

Q2&H12024

6 September 2024

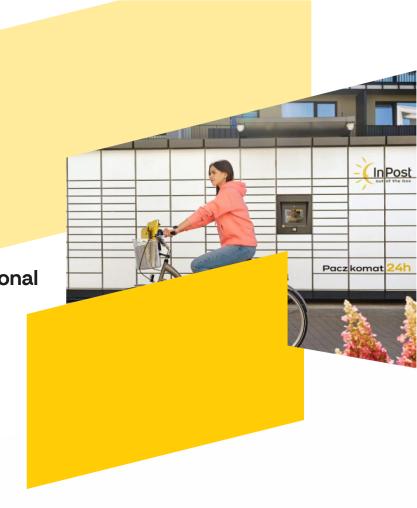


> Key Messages

> Business update Poland

> Business update International

- > Financial highlights
- > Outlook



Agenda

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Key Messages Q2 2024 Highlights

GROUP

264m Parcel volume +23% YoY

2,623m PLN Revenue² +23% YoY

33.8%

Adjusted EBITDA margin Adjusted EBITDA growth +28.6% YoY

POLAND

+20% Parcel volume growth YoY

+22% Revenue growth YoY

46.2%

Adjusted EBITDA margin Adjusted EBITDA growth +18.0% YoY

INTERNATIONAL¹

+29% Parcel volume growth YoY

+23% Revenue growth YoY, +27% ex. FX

15.0%

Adjusted EBITDA margin Adjusted EBITDA growth +120.7% YoY

INPOST GROUP

Key Messages Q2 2024 Highlights - International markets

UK

- New records in volume accompanied by margins expansion
- > Highly utilized network
- Promising B2C
 MVP² pilot

Mondial Relay¹

- > Increase in margins
- Parcels delivered to APMs more than doubled YoY

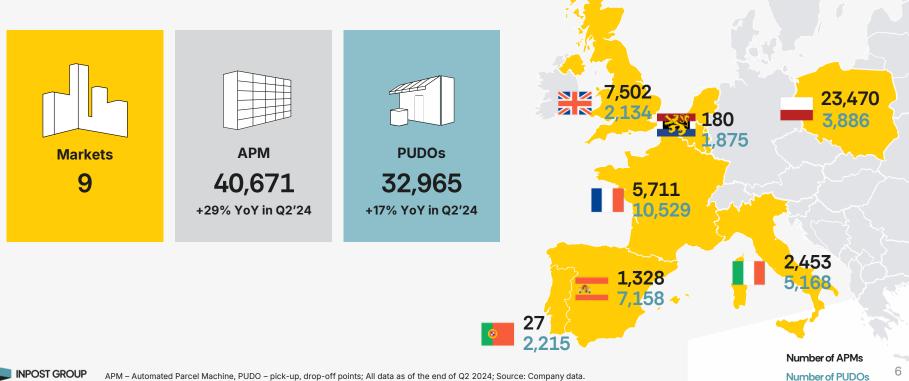
Successful promotion during the **Tour de France**

Italy

Improving profitability

› Lockers more than doubled YoY **Key Messages**

Record-high locker deployment -**3k new APMs in Q2 alone**



Key Messages

Outperforming the market in all key geographies with particularly strong performance in the UK

InPost and total e-commerce market volume growth YoY



Top Sports Sponsorships

POLAND

Football

National Team



We are the sponsor of top Polish athletes



Natalia Kaczmarek (400m runner, Olympic medallist)

INTERNATIONAL

Tour de France

Newcastle United









Atlético Madrid



OFFICIAL PARTNER OF ATLÉTICO DE MADRID

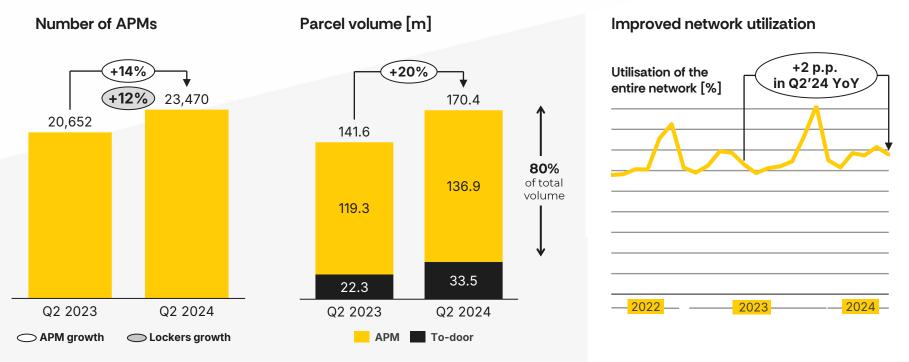




Business update Poland



Business update Poland Strengthening leadership in lockers while improving network utilization

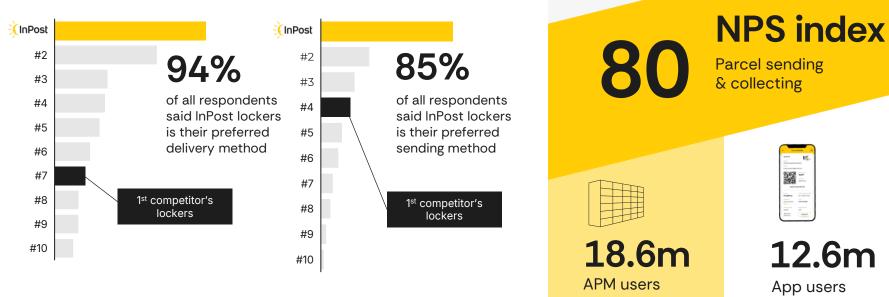


Business update Poland InPost APMs are the:

...preferred delivery method

...preferred sending method

...most recommended lockers

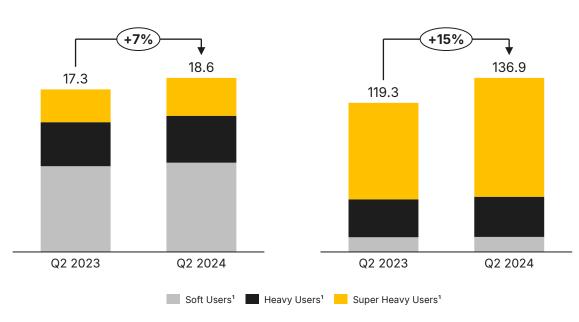


12.6m App users

Business update Poland Expanding loyal and sticky user base drives volume growth

APM volume per user group [m]

APM users per user group [m]



68% of APM volume is generated by the most loyal users² (+3 p.p. YoY) based on: i) the number of users and ii) their order frequency

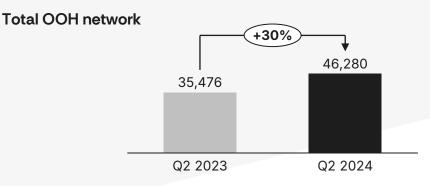
23% YoY volume growth in super heavy user group

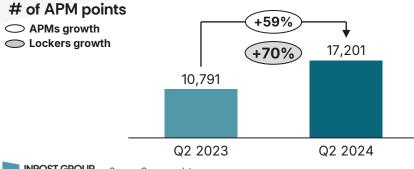


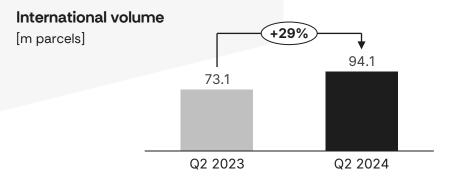


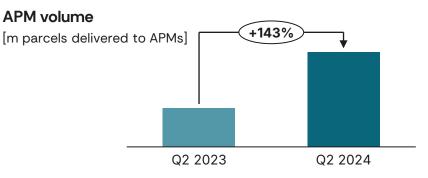


Accelerating APM deployment with faster adoption rates









APMs

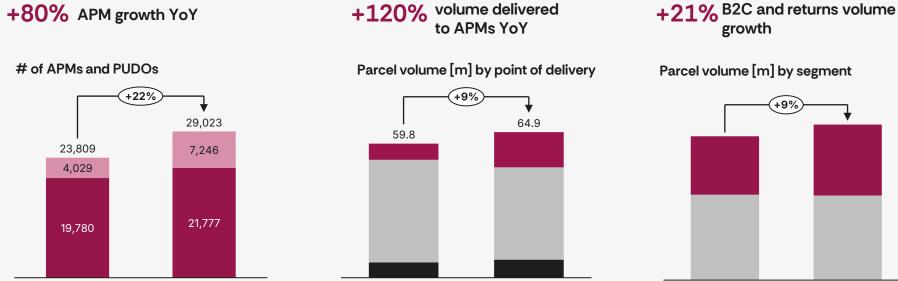
Q2 2024

PUDOs

Q2 2023

Business update International

APM adoption



Q2 2023

APM

PUDO

Q2 2024

other

Mondial Relay: Gaining market share via B2C expansion and customer

Q2 2023

B2C

Q2 2024

C2C

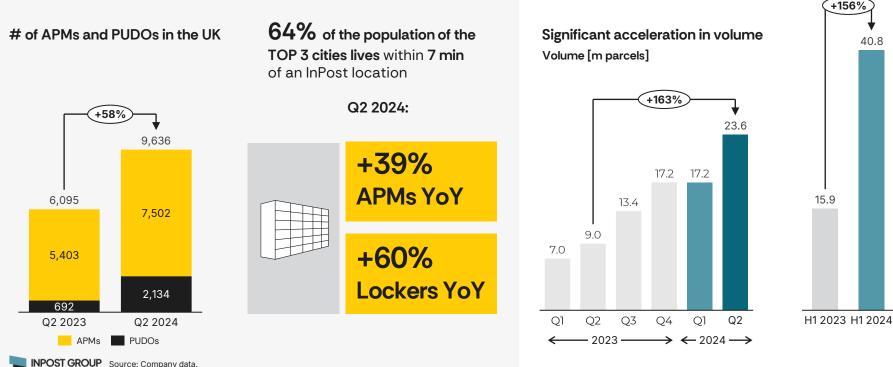
Mondial Relay: Enhancing competitive position through better customer experience



NPOST GROUP

App downloads

InPost UK: Volume expansion on network growth, customer adoption and logistics improvements



InPost UK: Focus on UX improvement driving customer growth



INPOST GROUP Source: Company data.

Financial highlights



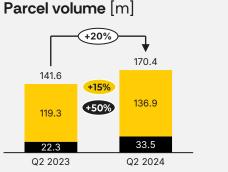
Financial highlights Summary of financial performance

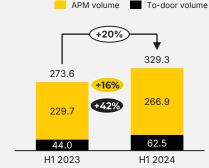
PLN m unless otherwise specified	Q2 2024	Q2 2023	YoY	6M 202	4 6M 20
Parcel volume (m)	264.4	214.7	23%	507.1	413.3
Poland	170.4	141.6	20%	329.3	273.6
International	94.1	73.1	29%	177.7	139.7
Mondial Relay	64.9	59.8	9%	126.5	116.1
UK + Italy ¹	29.1	13.3	119%	51.2	23.6
Segment Revenue ²	2,623.0	2,140.5	22.5%	5,048.2	7 4,136.4
Poland	1,578.9	1,294.5	22.0%	3,062.0	2,469.9
International	1,044.1	846.0	23.4%	1,986.7	1,666.5
Mondial Relay	738.9	715.0	3.3%	1,445.2	1,432.1
UK + Italy	305.2	131.0	133.0%	541.5	234.4
Adjusted EBITDA ³	887.3	690.1	28.6%	1,647.4	1,247.4
Poland	730.2	618.9	18.0%	1,403.2	1,150.8
International	157.1	71.2	120.7%	244.2	96.6
Mondial Relay	125.3	95.2	31.6%	197.7	166.8
UK + Italy	31.8	(24.0)	n/a	46.5	(70.2)
Adjusted EBITDA Margin	33.8%	32.2%	160bps	32.6%	30.2%
Poland	46.2%	47.8%	(160bps)	45.8%	46.6%
International	15.0%	8.4%	660bps	12.3%	5.8%
Mondial Relay	17.0%	13.3%	360bps	13.7%	11.6%
UK + Italy	10.4%	(18.3%)	n/a	8.6%	(29.9%)
Сарех	342.0	244.5	39.9%	587.8	467.1
% of revenue	13.0%	11.4%	160bps	11.6%	11.3%
Net Leverage ⁴	1.95x	2.70x	(0.7x)	1.95x	2.70x
FCF Group	154.1	93.0	65.7%	367.3	210.3
FCF Poland	164.1	172.6	(4.9%)	623.4	472.7
FCF International	(10.0)	(79.6)	n/a	(256.1)	(262.4)

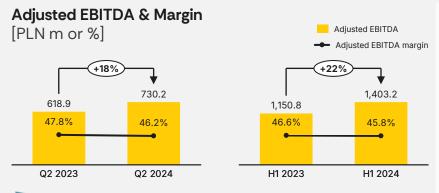


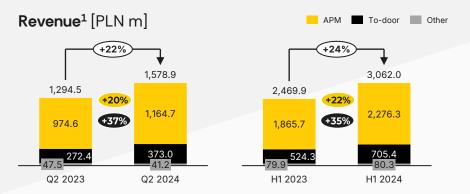
1) Reporting segment: Other international; 2) Revenue and Other Operating Income; 3) Adjustments are presented on slide 23; 4) Leverage calculated based on Last Twelve Months Adjusted EBITDA; Source: Company data.

Financial highlights Poland: Strong results driven by volume growth and good cost management







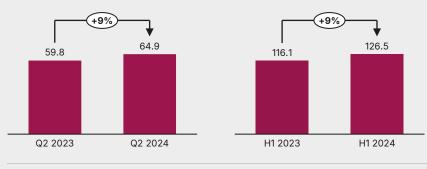


Q2 2024 highlights

- APM and to-door volume driven by all market segments, with the fastest growth from fashion and marketplaces
- Positive revenue impact due to single-digit repricing
- Margin increase QoQ, thanks to good cost management on both COGS and SG&A line. High base effect on Adjusted EBITDA margin YoY, in line with 2024 outlook

Financial highlights Mondial Relay: Volume growth driven by B2C expansion and strong APM adoption

Parcel volume [m]



Adjusted EBITDA & Margin [PLN m or %] - Adjusted EBITDA margin Adjusted EBITDA



Q2 2024 highlights

Revenue¹ [PLN m]

715.0

Q2 2023

738.9

Q2 2024

• Volume growth surpassing the market, driven by another quarter of strong volume growth in the strategically important B2C segment (+21% YoY).

1.432.1

H1 2023

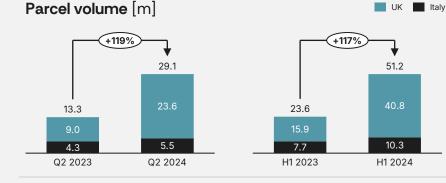
- Revenue growth in local currency (EUR) in line with volume increase
- Strong adjusted EBITDA margin increase on the back of volume growth, positive product mix effect, operational improvements and control over SG&As (ex-one-offs)

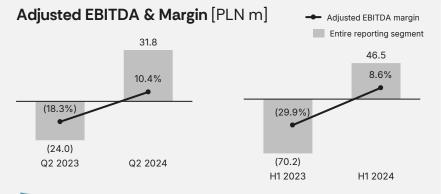
EUR

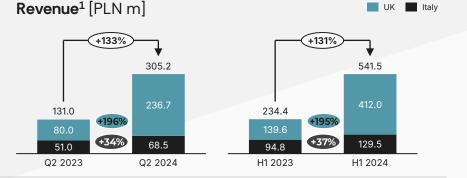
1,445.2

H1 2024

Financial highlights UK & Italy: Improving growth and profitability







Q2 2024 highlights

- UK revenue almost tripled YoY, driven by volume & product • mix, supported by rapid network expansion and logistics improvements
- Italy's revenue and volume growth driven largely by B2C ٠ and marketplaces
- Profitability for the entire reporting segment higher ٠ compared with Q1 2024 due to improvements in margins in each market

Italv

Financial highlights Adjusted EBITDA to Net Profit

	H1 2024	H1 2023	Difference	% change
Adjusted EBITDA	1,647.4	1,247.4	400.0	32.1%
Margin %	32.6%	30.2%	250bps	
Share-based compensation [MIP valuation]	(2.2)	(2.2)	0.0	0.0%
LTIP valuation	(33.5)	(10.4)	1 (23.1)	222.1%
M&A costs	(0.5)	-	(0.5)	n/a
Restructuring costs	(33.4)	(13.5)	2 (19.9)	147.4%
Operating EBITDA	1,577.8	1,221.3	356.5	29.2%
Margin %	31.3%	29.5%	170bps	
IFRS16 RoU amortisation	(435.7)	(322.2)	3 (113.5)	35.2%
Other intangibles amortisation	(65.7)	(61.9)	(3.8)	6.1%
PPE depreciation	(164.2)	(184.0)	19.8	(10.8%)
EBIT	912.2	653.2	259.0	39.7%
Margin %	18.1%	15.8%	230bps	
Net financial cost	(141.5)	(270.7)	129.2	(47.7%)
of which: interest expense	(175.0)	(183.0)	8.0	(4.4%)
of which: unrealised FX gains/(losses)	8.1	(83.0)	4 91.1	n/a
of which: other	25.4	(4.7)	30.1	n/a
Share of result from associates	6.1	-	6.1	n/a
Income tax	(184.1)	(138.6)	5 (45.5)	32.8%
Net profit from continuing operations	592.7	243.9	348.8	143.0%
Margin %	11.7%	5.9%	580bps	

LTIP increase resulting from new grants and better results

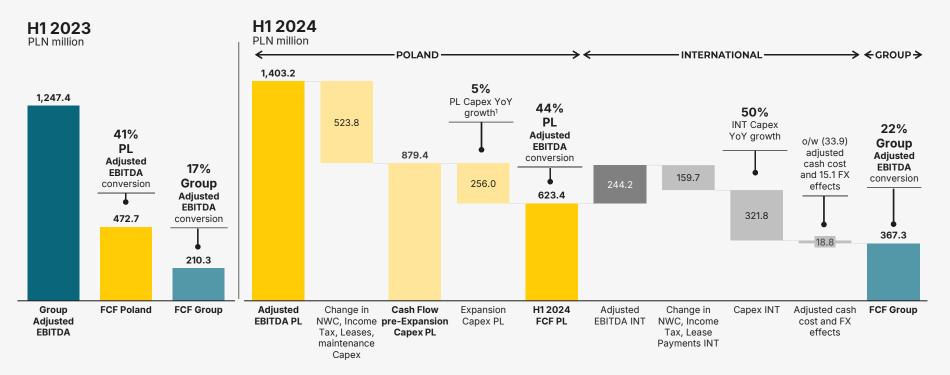
2 Costs related to Mondial Relay transformation

1

- 3 Growth mainly driven by network scale – APM land and depot leases offset by the change of APM lifetime period
- 4 Unrealised gains and losses are driven by strengthening of PLN vs EUR and arise from FX translation differences of PLN denominated debt consolidated on Luxembourg Parent Company level
- Steadily improving effective tax rate YoY (after elimination of non-deductible costs of unrealised FX gains and losses)

Financial highlights

Highly cash-generative business model in Poland favourable for net leverage reduction



Financial highlights Further deleveraging down to 1.95x

	H1 2024	FY 2023	Difference	% change
(+) Gross debt	6,910.9	6,648.4	262.5	3.9%
Borrowings & financial instruments at amortised cost	4,879.5	4,856.8	1 22.7	0.5%
Depots and APM locations IFRS16 lease liabilities	1,626.0	1,446.1	179.9	12.4%
Other IFRS16 ¹	405.4	345.5	59.9 _ 2	17.3%
(-) Cash	(772.3)	(565.2)	(207.1)	36.6%
(-) Interest Rate SWAP	(23.0)	(7.9)	(15.1)	191.1%
Net debt	6,115.6	6,075.3	40.3	0.7%
Adjusted EBITDA LTM ²	3,133.1	2,733.1	400.0	14.6%
Net Leverage (Actual) ³	1.95x	2.22x	(0.3x)	n.m.

1 Increase in borrowings due to higher utlisation of the revolving facility offset by positive FX effect on bonds denominated in EUR of PLN -17m

2 Positive FX impact on EUR denominated leases of PLN 7.8 m

3 Net debt to Adjusted EBITDA, slight improvement QoQ

Outlook

Outlook FY 2024 Outlook & trends (revised)

Outlook revised in terms of e-commerce market volume growth in Poland, France and the UK.

Market e-commerce volume growth	 High single-digit to low double-digit e-commerce market volume growth in Poland. Negative to mid-single-digit e-commerce parcel market volume growth in our main international markets – namely France and the UK.
Group Volume and	 Parcel volume to outperform market growth in all our geographies and increase market share in all our geographies.
Revenue growth	At the Group level, the revenue growth rate is to exceed the volume growth rate by a low to mid-single digit.
Adjusted EBITDA and Adjusted EBITDA margin	 At the Group level, we expect Adjusted EBITDA growth to be in line with revenue increase: (i) Adjusted EBITDA margin in Poland slightly softening and stabilizing at mid-40s and (ii) Adjusted EBITDA margin from total international markets expected to be visibly higher YoY at low double digits. We expect Mondial Relay Adjusted EBITDA margin to increase by 100–200 bps. Meanwhile, in the UK, we expect a sustained Adjusted EBITDA margin compared with Q4 2023.
	 We expect to be profitable in all our key markets¹ on an Adjusted EBITDA level.
Capex & APM network expansion	 We will continue to consolidate our leadership footprint by focusing on increasing the density and proximity of our APM network in Poland, and by further developing our coverage in France and the UK.
	 We expect total capex to amount to approximately PLN 1.3 billion (excl. M&A expenditures) with the increased weight of the total international markets' capex.
	 Capex intensity (compared with revenue) is expected at low double digits.
Debt levels and	 We expect positive FCF at the Group level, and continued deleveraging.
Leverage	 As previously communicated, we are always looking for strategic non-organic options to accelerate growth and consolidate our footprint/value chain in our key international geographies.
Q3 2024 trading update	 So far, in Q3 2024, we are running at a volume growth of c. 20% at the Group level, with volume in Poland growing in the mid to high teens, and total international volume growing at a similar rate to Q2 2024.

Thank you!

Contact for Investors

Investor Relations Department ir@inpost.eu

Meet us:

9 Sept 2024 Citi CEEMEA "C-Sweet" Videocall

10 Sept 2024 Pekao Annual Emerging Europe Conference, Warsaw

18 Sept 2024 Goldman Sachs European Communacopia Conference, London

19 Sept 2024 Citi Growth Conference, London

8 Oct 2024 ERSTE The Finest CEElection, Vienna

8 Oct 2024 BofA Last Mile & Delivery Virtual Fieldtrip, virtual

17 Oct 2024 Trigon Investor Conference, Warsaw

8 Nov 2024 Trading update for the third quarter of 2024, virtual

For more info: Upcoming events



Appendix Adjusted EBITDA to Net Profit

PLN m, unless otherwise stated	Q2 2024	Q2 2023	Difference	% change
Adjusted EBITDA	887.3	690.1	197.2	28.6%
Margin %	33.8%	32.2%	160bps	
Share-based compensation [MIP valuation]	(1.1)	(1.4)	0.3	(21.4%)
LTIP valuation	(24.7)	(5.4)	(19.3)	357.4%
M&A costs	(0.5)	-	(0.5)	n/a
Restructuring costs	(23.1)	(7.5)	1 (15.6)	208.0%
Operating EBITDA	837.9	675.8	162.1	24.0%
Margin %	31.9%	31.6%	40bps	
IFRS16 RoU amortisation	(236.6)	(166.3)	2 (70.3)	42.3%
Other intangibles amortisation	(39.6)	(31.4)	(8.2)	26.1%
PPE depreciation	(78.2)	(92.6)	14.4	(15.6%)
EBIT	483.5	385.5	98.0	25.4%
Margin %	18.4%	18.0%	40bps	
Net financial cost	(74.4)	(177.2)	102.8	(58.0%)
of which: interest expense	(89.2)	(91.5)	2.3	(2.5%)
of which: unrealised FX gains/(losses)	11.5	(83.3)	3 94.8	n/a
of which: other	3.3	(2.4)	5.7	n/a
Share of result from associates	1.6	-	1.6	n/a
Income tax	(74.3)	(80.3)	6.0	(7.5%)
Net profit from continuing operations	336.4	128.0	208.4	162.8%
Margin %	12.8%	6.0%	680bps	

Costs related to Mondial
Relay transformation

1

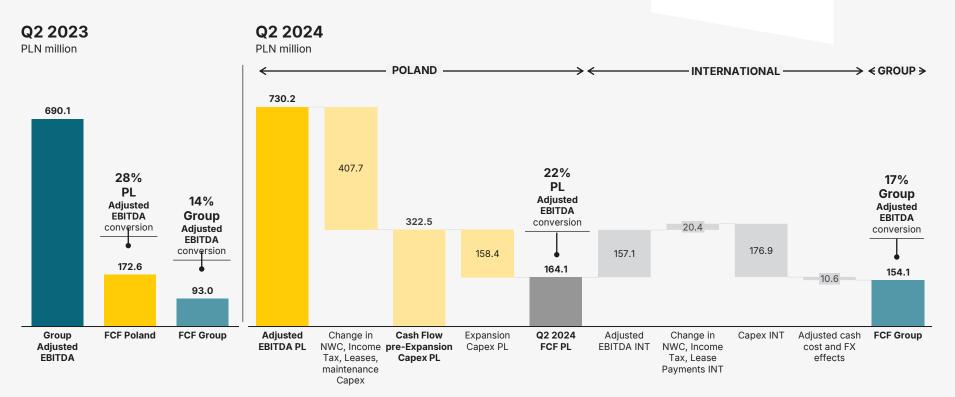
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Growth mainly driven by network scale – APM land and depot leases offset by the change of APM lifetime period

3 Unrealised gains and losses are driven by strengthening of PLN vs EUR and arise from FX translation differences of PLN denominated debt consolidated on Luxembourg Parent Company level

Appendix

Continued improvement in FCF generation



Appendix

Definitions and numerical reconciliations of Alternative Performance Measures

Adjusted EBITDA	facilitates the comparison of the Group's operating results from period to period and between segments by removing the impact of, among other things, its capital structure, asset base and tax	PLN m, unless otherwise stated	6 months ended on 30-06-2024	6 months ended on 30-06-2023	3 months ended on 30-06-2024	3 months ended on 30-06-2023
	consequences, and one-off and non-cash costs not related to its day-to-day operations. Adjusted EBITDA is defined as net profit	Net profit/(loss) from continuing operations	592.7	243.9	336.4	128.0
	(loss) for the period adjusted for profit (loss) from discontinued	Income tax	184.1	138.6	74.3	80.3
	operations, income tax expense (benefit), profit on sales of an organised part of an enterprise, share of profits of equity-accounted	Profit/(loss) from continuing operations before tax	776.8	382.5	410.7	208.3
	investees, finance costs and income, depreciation and amortisation, adjusted with non-cash (share-based payments) and one-off costs (IPO, Restructuring and Acquisition costs). Restructuring costs refer to legal and advisory costs of standardisation of operating, administration and business processes of Mondial Relay to reflect	adjusted by: Net financial costs Depreciation Share of result from associates	141.5 665.6 (6.1)	568.1 -		290.3
	the processes in Polish entities.	Operating EBITDA	1,577.8	1,221.3	837.9	675.8
Adjusted	is defined as Adjusted EBITDA divided by the total of Revenue	MIP Valuation	2.2	2.2	1.1	1.4
EBITDA Margin		LTIP Valuation	33.5	10.4	24.7	5.4
· ·		M&A	0.5	-	0.5	-
Capex	is defined as the total of Purchase of property, plant and equipment	Restructuring costs	33.4	13.5	23.1	7.5
	and Purchase of intangible assets presented in Cash Flow	Adjusted EBITDA	1,647.4	1,247.4	887.3	690.1
	Statement. This measure is used to assess the total amount of cash	Total CAPEX	587.8	467.1	342.0	244.5
Operating	outflows invested in the Group's non-current assets. facilitates the comparisons of the Group's operating results from	Purchase of property, plant and equipment	486.0	399.1	278.0	205.1
EBITDA	period to period and between segments by removing the impact of,	Purchase of intangible assets	101.8	68.0	64.0	39.4
	among other things, its capital structure, asset base and tax consequences. Operating EBITDA is defined as net profit for the	Revenue and other operating income	5,048.7	4,136.4	2,623.0	2,140.5
	period adjusted for profit (loss) from discontinued operations,	Operating EBITDA	1,577.8	1,221.3	837.9	675.8
	income tax expense (benefit), profit on sales of an organised part of	Operating EBITDA margin	31.3%	29.5%	31.9%	31.6%
	an enterprise, share of profits of equity-accounted investees, finance costs and income as well as depreciation and amortisation.	Revenue and other operating income	5,048.7	4,136.4	2,623.0	2,140.5
Operating	is defined as Operating EBITDA divided by the total of Revenue	Adjusted EBITDA	1,647.4	1,247.4	887.3	690.1
EBITDA Margin	and Other operating income.	Adjusted EBITDA margin	32.6%	30.2%	33.8%	32.2%

Appendix
Profit and Loss
and Other
Comprehensive
Income
Statement

PLN m unless otherwise specified	H1 2024	H1 2023	Q2 2024	Q2 2023
Revenue	5,035.1	4,121.7	2,616.3	2,134.1
Other operating income	13.6	14.7	6.7	6.4
Depreciation and amortization	665.6	568.1	354.4	290.3
Raw materials and consumables	109.5	138.1	54.0	73.1
External services	2,582.2	2,187.8	1,324.9	1,089.9
Taxes and charges	9.1	8.6	5.3	5.2
Payroll	510.7	384.6	268.3	198.5
Social security and other benefits	148.1	115.6	70.2	52.2
Other expenses	70.2	43.7	38.6	29.4
Cost of goods and materials sold	23.9	18.4	11.4	8.5
Other operating expenses	7.5	10.6	4.6	6.2
Impairment (gain)/loss on trade and other receivables	9.7	7.7	7.8	1.7
Total operating expenses	4,136.5	3,483.2	2,139.5	1,755.0
Operating profit	912.2	653.2	483.5	385.5
Finance income	37.4	1.3	14.0	0.9
Finance costs	178.9	272.0	88.4	178.1
Share of results from associates accounted for using the equity method	6.1	-	1.6	-
Profit before tax	776.8	382.5	410.7	208.3
Income tax expense	184.1	138.6	74.3	80.3
Profit from continuing operations	592.7	243.9	336.4	128.0
Loss from discontinued operations	(1.5)	-	-	-
Net profit	591.2	243.9	336.4	128.0
Exchange differences from the translation of foreign operations, net of tax	(0.8)	78.8	(14.0)	80.2
Share of other comprehensive income/(loss) of associates accounted for using the equity method	(2.3)	-	(0.1)	-
Other comprehensive income, net of tax	(3.1)	78.8	(14.1)	80.2
Total comprehensive income	588.1	322.7	322.3	208.2
Basic/diluted earnings per share (in PLN)	1.18	0.49	0.67	0.26

	PLN m unless otherwise specified	H1 2024	H1 2023	Q2 2024	Q2 2023
	Cash flows from operating activities				
	Net profit	591.2	243.9	336.4	128.0
	Adjustments:	1,037.4	974.5	540.3	525.6
W	Income tax expense	184.1	138.6	74.3	80.3
	Financial cost/(income)	142.9	240.6	76.1	144.3
nt	(Gain)/loss on sale of property, plant and equipment	1.2	-	1.1	(0.2)
	Depreciation and amortisation	665.6	568.1	354.4	290.3
	Impairment losses	9.6	10.1	7.7	(0.4)
	Group settled share-based payments	40.1	17.1	28.3	11.3
	Share of results of associates	(6.1)	-	(1.6)	-
	Changes in working capital:	(67.4)	(136.0)	(21.1)	(103.9)
	Trade and other receivables	(135.3)	0.7	(82.9)	48.4
	Inventories	0.4	1.5	0.2	1.0
	Other assets	(35.6)	(40.1)	19.1	8.3
	Trade payables and other payables	19.3	(113.3)	(8.8)	(129.4)
	Employee benefits, provisions and contract liabilities	14.4	(0.5)	(21.1)	(24.4)
	Other liabilities	69.4	15.7	72.4	(7.8)
	Cash generated from operating activities	1,561.2	1,082.4	855.6	549.7
	Interest and commissions paid	(172.6)	(179.8)	(89.0)	(110.9)
	Income tax paid	(176.5)	(98.3)	(127.1)	(61.4)
	Net cash from operating activities	1,212.1	804.3	639.5	377.4
	Cash flows from investing activities				
	Purchase of property, plant and equipment	(486.0)	(399.1)	(278.0)	(205.1)
	Purchase of intangible assets	(101.8)	(68.0)	(64.0)	(39.4)
	Proceeds from financial instruments	10.1	-	5.6	-
	Net cash from investing activities	(577.7)	(467.1)	(336.4)	(244.5)
	Cash flows from financing activities				
	Proceeds from loans and borrowings	39.4	45.8	39.2	(24.3)
	Repayment of the principal portion of loans and borrowings	(6.8)	(8.8)	(2.4)	25.4
	Payment of principal of the lease liability	(429.6)	(306.7)	(232.4)	(150.8)
	Acquisition of treasure shares	(31.5)	-	(31.5)	-
	Net cash from financing activities	(428.5)	(269.7)	(227.1)	(149.7)
	Net change in cash and cash equivalents	205.9	67.5	76.0	(16.8)
	Cash and cash equivalents at the start of the reporting period	565.2	435.8	697.8	519.7
	Effect of movements in exchange rates	1.2	0.7	(1.5)	1.1
	Cash and cash equivalents as of 30 June	772.3	504.0	772.3	504.0

Appendix Cash Flow Statement

Appendix Balance Sheet Statement

PLN m unless otherwise specified	31.06.2024	31.12.2023
Non-current assets	8,237.4	7,640.7
Goodwill	1,368.8	1,379.9
Intangible assets	1,033.2	1,002.1
Property, plant and equipment	5,357.0	4,802.2
Investments in associates, accounted for using the equity method	219.4	211.5
Other receivables	33.2	26.6
Deferred tax assets	159.7	175.1
Other assets	66.1	43.3
Current assets	2,455.5	2,092.1
Inventory	12.6	13.0
Other financial assets	23.0	7.9
Trade and other receivables	1,557.9	1,439.9
Income tax assets	3.3	14.5
Other assets	86.4	51.6
Cash and cash equivalents	772.3	565.2
TOTAL ASSETS	10,692.9	9,732.8
Equity attributable to owners of InPost	1,890.7	1,294.0
Share capital	22.7	22.7
Share premium	35,122.4	35,122.4
Retained earnings/(accumulated losses)	2,140.8	1,541.4
Reserves	(35,395.2)	(35,392.5)
Total equity	1,890.7	1,294.0
Loans and borrowings	4,758.9	4,769.2
Employee benefits and provisions	13.7	14.0
Government grants	1.1	1.1
Deferred tax liability	385.5	297.4
Other financial liabilities	1,265.0	1,127.4
Total non-current liabilities	6,424.2	6,209.1
Trade payables and other payables	1,110.1	1,074.7
Loans and borrowings	120.6	87.6
Current tax liabilities	18.0	124.7
Employee benefits and provisions	143.4	128.6
Other financial liabilities	766.4	664.2
Other liabilities	219.5	149.9
Total current liabilities	2,378.0	2,229.7
Total liabilities	8,802.2	8,438.8
TOTAL EQUITY AND LIABILITIES	10,692.9	9,732.8

Appendix InPost Group out-of-home points

	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Out-of-home points	59,640	61,873	66,064	69,379	73,636
of which APMs	31,443	32,943	35,449	37,703	40,671
of which Poland	20,652	21,227	21,969	22,654	23,470
of which France	3,585	3,955	4,505	5,140	5,711
of which UK	5,403	5,710	6,409	6,828	7,502
of which other markets	1,803	2,051	2,566	3,081	3,988
of which PUDOs	28,197	28,930	30,615	31,676	32,965
of which Poland	3,512	3,660	3,714	3,596	3,886
of which France	11,518	11,180	11,080	10,763	10,529
of which other markets	13,167	14,090	15,821	17,317	18,550

Appendix Glossary

APM	Automated Parcel Machine				
B2C	Business-to-customer				
C2C	Customer-to-customer				
ETR	Effective tax rate				
Heavy user	APM user who received 13–39 APM parcels within the last 12 months				
KPI	Key Performance Indicator				
Net Leverage	Calculated based on the Last Twelve Months Adjusted EBITDA				
ООН	Out-of-home delivery				
PUDO	Pick-Up Drop-Off points				
Soft user	APM user who received 1–12 APM parcel within the last 12 months				
Super heavy user	APM user who received at least 40 APM parcels within the last 12 months				
To-door	Delivery to the address				