



Circular Economy and Waste Management Programme of Kesko Corporation

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Kesko's approach to circular economy and waste management

Circular economy in Kesko's sustainability strategy

Kesko's sustainability strategy, updated in October 2024, sets clear sustainability targets for Kesko and its divisions. One of the four focus areas is minimising impact on climate and nature. We respect planetary boundaries by minimising negative impacts and maximising positive impacts on climate and nature.

Circular economy is one of the key actions under the climate and nature focus area. We are committed to enhancing circular economy by:

- creating new circular business models; and
- improving waste management and recycling.

→ [Kesko's sustainability strategy](#)

Kesko Sustainability Policy

Kesko's Sustainability Policy commits us to the principles of circular economy across our operations. The policy highlights Kesko's aim to develop and promote circular business models and solutions.

We also aim to prevent waste generation, improve recycling rates, and reduce food waste in cooperation with the entire food chain, from primary production to end consumers.

Kesko works with suppliers and other partners to improve the environmental performance of products throughout their life cycle.

→ [Kesko Sustainability Policy](#)

Kesko's packaging guideline

Kesko's packaging guideline concerns the retail packaging of our own-brand products and packaging used in our own production or warehouses.

Under the guideline, Kesko is committed to favoring renewable packaging materials and, in wood-based retail packaging, solutions with sustainable origins or recycled materials. We are also increasing the use of packaging made from recycled plastic and cardboard, avoiding excess packaging material, and reducing the use of plastic in a controlled manner.

→ [Packaging guideline](#)

Environmental management systems and certifications

Kesko's circular economy and waste management practices are embedded in certified environmental management systems.

In Finland, Kesko Logistics, building and technical trade B2B sales, and all K-Auto operations, as well as Onninen's operations in all operating countries, operate under a certified ISO 14001 environmental management system.

Key aspects of ISO 14001 related to circularity and waste management include:

- improving resource efficiency;
- supporting reuse and recycling of materials;
- reducing waste generation through efficient processes and improved waste management practices; and
- driving continual improvement in environmental management.

For the most significant construction projects in Finland, Kesko pursues BREEAM Very Good certification. The certification includes several aspects related to circular economy and waste management, such as:

- development and implementation of Site Waste Management Plans;
- promotion of recycling and reuse of materials; and
- provision of accessible and appropriately sized waste storage facilities for recyclable materials and general waste.

EU taxonomy

Kesko's new construction projects in Finland aim to follow the EU Taxonomy Class 7.1 requirements, which focus on minimising waste generation during construction and demolition. This includes compliance with the EU Construction and Demolition Waste Management Protocol, use of best available techniques, and selective demolition to safely manage hazardous substances and promote reuse and high-quality recycling.

While these requirements are aligned with BREEAM, the EU Taxonomy also imposes stricter requirements in certain areas.

Sustainability ratings and external assessments

Circular economy and waste management performance is also assessed through external sustainability ratings.

Onninen in all operating countries and Kesko AB in Sweden has received an EcoVadis assessment, where water use is evaluated under the Environment theme. EcoVadis applies the Policies–Actions–Results (P-A-R) framework:

- Policies, covering formal commitments related to waste management, resource efficiency, and pollution prevention

- Actions, including waste reduction and recycling practices, waste sorting procedures, and circular economy-related initiatives
- Results, demonstrated through reported waste KPIs, trend data, and documented performance outcomes

In addition, Kesko's Circular Economy and Waste Management Programme is aligned with international assessment frameworks such as the S&P Global Corporate Sustainability Assessment (CSA), used for the Dow Jones Sustainability Indices (DJSI), which assesses, among other aspects, waste and resource efficiency management systems and performance indicators.

Green Deals

Kesko participates in national Green Deals focused on circular economy.

The grocery trade is committed to the food industry's material efficiency commitment and the SUP (Single Use Plastic) Green Deal. These commitments include targets and actions on food waste, increasing recycling rates, and reducing single-use plastics. They cover both Kesko's own operations and the operations of independent K-food retailers.

The building and technical trade in Finland has joined the Construction Plastics Green Deal, which aims to accelerate the circular economy of plastics by reducing the use of single-use plastics, increasing the use of recycled plastics, and promoting the recycling of plastics in the construction sector.

Targets

Kesko has set the following key targets for circular economy and waste management:

- Our target is to improve our waste recycling rate by six percentage points by the end of 2030 compared to the 2024 baseline.
- Kesko’s grocery trade division is committed to halving its food waste percentage from the 2019 baseline by 2030. The commitment covers Kesko’s warehousing and logistics operations, as well as K-food retailers’ store operations.

Progress towards the targets is presented in Table 1.

Table 1 Progress against key targets

Kesko division	Target	Metric	Baseline year / level	Progress in 2024	Progress in 2025	Target year(s) and level(s)
Grocery trade	Food waste in Kesko’s warehousing and logistics operations	Food waste in relation to the food sold, %	2019: 0.45	0.45	0.40	2030: 0.22
Grocery trade	Food waste in K-food retailers’ store operations	Food waste in relation to the food sold, %	2019: 2.12	1.68	1.58	2030: 1.10
All	Improving waste recycling rate	Recycled waste in relation to the total waste, %	2024: 67	67	66	2030: 73

In addition to the key targets, Kesko has set the following division- and guideline-specific targets to monitor progress related to circular economy and waste management. These targets and the progress made against them are presented in Table 2.

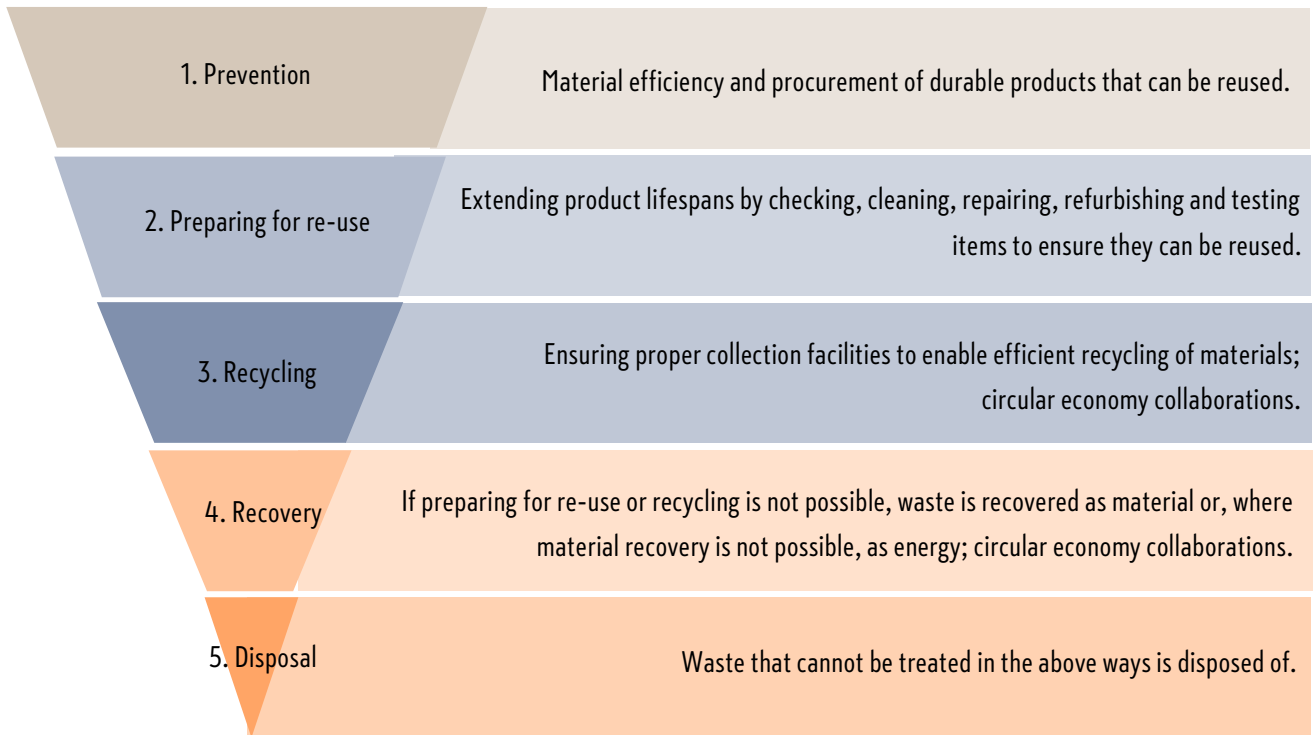
Table 2 Other targets related to circular economy and waste management

Kesko division	Target	Metric	Baseline year / level	Progress in 2024	Progress in 2025	Target year(s) and level(s)
All	All retail packaging for Kesko's own brand products will be recyclable or reusable by the of 2025.	n/a	n/a	Progress against the target is reported on the Packaging Guideline page .		
All	Reducing the amount of plastic in the packaging for our own brand products by 20% by the end of 2025.	n/a	2019	Progress against the target is reported on the Packaging Guideline page .		
All	Kesko's own brand packaging, as well as the packaging used in its own production and warehouses, will be recyclable or reusable by the end of 2029.	n/a	n/a	Progress against the target is reported on the Packaging Guideline page .		
All	Wood-based single-use packaging used in own production and warehouses will be FSC or PEFC certified or made from recycled material by the end of 2029.	n/a	n/a	Progress against the target is reported on the Packaging Guideline page .		
Building and technical trade	Develop and implement new operating and business models that embrace the principles of the circular economy	Models implemented per country, pcs	n/a	n/a	6	1 pcs/year/ operating country
Building and technical trade	Reduce the amount of mixed waste and increase in recycling rates	Recycling rate, %	2023: 48.6	52.0	52.0	2026: 50.1 2030: 54.7
Car trade	Increasing the amount of plastic recycling	Amount of plastic recycled, t	n/a	12	18	2026: 20
Car trade	Increasing the number of circular economy measures	Amount of circular economy measures, pcs	n/a	16	20	22

Prevention of waste

Kesko waste hierarchy

Kesko waste hierarchy (Picture 1) is based on the European Commission’s Waste Framework Directive. It establishes an order of preference for managing and disposing of waste.



Picture 1 Kesko waste hierarchy

Waste amounts

Kesko is committed to preventing waste generation and increasing recycling rates in all divisions and operating countries.

Waste is generated particularly in Kesko’s own retail operations and in warehousing and logistics operations. The largest waste fraction in Kesko’s own operations is cardboard, generated from packaging used during product transport and storage. The second largest fraction is energy waste, from which heat and electricity are produced through incineration.

Continuous efforts to improve recycling rates include the further development of separate waste collection. This increases the amount of waste diverted from disposal and reduces the amount of waste sent to disposal. Recycling performance is supported by various recycling and collection equipment concepts, which define both the waste fractions to be collected, and the collection equipment required, as well as by site visits from circular economy managers to optimise waste management practices. Effective sorting and improved recycling rates also depend on staff competence, which is continuously strengthened through training. Read more about the circular economy manager in section [Circular Economy Agreement](#) and about improving staff competence in section [Internal training](#).

Total waste decreased in 2025 compared to 2024, driven by a reduction in non-hazardous waste. At the same time, hazardous waste increased significantly. Although the absolute amount of non-recyclable waste decreased slightly, its share of total waste increased, indicating a weaker overall waste profile. Recycling volumes decreased more than total waste, resulting in a lower recycling rate compared to the previous year. Within non-hazardous waste treatment, preparation for reuse increased and incineration decreased to zero, while landfill volumes increased.

Kesko's waste amounts are presented in Tables 3 and 4. For more information on hazardous waste, see the section [Hazardous waste management](#). Reported waste amounts include only waste generated by Kesko. Waste from independent K food retailers is excluded from the scope.

Table 3 Total waste amount

tonnes	2024	2025
Non-hazardous waste, tonnes	27,177	24,757
Hazardous waste, tonnes	782	1,319
Total, tonnes	27,959	26,076
Total recycled waste, tonnes	18,854	17,125
Total non-recyclable waste, tonnes	9,105	8,951
Percentage of non-recyclable waste from total waste, %	33%	34%

Table 4 Amount of non-hazardous waste

tonnes	2024	2025
Waste diverted from disposal	26,430	24,048
Preparation for reuse	0	102
Recycling	18,470	16,333
Other recovery operations	7,959	7,613
Waste directed to disposal	747	709
Incineration	210	0
Landfill	531	693
Other disposal operations	6	16
Total non-hazardous waste	27,177	24,757

Grocery trade

In the grocery trade division, biowaste constitutes a significant waste stream. It includes former animal-based food products (category 3 by-products), such as meat and fish products that are no longer suitable for human consumption, as well as by-products generated during the storage, handling, and preparation of food.

Kesko has developed a food waste roadmap and a food waste hierarchy (Picture 2) to reduce the amount of food waste. In line with the target to halve food waste, the food waste hierarchy considers

the food waste generated by both Kesko's and K-food retailers' operations and the measures to reduce it.



Picture 2 Kesko food waste hierarchy

The most important ongoing actions for preventing food waste are the development of an automatic ordering system and assortment management actions carried out in Kesko, K-food stores and Kespro wholesalers, as well as price reductions as best before or use-by dates approach.

The foodservice sector accounts for around 17% of all food waste in Finland (source: Natural Resources Institute Finland (Luke), 2023). The largest share of foodservice waste consists of service waste, such as leftover food from buffets. Kespro helps its B2B customers reduce food waste. Food waste can be reduced, for example, by streamlining kitchen processes at the preparation stage and by using appropriate tableware and buffet presentation.

In addition to the food waste hierarchy, the grocery trade division introduced a non-food product waste hierarchy in spring 2025 (Picture 3). Its objective is to mitigate waste and loss, reduce the quantity of waste sent to incineration, and promote reuse and recycling.



Picture 3 Kesko non-food product waste hierarchy

Building and Technical trade

Waste streams in the building and technical trade division include especially wood waste, mixed waste and various construction product wastes.

Key actions to prevent waste focus on transport packaging, especially the re-use of wooden pallets in internal transport. Onninen central warehouse in Finland has set targets to increase the use of recycled plastic in packaging's and reduce the amount of single-use plastic by increasing the reusable wooden and plastic packaging in internal transport.

Besides transport packaging initiatives, there are other circular economy and waste prevention measures in place. For instance, cable reels are returned and reused.

Building and technical trade focuses on the amount of incinerated waste, that need to be prevented in all operations and in all operating countries. We are aiming to develop innovative circular economy solutions with external stakeholders.

Car trade

In the car trade division, in addition to cardboard, metal and steel waste and hazardous waste are generated, for example from batteries, paints and oils replaced during maintenance and repairs.

In car trade, we prevent the generation of waste by identifying potential efficiency measures and enhancing recycling. We promote this by raising awareness and training our staff through workshops and sustainability training. We also collaborate with our waste management partner to increase the amount of plastic recycled instead of incineration.

Kesko's car trade division and the sports trade operations within the division have developed their own waste hierarchies (Pictures 4 and 5).



Picture 4 K-Auto waste hierarchy

1. **Waste prevention:** Procurement based on consumer needs, selected product ranges and volumes, as well as a price-point-based sales plan.

2. **Product life-cycle-based pricing** throughout the season to ensure sell-through.

3. **Product repair, maintenance and clearance sales:** Repairable products are restored to usable condition in advance and/or sold through clearance pricing

4. **Local donations:** Chain-level cooperation with organisations, implemented locally.

5. Sorting as **waste** according to waste fractions.

Picture 5 Sport trade waste hierarchy

Circular economy practices

Kesko has several circular economy practices in place across its operations. These practices support the more efficient use of materials, help reduce waste, and promote the reuse and recycling of resources in different parts of the business. This section introduces some of Kesko's circular economy practices and examples of how circular economy principles are applied in practice in its operations.

→ [Read more about circular economy](#)

Utilisation of surplus food and food waste

Waste is generated in fruit and vegetable warehousing operations. Fruit and vegetable products may be damaged during transport or in the warehouse, and some do not meet required standards because of their appearance.

Part of the edible but unsaleable fruit and vegetable waste generated in Kesko's warehousing and logistics operations is used in food waste-based products. In addition, K-food stores have developed products using surplus ingredients, such as overripe bananas.

Biowaste generated at K Group locations covered by the centralised waste management agreement is mainly delivered to biogas plants for biogas production. The biogas is used as energy in the production of new Pirkka products.

Warehouses, K-food stores and Kespro cash-and-carry outlets donate edible products removed from sale for distribution as food aid.

Wood packaging reused as raw material for chipboard production

The pilot was carried out at Onninen's central warehouse, where decommissioned wood packaging materials, such as pallets and plastic pipe support frames, were successfully tested as raw material in chipboard production at Koskisen's chipboard factory.

Based on the results, the operating model was adopted as a regular part of operations in 2025. After regular operations began at the end of 2025, approximately 108 tonnes of wood packaging supplied by Onninen were utilised as raw material for chipboard production.

Prior to this solution, the wood would have been incinerated as mixed waste. The new operating model improves the waste recycling rate in Kesko's building and technical trade division in Finland.

→ [Read more about the pilot](#)

Reducing use of virgin plastic

In Denmark, a pilot project has been completed to support circular economy in the construction industry. In collaboration with partners, a model for recycling plastic packaging was developed and tested.

In the model, plastic packaging is collected from logistics centers and construction sites where new building materials are delivered. The plastic waste is compacted and sent for further processing, where it is used in the production of new packaging products and building materials. This creates a closed material loop that reduces the need for virgin plastic.

The solution is now being scaled further, with the aim of increasing the amount of plastic returned for recycling.

Circular economy in car trade

In Kesko's car trade division, K-Auto and K-Auto Leasing operate according to circular economy principles. K-Auto enables longer vehicle lifecycles through the used car business, including used electric and hybrid cars. Through K-Auto Leasing's services, cars are maintained and serviced to support long lifecycles.

In car trade maintenance and repair services, we use original, quality-checked parts and factory-refurbished parts whenever possible and safe to do so. We also support longer lifecycles for electric vehicles by repairing high-voltage batteries: where feasible, individual battery modules and base plates are replaced instead of the entire battery.

In 2025, we achieved our target of increasing the number of circular economy measures, including plastic repair, straightening work and the use of salvage parts, and raised the related circularity KPI to 20. In addition, we implemented a site-specific circular economy pilot project to improve recycling performance. The pilot followed a structured approach to identify locally relevant waste streams and areas for improvement, ensure appropriate recycling infrastructure, improve waste handling practices, develop clear instructions, and train employees. The pilot also supported the establishment of a monitoring process based on defined metrics. During 2026, we will scale up this initiative and start to roll it out across all our maintenance and repair operations.

We have also launched a pilot project focusing on the recycling of plastic bottles used for oil products. Together with our recycling partner, the objective is to develop a solution that enables these bottles to be processed into recyclable plastic. This approach helps retain the material value of the plastic and keeps the material in circulation instead of directing it to energy recovery.

In the sports trade, we have focused on developing circular economy business models by improving the content and availability of maintenance, repair, and rental services. For example, Intersport customers can now book bicycle maintenance directly online, and damaged shell jackets can be conveniently repaired through a clothing repair service.

Hazardous waste management

The generation, storage and handling of hazardous waste are subject to stricter requirements than ordinary waste. Hazardous waste is always collected separately from other waste streams, and appropriate collection facilities are in place in relevant operations.

Hazardous waste is generated especially in car trade and building and technical trade operations.

Car trade operations generate the largest share of hazardous waste in Kesko's operations. Hazardous waste is generated, for example, from car batteries, paints and oils used in servicing and repair work.

Typical hazardous waste in building and technical trade operations includes aerosols and paints, chemicals, solvent-based detergents, oils, fuels and lubricants, adhesives and varnishes, and pesticides and disinfectants.

Hazardous waste increased significantly in 2025 compared to 2024. Most hazardous waste continued to be diverted from disposal, although the share diverted declined slightly due to a sharper increase in disposal volumes. Recycling was the main driver of the increase in hazardous waste, more than doubling year on year, while preparation for reuse also increased. At the same time, waste directed to disposal increased, particularly under other disposal operations.

Kesko's hazardous waste amounts are presented in Table 5.

Table 5 Amount of hazardous waste

tonnes	2024	2025
Waste diverted from disposal	762	1,234
Preparation for reuse	2	46
Recycling	384	792
Other recovery operations	376	396
Waste directed to disposal	21	86
Incineration	9	13
Landfill	2	7
Other disposal operations	9	66
Total non-hazardous waste	782	1,319

Stakeholder engagement

Circular Economy Agreement

Kesko offers all K-retailers in Finland the opportunity to participate in the national centralised waste management framework agreement, referred to here as the Circular Economy Agreement.

The agreement includes support from a circular economy manager who visits approximately 150–170 K-stores annually. The manager conducts waste audits, trains personnel in circular economy practices, and helps K-retailers identify and implement waste management improvements. This helps ensure that waste management is compliant and cost-efficient.

Cost-efficient waste management solutions can improve, for example, plastic, paper and cardboard recycling, and reduce the amount of mixed waste.

Internal training

An online Circular Economy Training is available for the staff of Kesko and the independent K-retailers. The topics covered in the Circular Economy Training include waste sorting, recycling, and the basics of the circular economy.

Since 2024, waste management trainings has been mandatory for Onninen Espresso and Onninen warehouse staff.

In addition, the Circular Economy Agreement includes on-site waste assessments that support staff in improving waste performance in K Group stores.

Research projects

Kesko participates in research projects related to circular economy together with research institutions and other organisations.

One example is a major research project focused on making Finland a pioneer in the reuse of packaging. The project aims to develop a system that enables packaging reuse in Finland, while also reducing the use of packaging materials, the use of fossil raw materials in manufacturing, and packaging waste.

→ [Packaging reuse system under development – K Group involved in ambitious research project](#)

→ [Reusable takeaway containers introduced in grocery stores – trial underway at K-Supermarket Ratina](#)

Extended Producer Responsibility

Extended Producer Responsibility (EPR) is a policy approach in which producers are responsible for the entire lifecycle of products, including waste management.

In Finland, EPR applies to batteries and accumulators and to electrical and electronic equipment, and Kesko receives such products in its stores. Similar EPR requirements also apply in Kesko's other operating countries.

Sorting and recycling opportunities for private and business customers

Kesko provides sorting and recycling opportunities for private customers at its stores. In addition, Kespro offers reverse logistics services for B2B customers, enabling the collection of several different materials and supporting more efficient material circulation.

Consumers can take household packaging waste to the Rinki eco take-back points at K-food stores. In 2025, a total of 17,900 tonnes of waste was sorted and delivered to the 373 eco take-back points.

K-Rauta stores offer their customers the possibility to order the Helpposäkki skip bag or Helppolava skip service to their renovation site in cooperation with L&T. Helpposäkki skip bags are suitable for garden and renovation waste and other miscellaneous junk.

In addition, a free collection service for used vegetable oils, coffee grounds and wine bottle tops is offered to the customers through partner services. Used vegetable oils can also be returned to Kespro's cash-and-carry outlets. Kespro's partners include Rasmix and Suomen Kasviöljykierrätys (SKK). Rasmix produces biofuels from recycled oils, for example for Finnish road traffic. Wine bottle tops can be recycled into orchid substrates, for example. SKK produces biodegradable products for industrial use from recycled food fat collected from restaurants.

Compliance and reporting

Compliance with international and national waste management regulations

Kesko follows the EU Waste Framework Directive, which sets the basic concepts and definitions related to waste management, including definitions of waste, recycling and recovery.

In accordance with the directive, we manage waste:

- without endangering human health or harming the environment;
- without risk to water, air, soil, plants or animals;
- without causing nuisance through noise or odours; and
- without adversely affecting the countryside or places of special interest.

We also follow the EU's five-step waste hierarchy, which establishes an order of preference for managing and disposing of waste.

Kesko operates in eight countries. In addition to the EU Waste Framework Directive, we follow national waste legislation in each operating country. For example, Finnish waste legislation includes stricter standards and limits than EU legislation in certain areas.

Current changes in legislation relevant for waste management

Battery Regulation

The EU Battery Regulation (EU) 2023/1542 entered into force in July 2023 and became applicable to Kesko from February 2024. The regulation aims to create harmonised legislation for the sustainability and safety of batteries across the EU.

From Kesko's perspective, the key implications include:

- requirements related to recycling rates and the use of recycled raw materials;
- recovery obligations, including extended producer responsibility;
- due diligence policy verified by an independent notified third party; and
- new information requirements and the electronic battery passport.

Ecodesign for Sustainable Products Regulation

The EU Ecodesign for Sustainable Products Regulation (ESPR) (EU) 2024/1781 entered into force in July 2024. The first reporting obligations are applicable to Kesko in 2025. The regulation aims to improve the environmental sustainability of products throughout their lifecycle.

The regulation will include product-specific requirements such as energy efficiency, durability, reparability and recyclability. Products that do not meet these requirements cannot be marketed in the EU.

From Kesko's perspective, key implications include:

- products will need to meet stronger environmental sustainability requirements across their life cycle;
- relevant product information will need to be traceable through the Digital Product Passport;
- the first product-specific requirements are expected to apply to textiles and iron and steel;
- extended producer responsibility requirements related to textiles are expected to increase;
- more detailed rules on the disposal of unsold products will be introduced through delegated acts;
- annual reporting will be required on the quantity and weight of discarded products, the reasons for disposal, the treatment applied to those products, and measures taken to prevent unsold consumer products.

Starting from July 2026, operators are prohibited from destroying unsold clothing, clothing accessories and footwear products, subject to applicable exceptions.

The Packaging and Packaging Waste Regulation

The EU Packaging and Packaging Waste Regulation (PPWR) (EU) 2025/40 was approved in December 2024 and becomes applicable from August 2026. The regulation aims to reduce the environmental impact of packaging within the EU.

From Kesko's perspective, the key implications include:

- reducing packaging waste;
- increasing packaging recycling requirements and targets;
- restrictions on over-packaging;
- extended producer responsibility;
- reuse and refill obligations; and
- obligations related to the use of recycled materials.

Waste reporting in Kesko sustainability statement

Kesko's Sustainability Statement in the Annual Report 2025 has been prepared in accordance with the principles of the European Sustainability Reporting Standards (ESRS), as defined in the Corporate Sustainability Reporting Directive (CSRD).

As a result of the double materiality assessment, Kesko has identified material impacts related to ESRS E5, Resource use and circular economy.

Material environmental impacts arise from waste generated by Kesko's operations, particularly in warehousing, logistics and retail operations. The largest waste fraction in Kesko's operations is cardboard, generated from packaging used during the transportation and storage of products. Most of the waste generated in Kesko's operations is non-hazardous, while hazardous waste represents a smaller share.

In terms of resource use, resource outflows are generated particularly from packaging. The product logistics chain includes several layers of packaging, from logistics packaging to the sales packaging of individual products.

As a food sector operator, preventing food waste is a key priority. Food waste is generated in warehousing and logistics operations and in cash-and-carry outlets. However, the most significant aspect is the prevention of food waste downstream in the value chain, in K-food retailers' store operations, where most food waste is generated.

→ [Kesko's latest Annual Report](#)

Data management of waste amounts

Data on the amount of waste generated is obtained from the databases of waste management partners, invoices, or property lessors.

If site-specific waste data for Kesko's operations is not directly available, the data is estimated based on existing information. Such sites include, for example, locations in shopping centres where Kesko does not have its own waste management contract.

The amount of waste in outsourced storage services and in some K-Citymarket department stores also includes estimates of the waste generated by Kesko's operations.

Innovation and technology

Many circular economy measures are already embedded in day-to-day operations at Kesko's sites. At the same time, new circular economy operating models are being explored, and efforts are being made to continuously improve operational efficiency.

More information on current practices is provided in the section [Circular economy practices](#).

Version history

Table 6 Version history of the programme

Version	Time of publishing	Description
1.0		Internal working version of the programme
1.1	April 2025	First published version of the programme
1.2	May 2026	Restructured programme and expanded governance/context; updated targets/KPIs and added 2025 progress; updated waste and hazardous waste tables to include 2025 data and narrative; refreshed circular economy practice examples; updated reporting/legislation sections; added version history section/table.