Company supports and encourages whistleblowing in good faith and provides the following protection guarantees to the whistleblower, their relative and related person:

- ▶ **identity protection;**
- ▶ **protection against adverse consequences arising from whistleblowing;**
- ▶ **appropriate compensation for damages or personal injury, including moral injury.**

The whistleblowing procedure is available in the company's HR management system, on the company's intranet (news page), and at the company's offices from the office administrator or clerk. We have presented the Whistleblowing Procedure to our staff and they have acknowledged familiarisation with it (acknowledgements are available by electronic personalised confirmation).

During the reporting period, there were no cases of alleged breaches of the Whistleblowing Procedures.



## Anti-Corruption and Conflicts of Interest Policy

The Anti-Corruption and Conflicts of Interest Policy provides guidance on appropriate and ethical anti-corruption and conflicts of interest behaviour in specific situations (hereinafter referred to as the "Anti-Corruption Policy").

The Anti-Corruption Policy sets out the general principles to be followed in the day-to-day conduct of the Board, the Council and any employee of *Virši* and takes into account the United Nations Convention against Corruption in their preparation.

If an employee becomes aware of an actual or potential breach of the Policy, the employee should refer the matter to their line manager or a higher level manager or to the Head of Human Resources, or, if this is not possible due to objective circumstances, to the *Virši* Board or Council.

Anyone can report anonymously via the *Virši* internal whistleblowing system. If the employee's application is recognised as a whistleblower report, the whistleblower receives the protections stipulated by the Whistleblowing Law.

The report is placed on the agenda of the next Board meeting. An exception may be made if the report relates to an alleged ethics violation concerning a member of the Board. Such situations are dealt with by the *Virši* Council.

The Board ensures that any report is investigated promptly, independently and impartially. The Board may, at its discretion, invite staff to attend the meeting whose attendance would contribute to the investigation of the event, but persons who are directly or indirectly involved in the event may not attend the investigation.

*Virši* confirms and guarantees the confidentiality and adequate protection of the personal data of the whistleblower, including against any retaliatory measures. Reporting misconduct or suspected misconduct will have no negative consequences for future cooperation and/or established relationships.

The Anti-Corruption Policy is available in the company's HR management system and/or on the company's intranet (news page). We have

presented the Anti-Corruption Policy to our staff and they have acknowledged familiarisation with it (acknowledgements are available by electronic personalised confirmation). Specific training may be organised on specific issues, using internal or external resources.

No cases of corruption have been reported or identified at *Virši* in 2025 (0 cases). Similarly, no contracts with counterparties were terminated in 2025 for corruption offences, as there were no such offences and no public corruption proceedings against *Virši* or its staff during the reporting period.

In 2025, no fines (EUR 0) were imposed for non-compliance of the *Virši* activities with the laws and regulations on anti-corruption and conflict of interest.

In 2025, the company provided a number of training sessions to update staff on the latest internal regulatory enactments.

## Cooperation with suppliers

In 2025, *Virši* continued to implement its supplier control system based on the Procurement Procedure approved by the Board in 2021, as well as the use of information technology solutions in the evaluation of tenders. Suppliers (legal entities) are checked for possible breaches of money laundering, tax and sanctions legislation before contracts are awarded.

Criteria for supplier evaluation, selection, performance monitoring and re-assessment are defined and used in line with the requirements of the Integrated Management System for Quality, Environment and Energy Management. Re-assessment of suppliers is carried out periodically, according to the specifics of the organisational units.



## Political influence and lobbying activities

Virši does not support projects of a political nature and does not finance political organisations (parties) either directly or indirectly; thus, in 2025 Virši did not provide any support to political organisations (parties) and their associations.

Support for political organisations (parties), EUR	Financial	Other (in kind)
	0	0

The interests of the company are represented through the participation of Virši in non-governmental organisations. The decision on the Group companies' participation in non-governmental organisations is taken by the company's Board and a representative is delegated. Participation of the Group companies in non-governmental organisations:

- ▶ GS1 Latvia;
- ▶ Latvian Traders Association;
- ▶ Latvian Chamber of Commerce and Industry;
- ▶ Latvian Renewable Energy Alliance;
- ▶ Upei (Europe's Independent Fuel Suppliers).

On certain issues of importance to the company, representation of interests may be organised on an individual basis, for example, cooperation with the Energy Market Department of the Ministry of Climate and Energy on issues related to support for households in covering energy resource costs, regulation of the net settlement system, regulation of energy communities, and connection capacity charges for electricity generation facilities.

As of 2025, there were no members appointed to the Virši Board or the Council who had held a related position in public administration or

supervisory authorities within two years prior to their appointment.

## Payment practices

Group companies, in cooperation with their partners, apply reasonable payment terms to ensure balanced cash flow. Cash flow planning and payment procedures ensure timely payment of invoices, taxes and fees. During the reporting period, there were no legal proceedings related to the payment discipline of the Group companies.

Company	Debtor Days	Creditor Days
Group	19	19
Parent company AS "Virši-A"	20	20
SIA "Virši Renergy"	28	27
SIA "Virši loģistika"	37	45
UAB "Virši Lietuva"	12	104



**VIRŠI**