

InPost S.A.

InPost: Transforming E-commerce Last Mile

February 2023



Redefining e-commerce

Poland – The Locker Case Study

The International Opportunity

Q3 2022 Financial update

Redefining e-commerce



Our Mission

”

Leveraging our success with automated lockers in Poland, **we seek to redefine the consumer experience, economics and sustainability of Europe's e-commerce last mile**



To-door delivery does not work well

Inconvenient experience



- Consumers need to be at home during delivery
- Consumers lack control of delivery times

Massive last mile cost



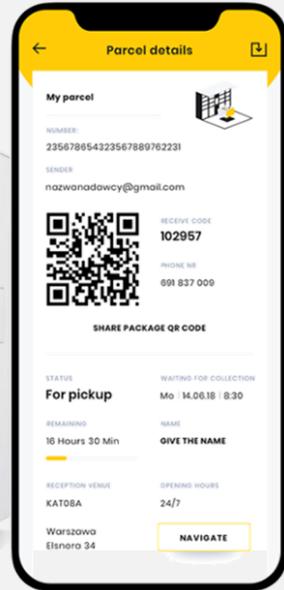
- Last mile about half of total delivery cost
- Missed deliveries costly for merchants and customers

Pollution and congestion



- Almost 0,3 kg of CO₂ of emissions in last-mile only
- More than 4x higher fuel consumption per parcel of to-door vs APM delivery

Simple, quick and convenient solution – the APM





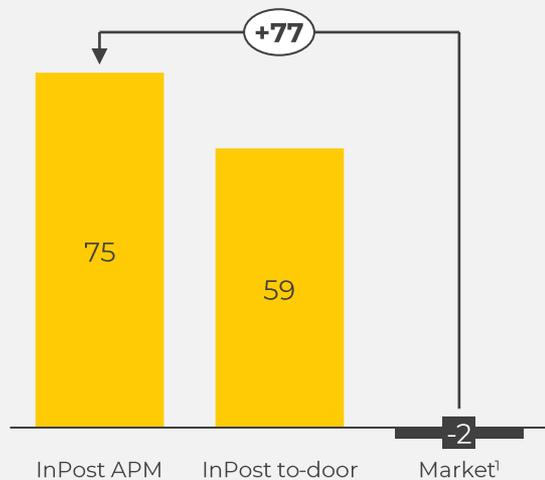
APMs are a more convenient, efficient and greener way of delivering parcels

We solve key e-commerce challenges – customers, merchants and cities all benefit from APMs

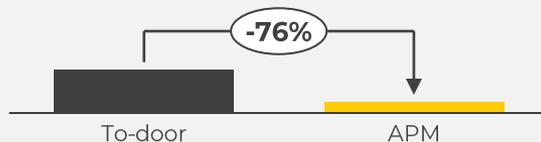
More convenient

More efficient

Greener



Difference in fuel consumption APM vs to-door (liters/parcel)



Last mile CO₂ emissions in Poland²



¹ Average NPS for DPD, DHL, FedEx, GLS, UPS, Polish Post and Poczta as of April 2022; ² Estimates based on CO₂ calculator co-created with Polish Academy of Sciences and Foundation of Administration and Public Economy. Calculation was based on GHG Methodology and ECOINVENT database, using the ILCD MIDPOINT+(EC-JCR Global) calculation method. Source: Company data, Market reports, Statistics Poland "Average monthly gross wage and salary in national economy 1950-2021"

Lockers are innately sustainable and environmentally friendly

Our actions have tangible effects...

InPost efficiency results in

~30%

cheaper delivery for a client

4 bn PLN

added to Polish GDP in 2006-2020

100 m

short walks to APMs instead of driving a car or taking a bus

One APM in Poland reduces an estimated¹

53 kg

of CO₂ daily!



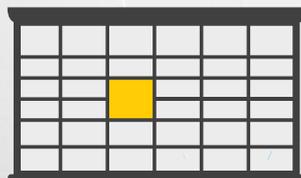
One tree in Poland absorbs an estimated²

6 kg

of CO₂ annually!



One APM...



~3 thousand trees!



54 m

litres of petrol saved in 2021 with delivery to lockers instead of to-door



Up to

75%

lower CO₂ emissions per parcel (last mile)

¹ vs. to-door, assuming 150 parcels delivered to an APM per day; ² <https://www.cire.pl/artykuly/servis-informacyjny-cire-24/152208-w-finlandii-zmierzone-ile-co2-pochlania-jedno-drzewo>
Source: InPost ESG Strategy

We developed a comprehensive ESG approach

1 Pillars

2 What have we done so far?

3 Our commitments

IN_PLANET

We deliver low-carbon e-commerce



- We declare climate neutrality until 2025 in Scope 1 & 2 and **until 2040 in the entire supply chain (Scope 3)** in line with SBTi
- By 2024, **100% of packaging in our own operations will come from recycled materials** with possibility to be recycled again

IN_CLIENT

We change the lifestyle of tomorrow



- We set the direction of changes in the industry by implementing at least **2 sustainable consumer solutions a year**
- InPost is **the first choice of customers** (industry leading NPS on all markets)
- We create **community involvement programs reaching 2m beneficiaries**

IN_PEOPLE

We drive our employees and business partners



- The level of commitment of our employees **will not be lower than 50%** (according to the Kincentric methodology)
- We create a diverse and gender equal workplace (**30% of the Management Board and N-1 of the InPost Group are women by 2026**)



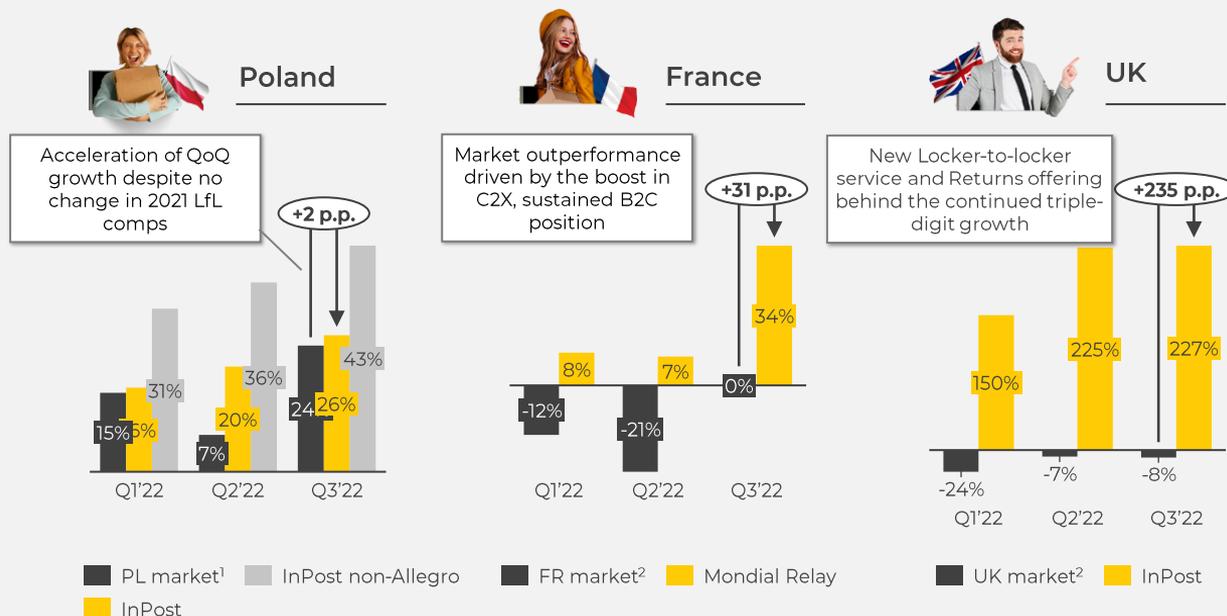
APMs will gain share internationally, at the expense of to-door delivery

Great momentum for the international APM expansion

- With **47% B2C market share in Poland**, InPost has proven that consumers prefer lockers when locations are convenient, and service quality is high
- In **years of deflation**, the cost of **subsidizing to-door delivery** has been treated more as investment for growth
- In a **current inflationary environment**, retailers who fail to cut distribution costs will either **lose margin** or **lose sales** as they attempt to pass the cost on to consumers
- Even huge to-door marketplaces are now **incentivizing consumer use of lockers**
- Costs and rising merchant, consumer and municipal **sensitivity to sustainability** are further creating a **perfect momentum for APM adoption**

Positive signs coming from the international markets

InPost and E-commerce volume growth rate (% YoY)



1. Company estimate based on Statistics Poland reports; 2. Salesforce, The Shopping Index: Global online shopping statistics and ecommerce growth trends, accessed on 26.10.2022 (<https://www.salesforce.com/resources/research-reports/shopping-index/>)

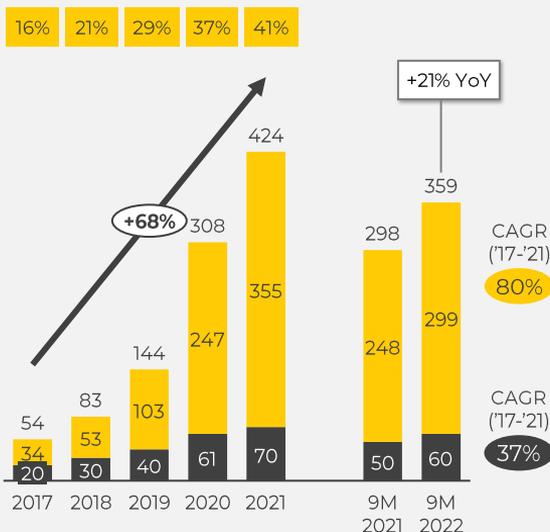
Poland – The Locker Case Study



Track record of superior shareholder value creation

Parcel volume in Poland

million

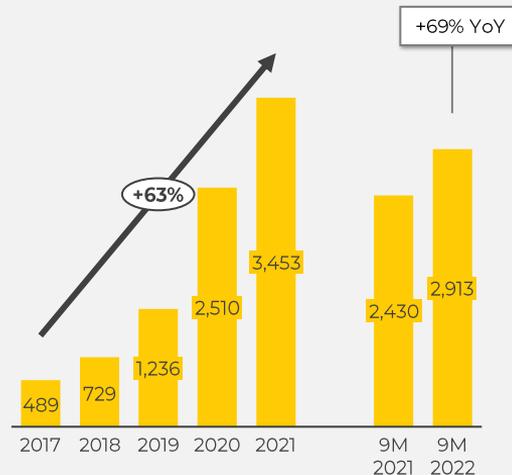


InPost market share in total eligible market¹

■ APM ■ to-door

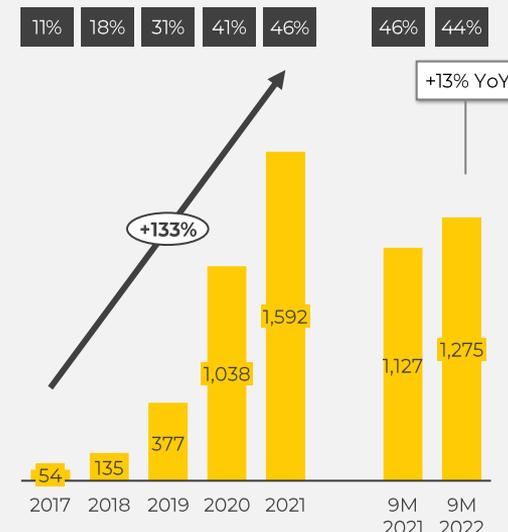
Revenue in Poland²

PLN million



Adjusted EBITDA in Poland

PLN million



Adjusted EBITDA margin

¹ Eligible market consists of B2C Domestic, B2C International (inbound), C2X; ² Revenue and Other Operating Income
 Source: Company data

The InPost APM flywheel

What we provide:

for merchant

More sales

- ✓ Increased checkout conversion & repeat sales
- ✓ End-users declare APMs motivate them to more frequent shopping¹

Reliability

- ✓ No failed home delivery

Low delivery cost

- ✓ Cheaper than to-door
- ✓ Lower fuel and labour costs than to-door

Sustainability

- ✓ Lower carbon footprint vs to-door
- ✓ Opportunity to work towards declaring climate neutrality alongside InPost (Scope 3 of SBTi)



Sustainability



1 Greater convenience



2 Improved customer experience



3 Wider merchant adoption



4 Scale economies



Data and technology

and consumer

Convenience and flexibility

- ✓ Customer owns the pick-up time
- ✓ APMs deployed in highly residential areas, hence close to the consumer

Reliability

- ✓ Vast majority of APM parcels delivered next day
- ✓ Lower likelihood of consumer complaint vs to-door

Ease of use

- ✓ Mobile app
- ✓ Contactless sending, pickup & return
- ✓ Labelless sending and returns

Sustainability

- ✓ Opportunity to consciously select a more sustainable delivery choice
- ✓ Lower congestion due to fewer vehicles on the road vs to-door

¹ Gemius, "E-commerce w Polsce", September 2022
Source: Company data, Market reports

We offer unparalleled locker density

FY 2021

9M 2022

APMs

16.4k

19.3k

lockers

2.4m

2.8m



% population
within 7 mins walk
from InPost APMs

56%



% population
within 5 mins walk
from InPost APMs

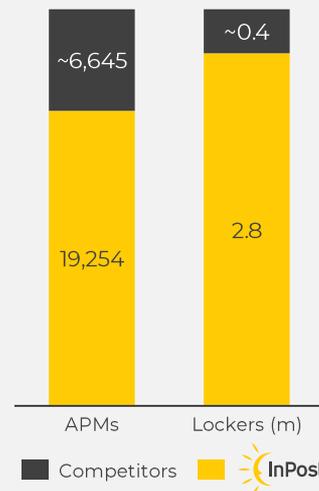
45%

59%

48%

We are undisputed APM leader

APMs, #m lockers, 9M 2022



Why density matters and why do we keep investing to increase it?

Average annual number of parcels per user vs. their estimated distance to the nearest APM, 2021¹



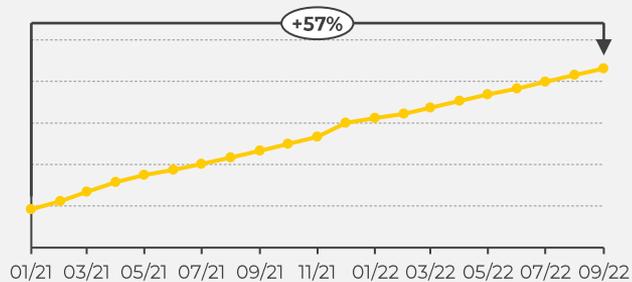
Closer, more convenient APMs encourage heavier usage

1. Statistics based on company internal data; 2. Warszawa, Krakow, Lodz; 3. Poznan, Wroclaw, Gdansk; 4. Due to large number of small cities, representative sample selected for analysis. Source: Company data

Customers love our APMs and the app

We drive strong growth of our mobile app user base...

#m active app users as per company definition¹



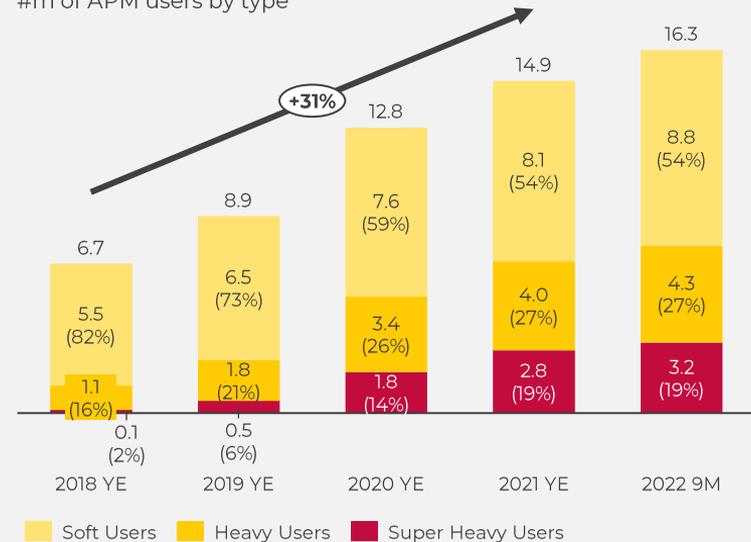
New app functionalities in 9M 2022:

- Labelless sending and returns
- ECOreturns
- Google Pay payments
- Ukrainian language
- Direct contact with call center and the chatbot
- Parcel Sharing (enabling another person to pick-up a parcel)



...hence increasing our heavy user base²

#m of APM users by type



1. Company defines an active user as someone that „downloaded and registered the app“; 2. Super Heavy User – received at least 40 APM parcels within last 12 months; Heavy User – received at least 13 APM parcels within last 12 months; Soft User – received at least 1 APM parcel within last 12 months; Source: Market reports, Company data

InPost APMs remain unchallenged as the top e-commerce delivery choice in Poland



83% ↑+2 p.p.

online shoppers claim that delivery to **InPost APM** is the form of delivery, which **motivates them most for online shopping**



81% ↑+4 p.p.

of e-shoppers indicate that **InPost APM is their most frequently selected delivery method** – only 43% online shoppers choose to-door delivery



74% ↑+10 p.p.

online shoppers find **returns via InPost APM** as the form of return that is **the most encouraging to do e-shopping**; importantly, **43%** of online shoppers want to **be able to return their purchases**

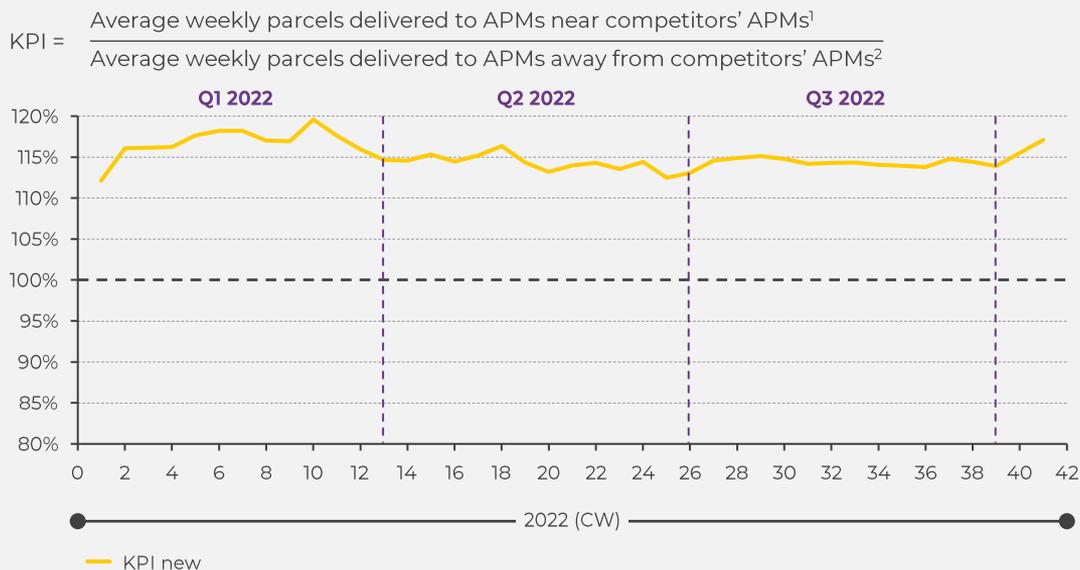


67%

respondents believe that **InPost APM is the most environmentally friendly form of delivery** and shipping

Since the beginning of 2022, competitors' APMs do not appear to have any impact on nearby InPost machines' performance

APMs with competition nearby continue doing better than the ones without



For another quarter InPost APM demand remained resilient to competitors' APMs located nearby, proving consumer loyalty and unique value proposition of the company

1. APMs within 100m distance from the APM deployed by one or more of the following competitors: Swipbox, Aliexpress, Orlen, Allegro. Sample size between ~600 and ~1900, depending on week;
 2. Control group consisting of APMs in the same cities or city classes as those near competitors' APMs. Sample size >1900;
 Source: Company data

We want to further transform the e-commerce landscape

Continue to **densify network and reinforce the competitive moat**

Strengthen and broaden our merchant relationships, e.g., Allegro, SMEs



Drive **innovation** across our **offering**, e.g., new app functionalities, screenless APM, same day delivery

Push for **sustainability**, e.g., leverage hard data to promote our sustainable last-mile solution, electric vehicles fleet, solar-powered APMs

Develop **adjacent services**, e.g., fulfillment

The International Opportunity



What makes the pan-European opportunity attractive?



1 Poor CX of existing solutions

- **High failure rate of to-door delivery** – e.g., roughly 6%¹ of first to-door deliveries in the UK fail
- **Poor value for money** – expensive to-door deliveries represent up to 10% of e-tailers revenue
- **Limited and inconvenient pick-up time** vs 24/7 availability of APM



2 First-mover advantage

- Existing APM solutions in a **very early stage** or in a form of **closed networks** (e.g., Amazon)
- Expansion into the **two of the largest e-commerce markets** in Europe – the UK and France
- Further **growth opportunity** and **revenue streams diversification**



3 Cross-border opportunity

- Strong foundation to **win new contracts with large international merchants and platforms** (e.g., Vinted)
- Opportunity to **increase share of checkout** with already integrated international merchants
- Becoming **strategic partner to local merchants** who plan selling products abroad

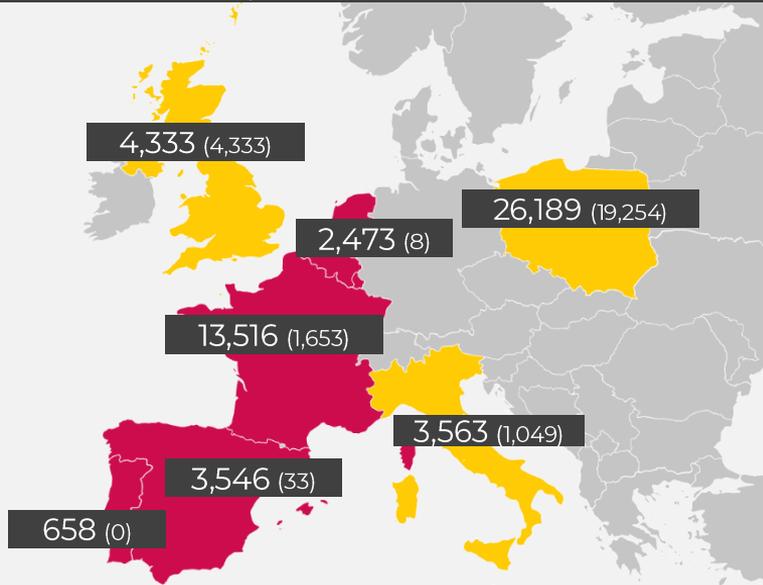
¹ Loquate, Fixing Failed Deliveries, 2021
 Source: Company information, market reports

France and the United Kingdom are our priority markets

We are present in several EU markets...

Number of PUDO and APMs as of Q3 2022

Total out-of-home points: 54,278 (of which 26,330 APMs)



...however, two are of particular priority

	 France	 UK
Growth approach	 M&A	 Organic
What makes the market attractive?	<ul style="list-style-type: none"> 3rd largest European e-commerce market: 56b EUR retail value in 2021¹ Out-of-home is well-established: PUDO estimated to account for +35% of parcel volumes Competitive dynamics: After La Poste, Mondial Relay is 2nd largest OOH player 	<ul style="list-style-type: none"> Largest European e-commerce market: 131b EUR e-commerce market size in 2021¹ Demand for APMs due to high return levels: ~33% returns levels for fashion online purchases in UK² First-mover advantage: existing networks are closed ones, e.g., Amazon

1. Excl. Sales Tax, 2. The Times, Your free return is a £7bn nightmare for UK retailers,, 2022
Source: Company data, Market reports

Mondial Relay: An excellent platform for international expansion

Mondial Relay matched all of our strategic expansion criteria

Fully developed **logistics network**, including **30 depots** and **4 hubs**

Almost **18,000 out-of-home points**, including **13,500** in France

Services for over **~40,000 merchants** in France¹



Transaction closed in July 2021

Customer recognition - the first private logistics operator in France, founded in 1997

Presence on **5 European markets** with >€450 million revenue in 2020²

Saving years in the business development to jump ahead of the potential competitors

We have developed a clear plan to reinforce our presence on the French market



Greater convenience

Deploy up to 2,000 – 3,000 APMs in France by the end of 2022



Improved customer experience

Update branding and introduce mobile app to boost UX



Improved customer experience

Invest in logistics, automation & lean processes to improve delivery time



Wider merchant adoption

Pursue B2C opportunity: 7% market share in B2C OOH



Organization

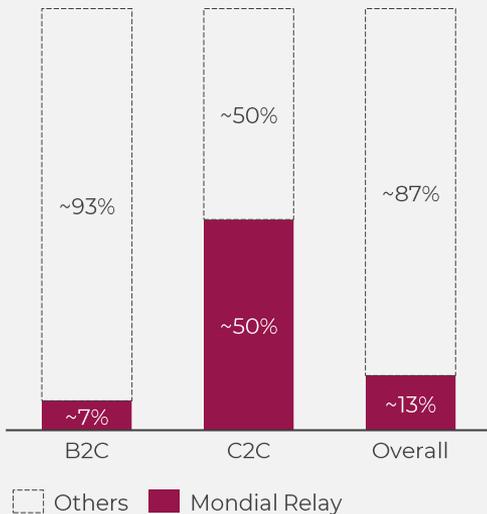
Strengthen management team across all business functions

¹ Customers with at least 1 parcel ordered in May 2021; ² In comparison, in 2020 InPost generated over €560 million, at the weighted average monthly exchange rate for 2020 of 4.4742 PLN / EUR
Source: Company data, Market reports

Another quarter of major developments in all elements of French flywheel

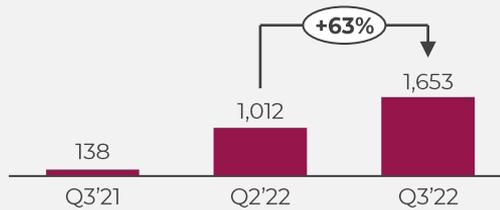
Huge B2C growth potential for Mondial Relay in France

Mondial Relay market share in France (2020, %)



Greater convenience

More than 1.5k APMs added in last 12 months



Scale economies

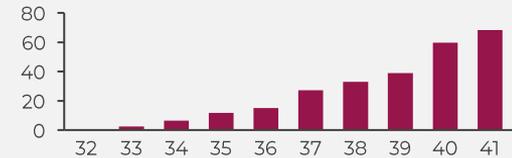
New national hub in Harnes

- 1** Largest sorting facility in the InPost group
- 2** Sorting capacity nearly 4x higher than in average depot in France
- 3** Closest French hub to the UK, Benelux and Poland – **cross border enabler**

Wider merchant adoption

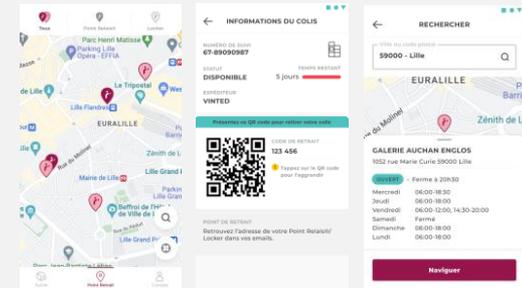
Launch of packageless returns service with Amazon

Volume by calendar week (k)



Improved customer experience

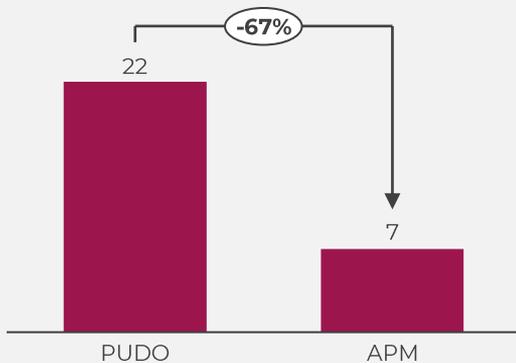
Start of Mobile App quality tests



We continue to see positive results of our actions in all operational areas

Lower APM dwell time vs PUDO

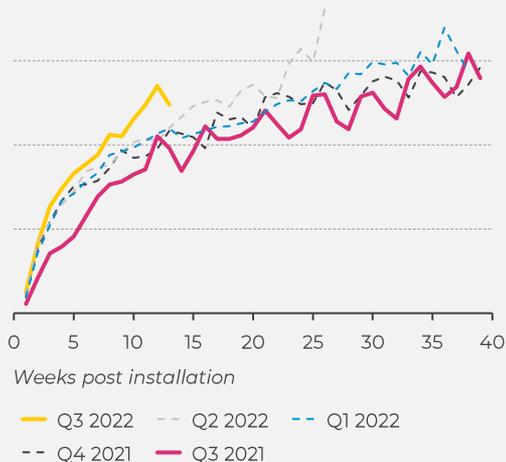
Average dwell time of parcel in Mondial Relay's PUDO/APM (hours)



As more APMs are rolled out, the lower dwell time re-inforces our confidence in their superiority to PUDOs as a more efficient point of parcel pick up

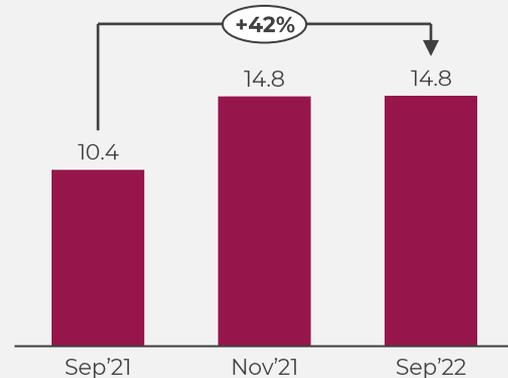
New APM cohorts with improved utilization ramp-up

APM utilization by APM deployment cohort (indexed, W1 Q3 2021 = 100)



Volume in September '22 above last year peak

Parcel volume by month (m)

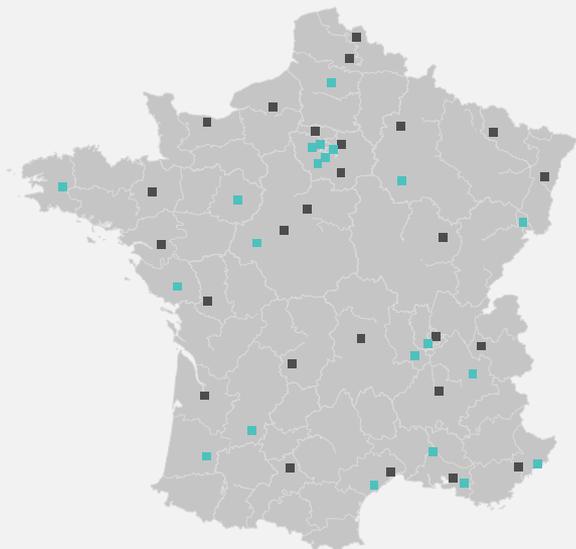


Parcel volume in France increased in September by 42% YoY and already exceeded volume of peak season from November '21

We will continue to expand our operations in France

New depots will enable processing of larger volumes and Next Day Delivery service

Mondial Relay depots in France as of 2021 YE¹

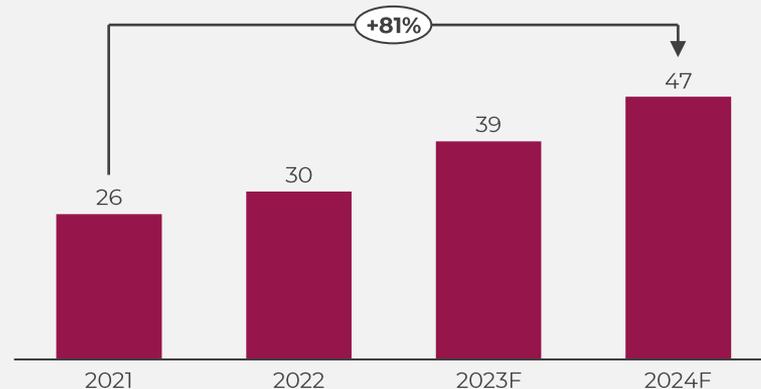


■ Existing depots ■ Planned depots

1. Corse depot excluded 2. Parcels per day
Source: Company data

By 2024 Mondial Relay will operate 47 depots in France

Number of Mondial Relay depots in France at the end of the year¹



On top of launching new depots, we automate existing ones – in 2022 YE we expect our network capacity² to increase by 41% YoY

UK: Several reasons for prioritizing this market



Huge addressable market for APMs

- **Largest European e-commerce market:** 113b GBP¹ e-commerce market size in 2021
- **Demand for APMs due to high return levels:** ~33%² returns levels for fashion online purchases in UK



First-mover advantage

- **The first APM network available to all e-merchants:** other networks are closed ones (e.g. Amazon's network)



Sustainability push

- **UK consumers opt for low carbon emission transport:** 1 in 5 UK consumers done so in 2021³
- **APMs address the sustainability challenge:** up to ~75% fewer CO₂ emissions per parcel (based on Poland example)



High population density/urbanization

- **One of the highest European urbanization rates:** 84%⁴
- **Densely populated cities/areas are attractive** for APMs



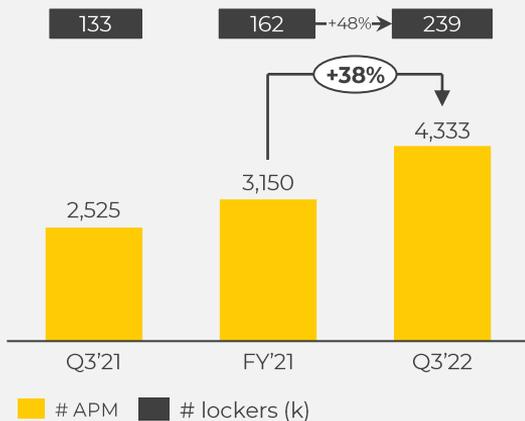
Customer displeasure with to-door

- **High rate of first delivery failure:** roughly 6%⁵ of first 2-Door deliveries in the UK fail
- **All stakeholders bear failed delivery cost:** a total of £7-12⁶ per failed 1st deliver

We unlocked further network capacity in the UK, while the volumes continued to grow rapidly

We continued to densify and innovate our network

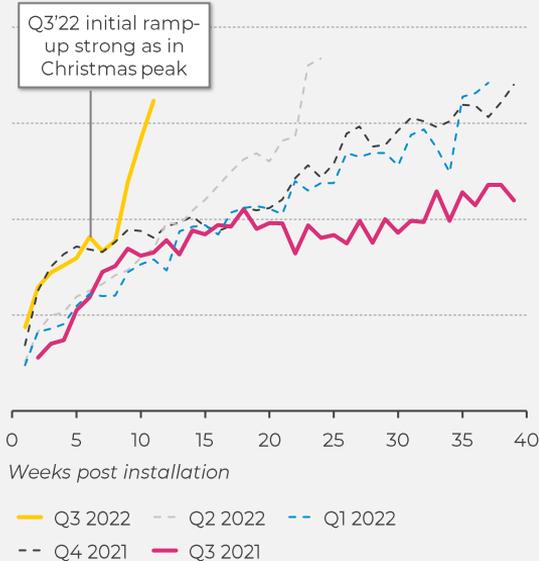
of APMs and # of lockers (k)



 First **L-shaped** and **separated lockers** installed with our key landlord partners

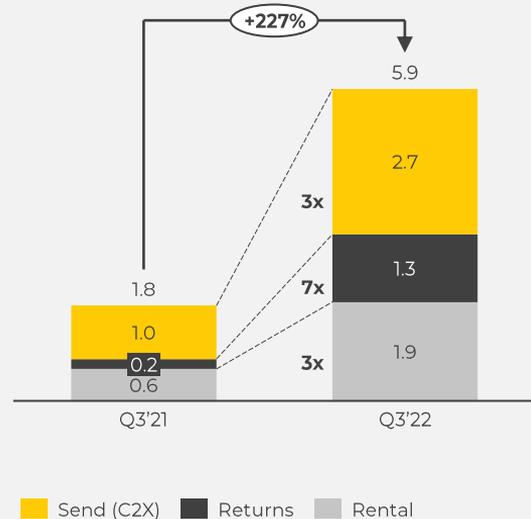
New APM cohorts with superior YoY utilization

APM utilization by APM deployment cohort (indexed, W1 Q3 2021 = 100)



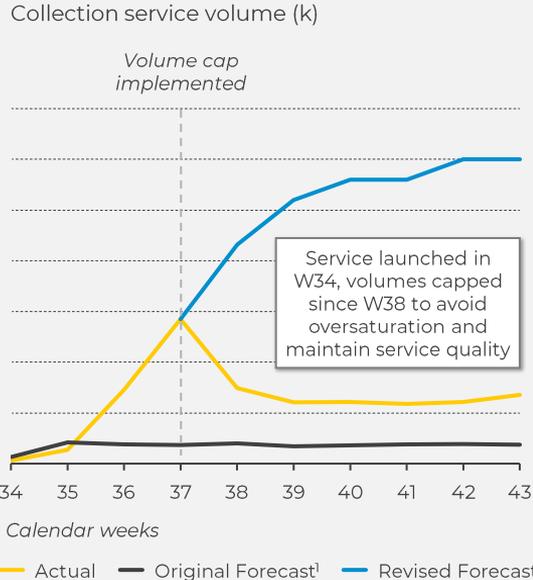
Strong volume growth in all service streams

UK parcel volume (m)



Sudden growth in market demand as we launch new services supports further investments to capture the opportunity

An unprecedented demand since the launch of our L2L service



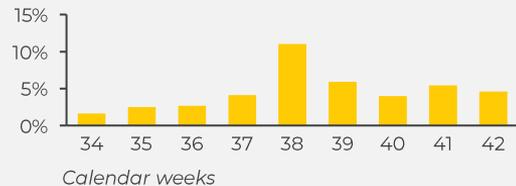
High repeated usage and demand for lockers...

45% customers used the service **more than once** since go-live

25% customers used the service **at least 3 times**

Very encouraging evidence of **customers adopting the service** for multiple parcels, given the **service had been live for just 2 months**

Share of APM peak hours during which APM capacity was fully utilized (%)²



...are solid justification for further investments in logistics



We are working with our logistics partners to **redesign their processes** and **unlock even more sorting capacity**



We continue increasing our **network density and capacity** through deployment of APMs and development of extensions in core cities



Double collections – **couriers visit lockers more frequently** to deliver higher quality and improve network capacity

1. Based on clients forecasts of demand 2. Peak hours defined as 7 AM to 11 PM
Source: Company data

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