



# Together 24/7

Transforming  
e-Commerce  
Last Mile



# Agenda

1.  
**About  
InPost Group**

2.  
**Poland:  
Strengthening  
leadership  
position**

3.  
**International:  
Strong momentum  
for France and  
the UK expansion**

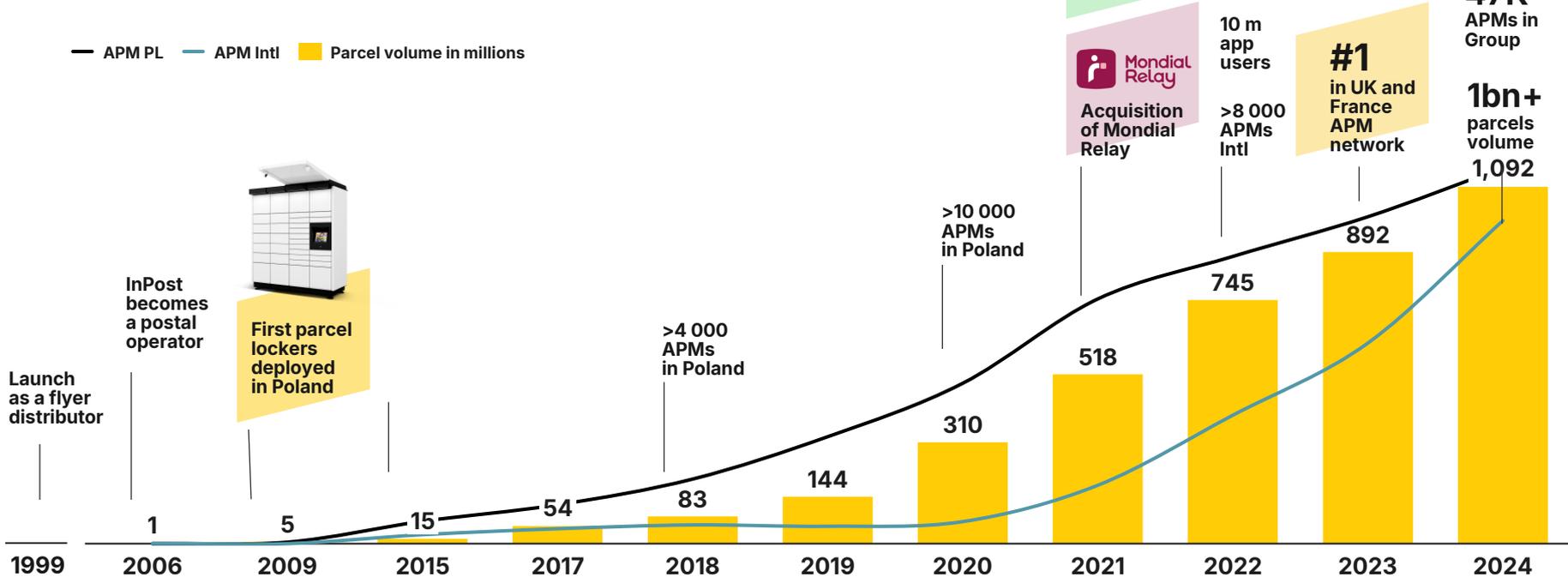




# About InPost Group



# A journey of remarkable growth over the years



# Record-breaking 2024 for InPost Group

Parcel volumes

**1.1b**  
+22% YoY

Revenue

**PLN 11b**  
+23% YoY

Capex

**PLN 1.4b**  
+37% YoY

Adjusted EBITDA

**PLN 3.6b**  
+33% YoY

Group FCF<sup>1</sup>

**PLN 0.9b**  
+22% YoY

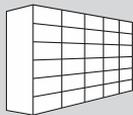
Net leverage

**1.9x**  
vs. 2.2x EOY 2023



# Network: New milestone

## More than 11k APMs deployed in 2024



APM  
47k



PUDOs  
34k

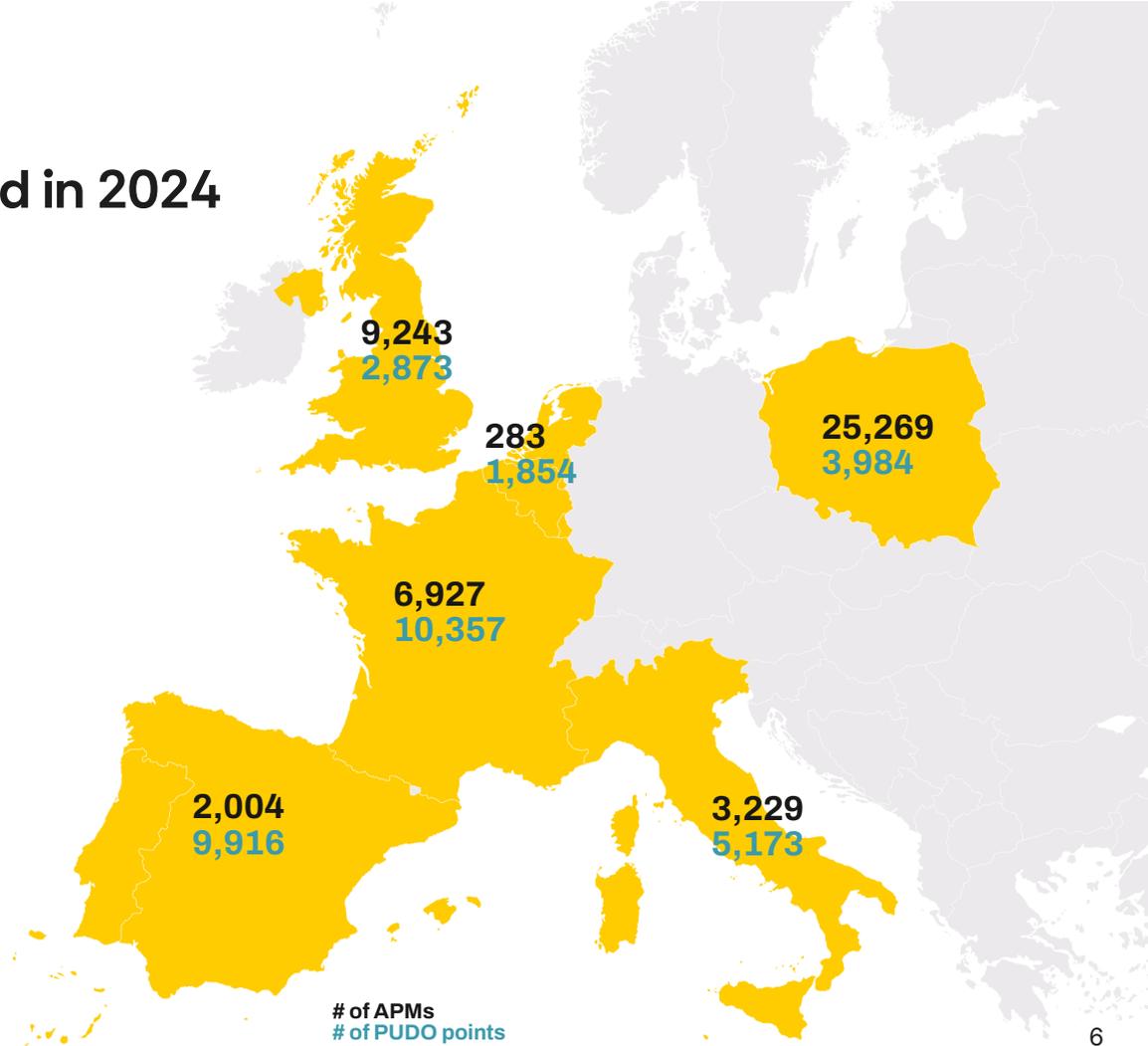
~60%

Share of  
International  
OOH points in  
Group's total

~40%

Share of  
International  
volumes in  
Group's total

APM – Automated Parcel Machine, PUDO – pick-up, drop-off points;  
Source: Company data.



# Positioning for unprecedented growth in European markets

## E-commerce markets by country

**Poland**  
# 1.4b parcels



OOH market above 60%

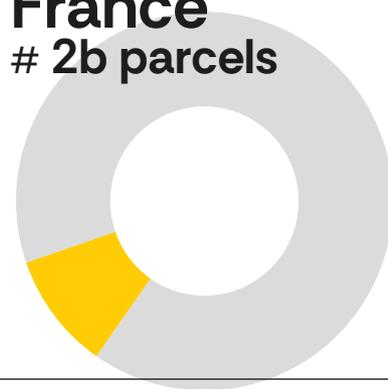
**United Kingdom**  
# 4b parcels



To-door still over 70%

 InPost market share

**France**  
# 2b parcels

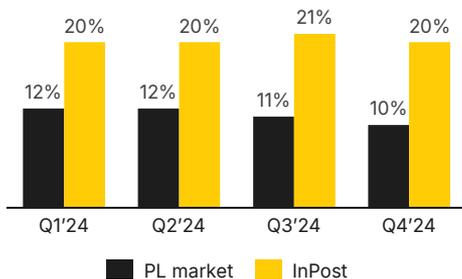


Data in pie charts presents estimated addressable parcels volume;  
Source: Company data, market reports.

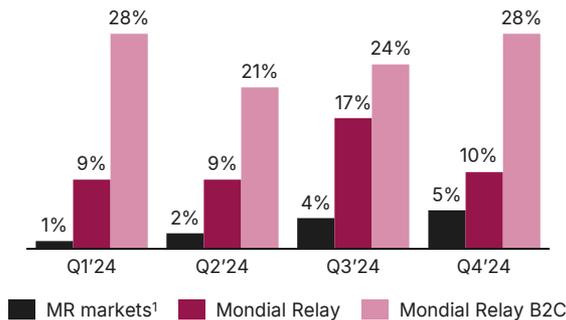
# Outperforming the market in all key geographies with exceptional strong performance in Mondial Relay markets

InPost and total e-commerce market volume growth YoY

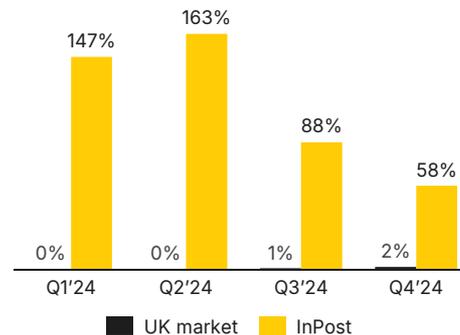
## Poland



## Mondial Relay



## United Kingdom



# Our business at a glance

## Seller



### Retail

Online purchase and choice of delivery method

## InPost



### Collecting

Parcel collection via InPost



### Sorting shipments



### Linehaul / Transport



### Last mile (APM/2D)

Shipment delivered to the selected Parcel Locker along with a notification sent to the Customer

## Consumer



### Customer collects shipment

### Fulfillment

The parcel is collected from the sorting hub and sent for delivery



# Our business flywheel

## for merchants

- 1. More sales
- 2. Reliability
- 3. Low delivery cost
- 4. Sustainability



## and consumers

- 1. Convenience and flexibility
- 2. Reliability
- 3. Ease of use
- 4. Sustainability

# One company – two brands, with the highest NPS in Poland and France

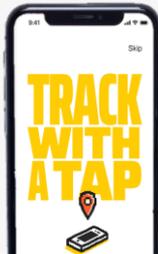


**#1** NPS index  
in Poland

**#1** NPS index  
in France



**13.7m**  
app users  
in Poland



**1.9m**  
app users  
in the UK



**3.2m**  
app users  
in France

Our app users send & receive **40%** more parcels than non app users

# On the path to NET-ZERO

**InPost CO<sub>2</sub> reduction from delivery to APM / PUDO vs. to-door<sup>1</sup>**

**Last mile**

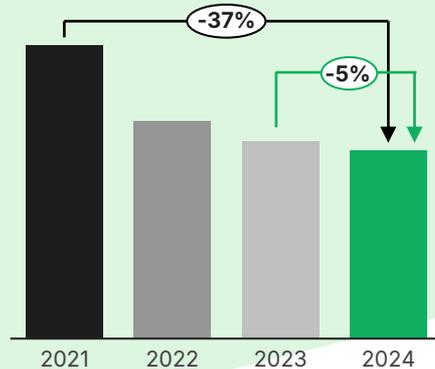
**98% less CO<sub>2</sub>**

**Whole route**

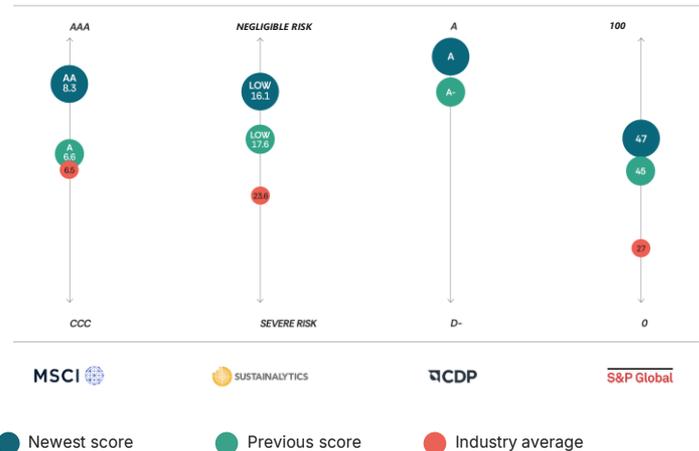
**71% less CO<sub>2</sub>**

**InPost Group CO<sub>2</sub>e emissions per parcel continue to reduce**

Scope 1, 2, 3 - market-based emissions per volume [t CO<sub>2</sub>e/million parcels]<sup>2</sup>



**InPost Group ESG ratings improvement**

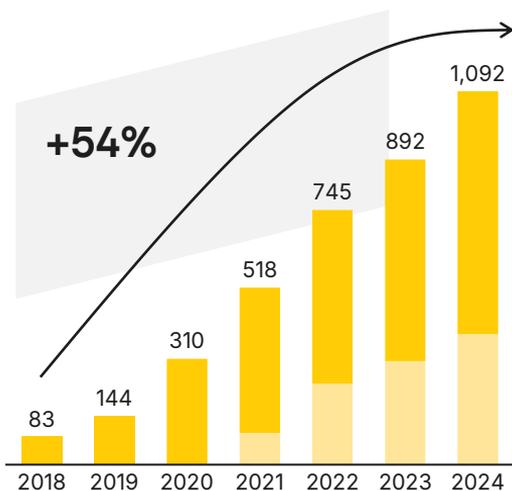


<sup>1</sup>) Data for transport, Poland 2024, WtW; <sup>2</sup>) Data presented for InPost Group before Menzies Distribution acquisition to maintain comparability with previous periods. Source: Company data.

# Group results

## Group Parcel volume

million

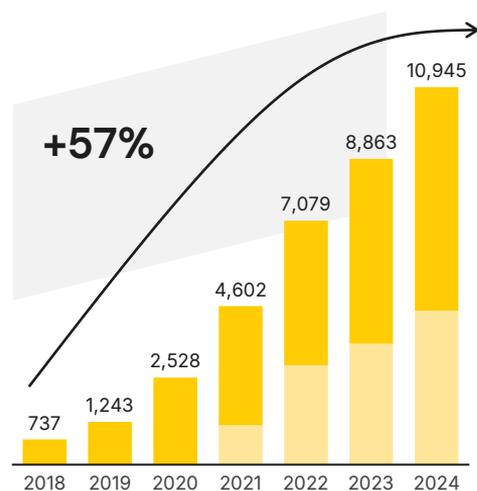


Poland  
International

CAGR 2018-2024

## Group Revenue<sup>1</sup>

PLN million

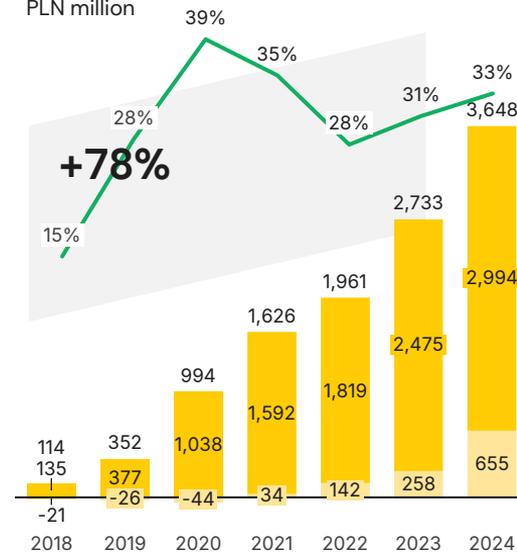


Poland  
International

CAGR 2018-2024

## Group Adjusted EBITDA

PLN million



Poland  
International

CAGR 2018-2024



# Poland: Strengthening InPost Love Brand



# InPost locker is a simple, quick and convenient solution

24/7 availability

No need to queue

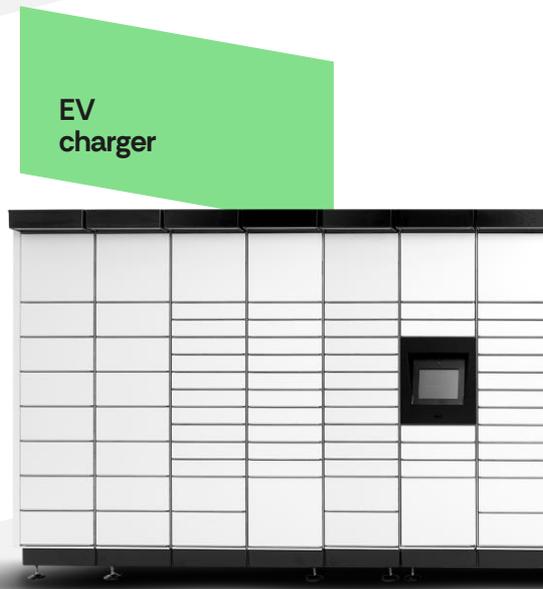
EV charger

Pick up/drop off in less than 30 sec

Multiple parcels in the same locker

QR code scanner

Convenient location



## Mobile app features

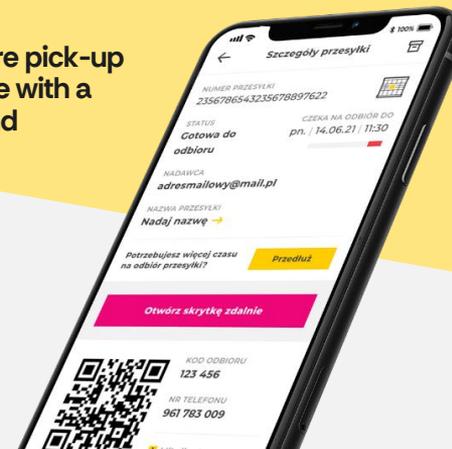
Contactless locker opening

Parcel tracking and redirection

Pick-up time extension

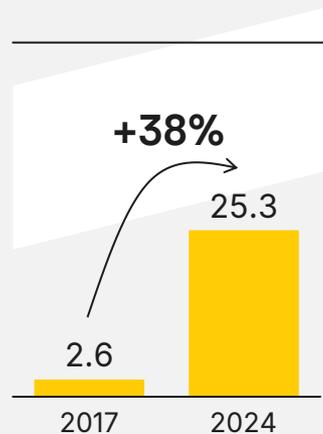
Sending parcels without label

Share pick-up code with a friend

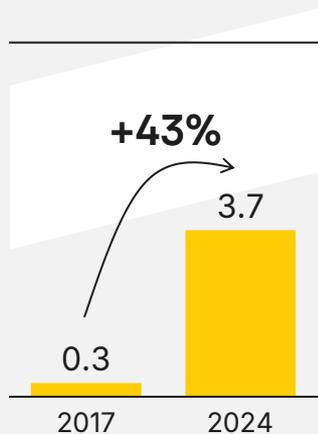


# Network density - a key driver of parcel volume growth

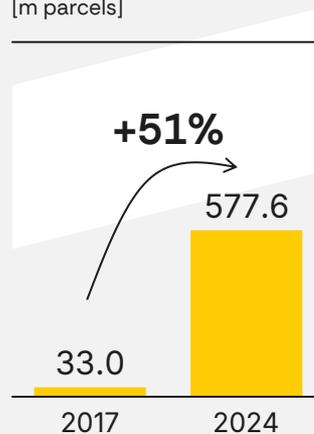
### #k APMs



### #m lockers



### APM volume [m parcels]



# 60%+

% population within 7 mins walk from InPost APMs

# ~90%

% population within 7 mins walk from InPost APMs – urban areas

CAGR  
2017-2024

CAGR 2017-2024 relates to all charts on the slide

# Loyal and sticky user base

Half of the Polish population uses our APMs

#m active app users<sup>1</sup>

# 19.4m

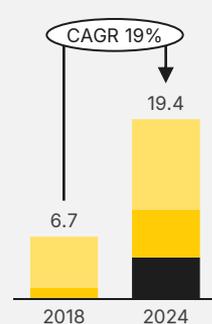
APM users

# 13.7m

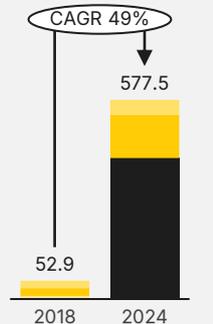
App users

~20% of the most loyal<sup>2</sup> APM users account for 70% of APM volumes

#m of APM users by type



APM volume by type of user



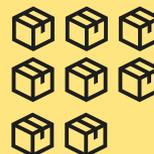
■ Super heavy User<sup>3</sup> ■ Heavy User<sup>3</sup> ■ Soft User<sup>3</sup>

## User order frequency increases over time

2018

# 8

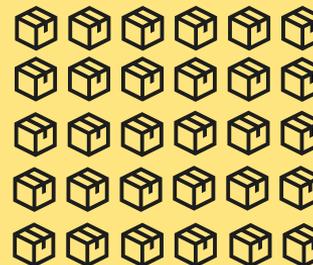
parcels/user



2024

# 30

parcels/user

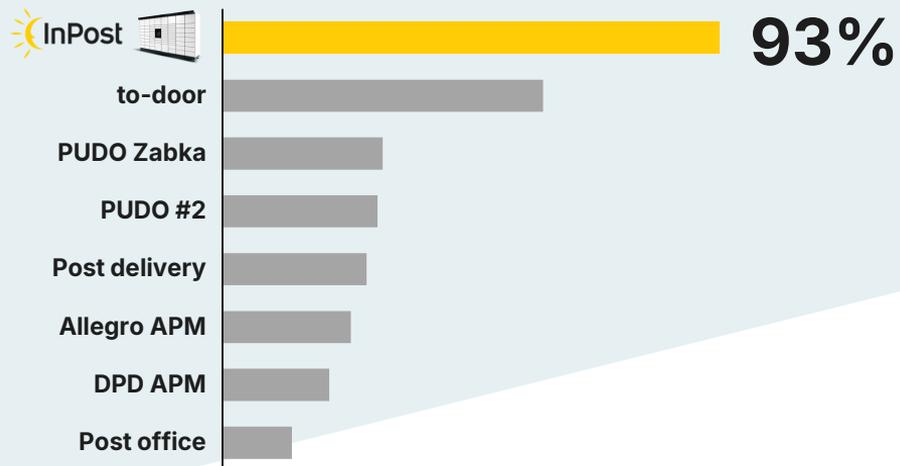


1. Company defines an active user as someone that "downloaded and registered the app"; 2. Super heavy users; 3. Super Heavy User – received at least 40 APM parcels within last 12 months; Heavy User – received at least 13 APM parcels within last 12 months; Soft User – received at least 1 APM parcel within last 12 months;

# The Love Brand – InPost is more than just a locker

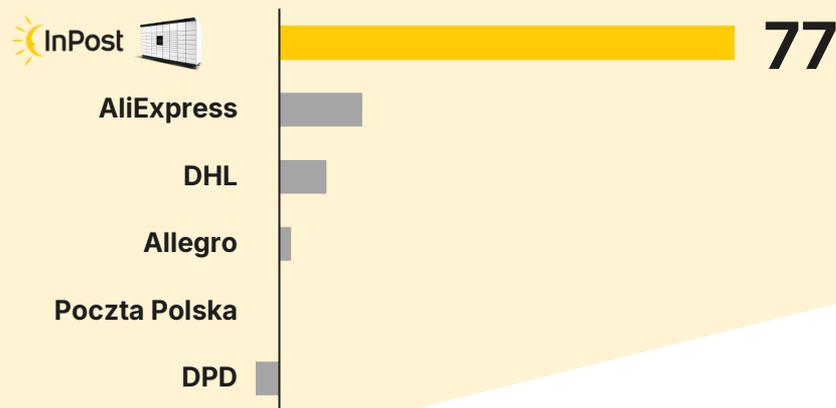
## InPost APMs - the preferred way of delivery

Most frequent way for parcel delivery



## #1 NPS among peers

InPost APM and competitors' NPS scores

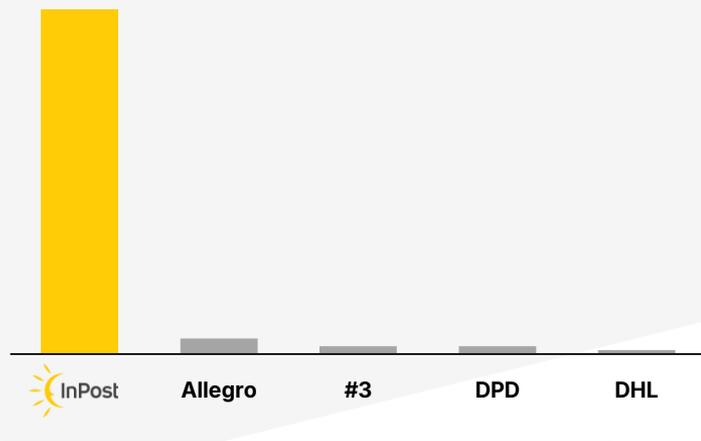


# InPost APMs can make or break conversion rates

## APM of choice

APMs chosen most often for delivery (%)

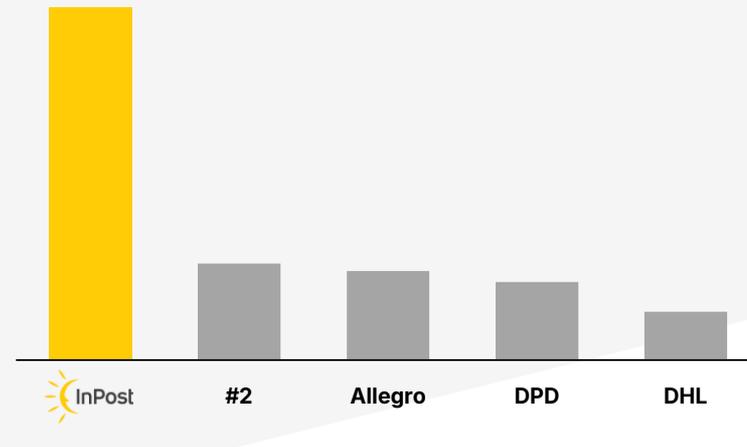
**88%**



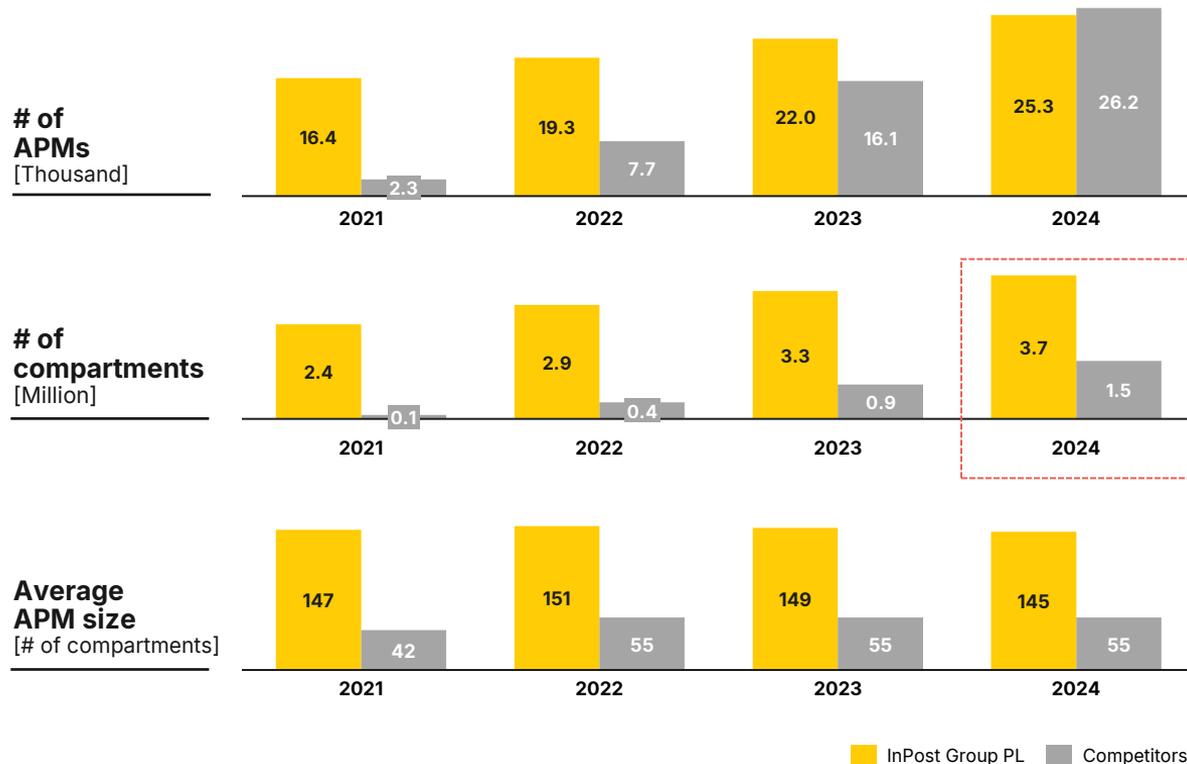
## Motivates to shop online

APMs motivating to shop online (%)

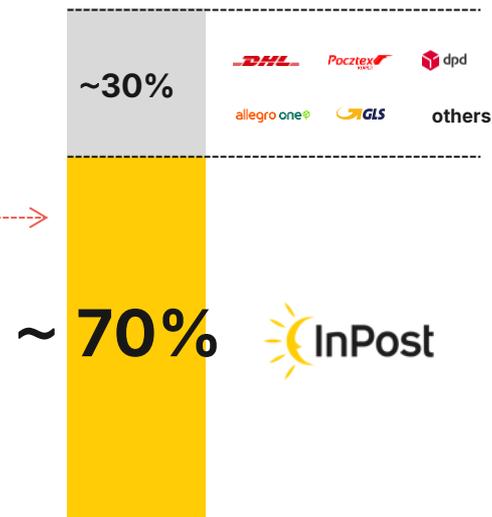
**95%**



# The leader in lockers



## Split: # of compartments in Poland



Poland

# Innovation is in our DNA: InPost Pay and unique loyalty programme

**8m** Registered users

**InPost Pay:**  
2-clicks checkout

Fully integrated  
payment with delivery  
and returns

High consumer NPS

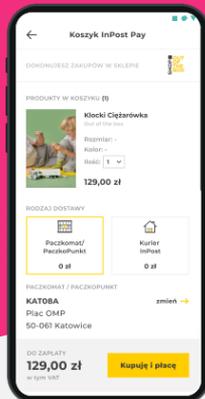
30%+ increase in  
conversion at the  
checkout

1,600+ integrated  
merchants

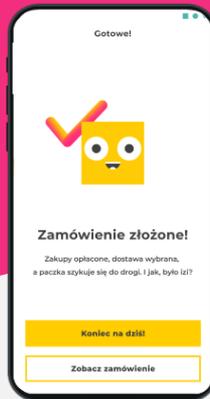
1  
Choose  
a product...



2  
Confirm  
order...



3  
...and wow,  
ready!



**11.0 million users**

already participating in the  
Loyalty Programme

**6.5m** Parcels  
increment

✓ Incentives and  
gamification for  
users

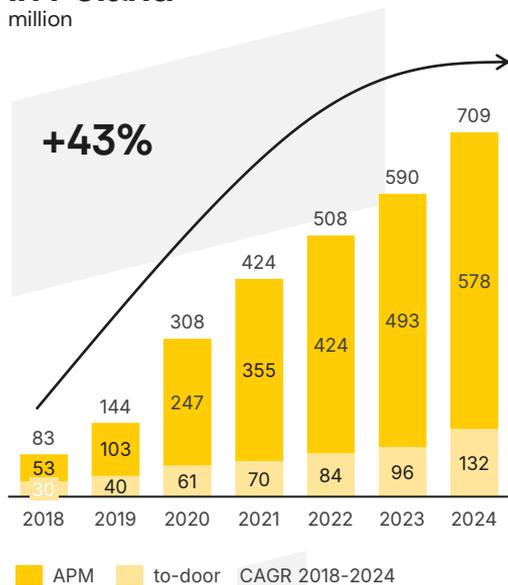
✓ Supporting InPost  
ecosystem by  
encouraging users  
to use Pay & Fresh

✓ Our programme  
boosts merchants  
and users  
loyalisation

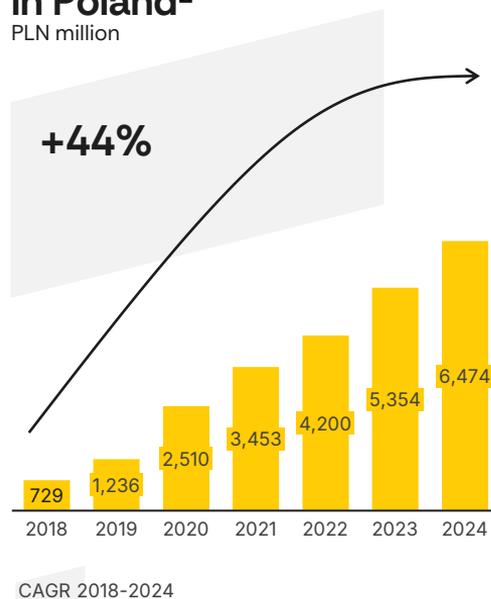


# High operational leverage driving exceptional results

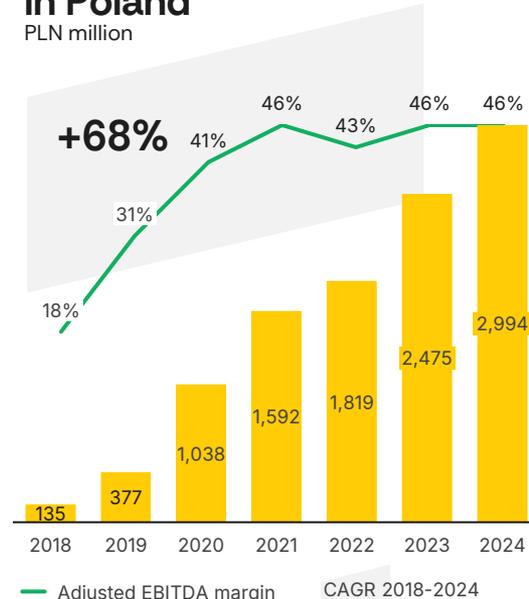
Parcel volume in Poland million



Revenue in Poland<sup>1</sup> PLN million



Adjusted EBITDA in Poland PLN million



1) Revenue and Other Operating Income;



# International: Strong momentum in France and the UK



# Very strong positioning for international expansion

## Company factors

1. **Highly resilient model in Poland with sustainable profitability and strong cash generation**

2. **High-quality standardized service for consumers (outstanding InPost UX vs other solutions)**

3. **Successful track record in Poland**

## Market factors

1. **First-mover advantage**

2. **Cross-border opportunity**

3. **ESG advantage for merchants, customers & regulators**

4. **Inflationary cost pressures on retailers**

International revenue

# 41%

of total InPost Group revenue

International out-of-home points

# 64%

of total InPost Group out-of-home points

# International expansion of OOH points and logistics sites in 2024

## 4. Scale Economies

All markets profitable  
Market share gains



## 3. Wider Merchant Adoption

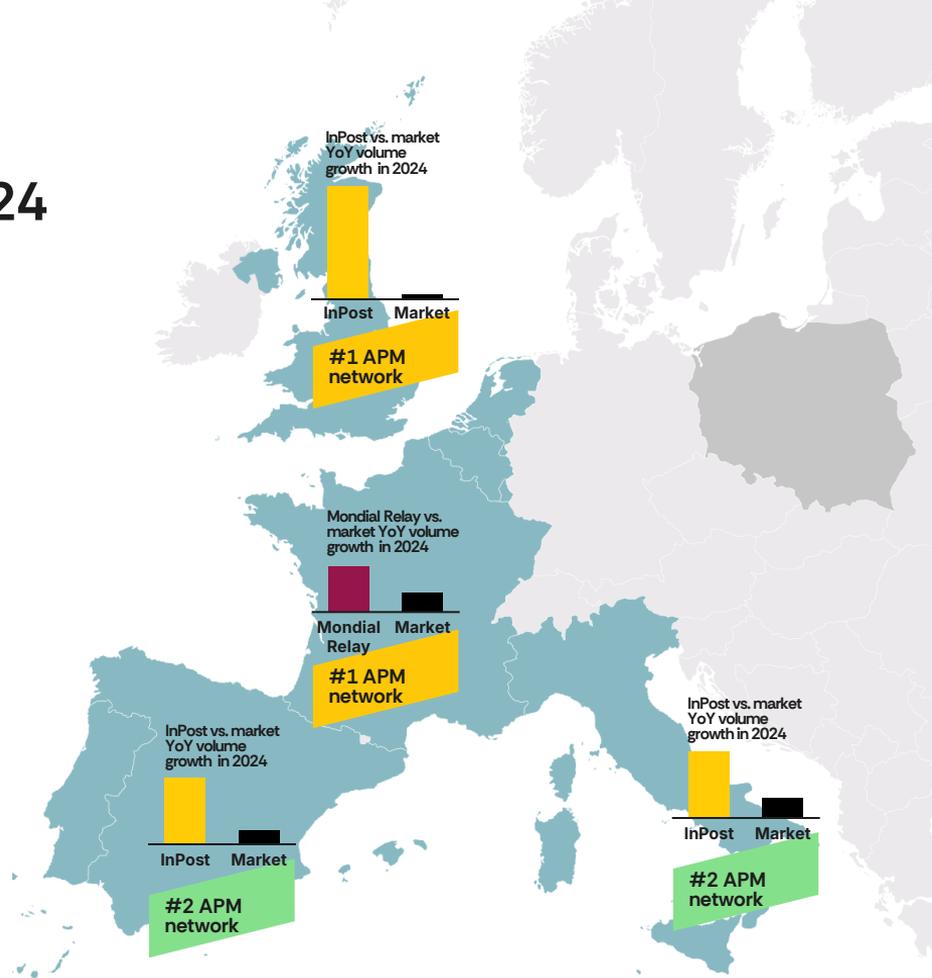
56k Merchants

## 1. Greater Convenience

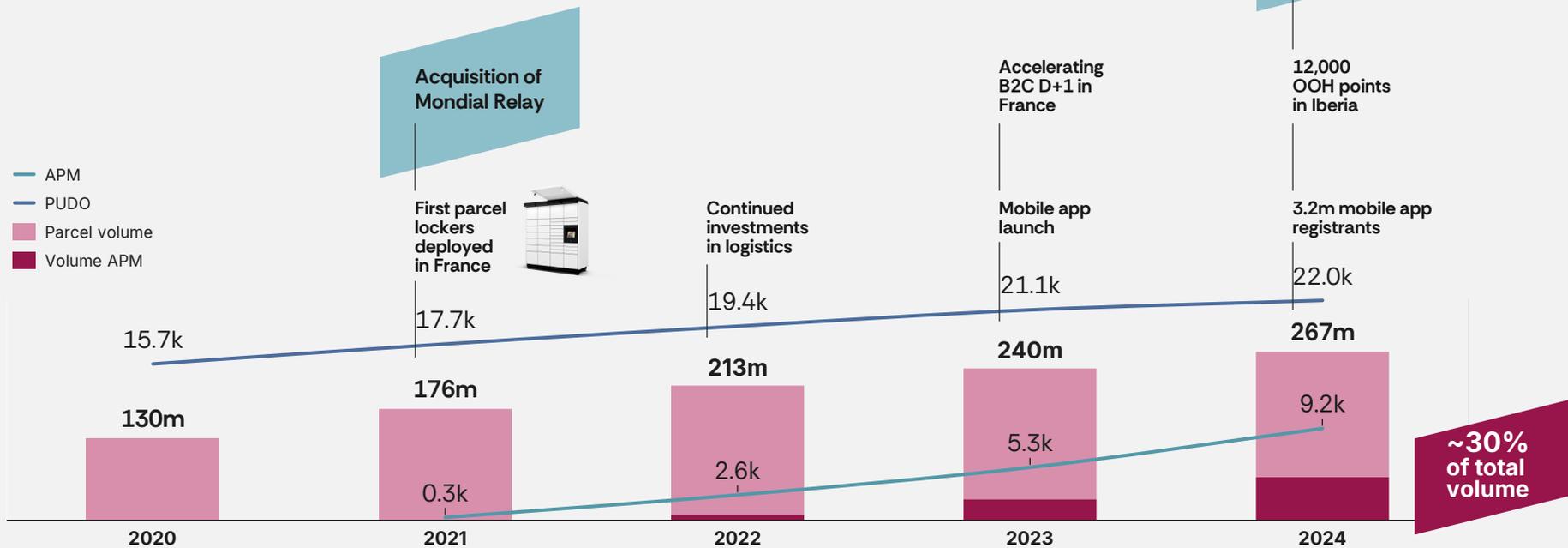
+11k New OOH points  
+21 New Logistics sites

## 2. Improved Customer Experience

Mobile app with new features  
New services

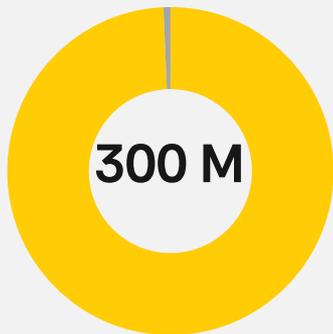


# Mondial Relay: the path forward since acquisition



# Mondial Relay: an excellent platform for international expansion

## InPost Volume 2020



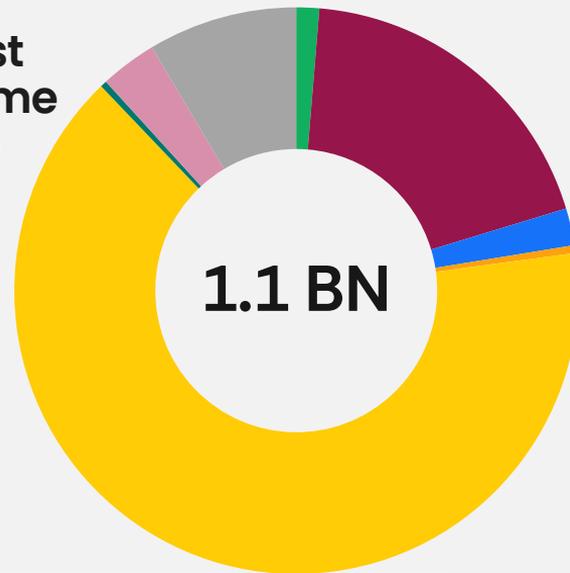
## Mondial Relay acquisition mid 2021

**3x** volume increase in three years

**26%** B2C volume YoY in 2024

**7x** cross border markets

## InPost Volume 2024

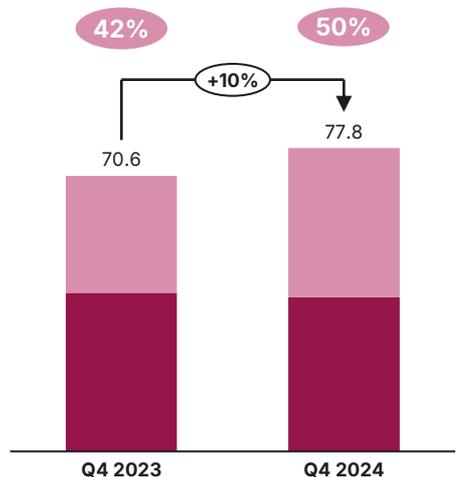


Poland UK

Belgium Italy Poland Spain  
France Netherlands Portugal UK

# B2C expansion – strategic priority for Mondial Relay

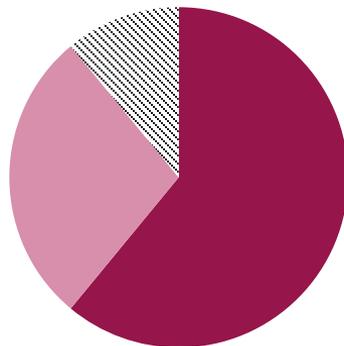
**+28%** B2C growth YoY



■ B2C ■ C2C ○ XX% Share of B2C in total volume

**Delivery quality improvement**

**60%+**  
of B2C parcels delivered  
on D+1 in Q4'24



■ D+1 ■ D+2 ▨ other

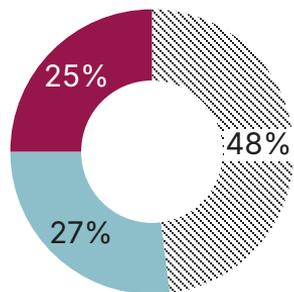
**Merchant base expansion**

**55% of top e-merchants in France** are Mondial Relay customers

**Constantly improving visibility at the checkout**

# Mondial Relay: #1 brand in OOH

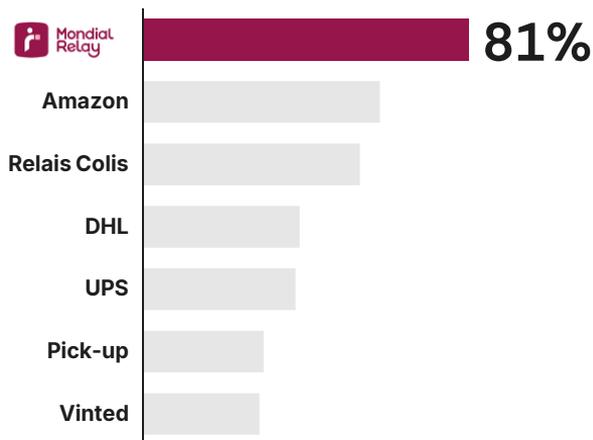
**52%**  
of French people prefer  
out-of-home delivery



- APMs
- PUDOs
- To-door

**Mondial Relay leads in APM awareness and usage**

What company delivering parcels to APMs are you familiar with?



**+84% YoY**  
more APM users  
in 2024



**#1** NPS index  
in France

**43%** (+8 p.p. YoY)  
#1 Top of mind awareness

**90%** (+4 p.p. YoY)  
Total awareness

# Enhancing the **Mondial Relay** app experience

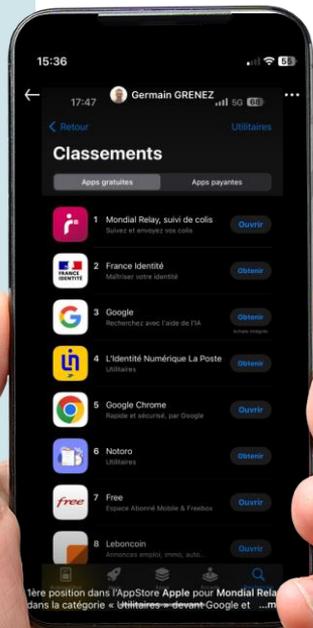
**3.2m**

app downloads  
(+2.1m YoY)

**1<sup>st</sup>  
position**

Mobile Performance  
Score<sup>1</sup>

App users  
order over **40%** more than  
non-app users



Ratings of  
**4.6/5**  
on both stores

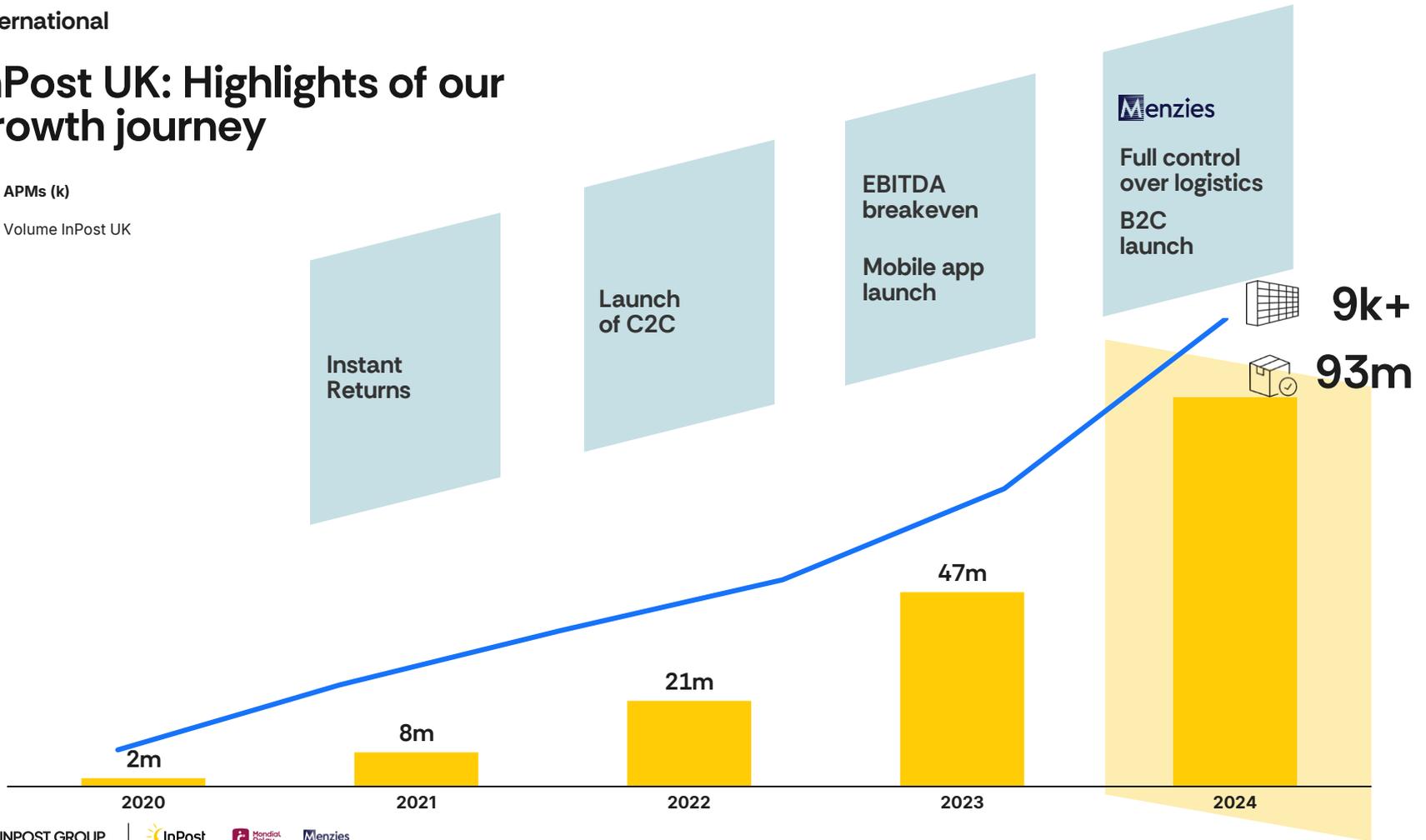
**8.8/10**  
Rating on Avis Vérifiés

App downloads  
(cumulative) from Sept  
2022 to Jan 2025

# InPost UK: Highlights of our growth journey

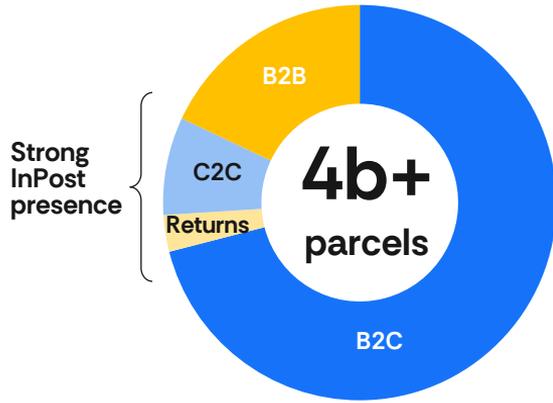
— APMs (k)

■ Volume InPost UK



# InPost UK: strong momentum in B2C contract gains

## Huge potential in B2C e-commerce market volume



Newly launched InPost service "Collect" for B2C

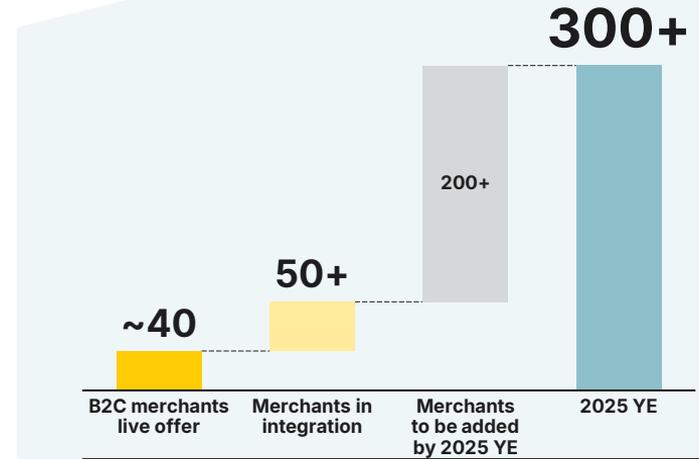
**3b**

B2C parcels in the UK;  
70% B2C share in the UK market parcel volume

**300m**

Market volume of Top 20 B2C merchants

## B2C merchant adoption plan:



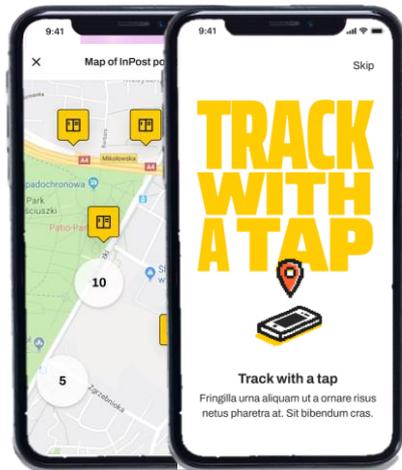
**50% of B2C users were already InPost users**

International

# InPost UK: improving UX to drive higher APM adoption

**1.9m**  
App users

App users order over  
**40%**  
more than  
non-app users



**1st**  
**position**

Mobile Performance  
Score<sup>1</sup>

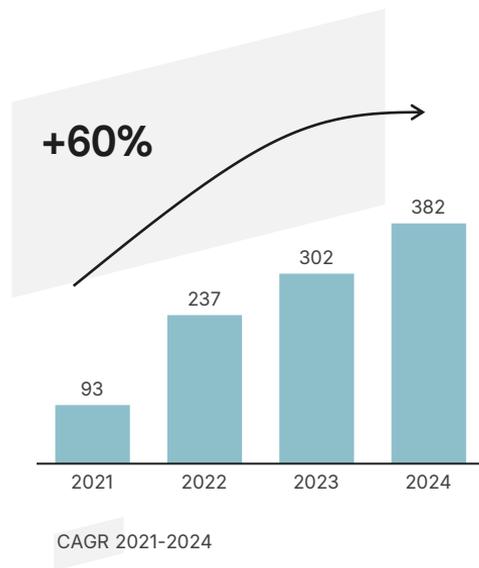
InPost UK app downloads (cumulative)  
from Sept 2022 to Jan 2025

1. Benchmark for Logistics companies; Source: data.ai

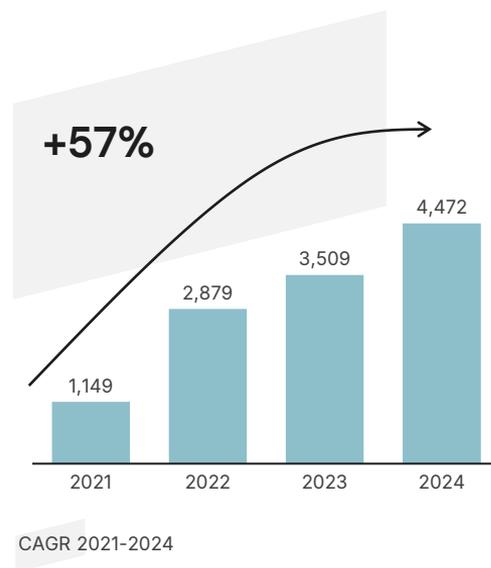


# Strong improvement in profitability in 2024

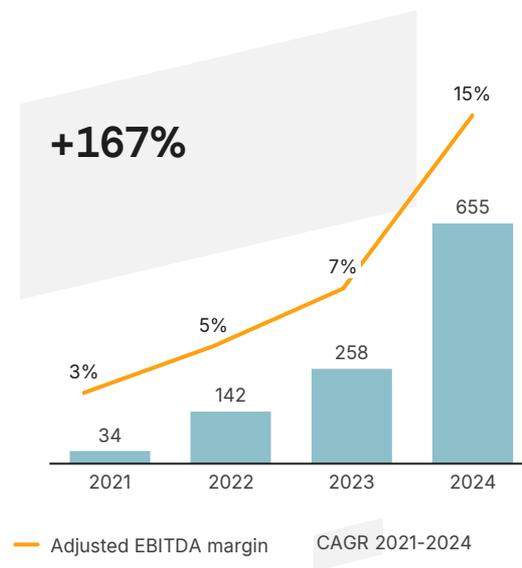
Parcel volume International<sup>1</sup>  
million



Revenue<sup>2</sup> International  
PLN million



Adjusted EBITDA International  
PLN million



## 2025 action plan

### Poland

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**Further APM network expansion to meet volume demand**

**Sustaining love brand by further UX and loyalty improvement**

**Continue to invest in digital services for users and merchants**

### France

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**Strategic focus on B2C merchant adoption**

**Launch of to-door delivery**

**Further investments in quality improvement and D+1 offering**

### United Kingdom

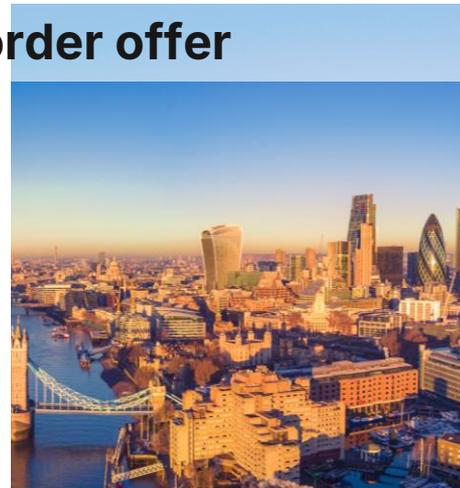
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**APM deployment acceleration**

**Wider adoption of B2C merchants and development of new services**

**Optimising network utilisation**

**Further expansion of the cross-border offer**



# Thank you!

**Contact for Investors**  
Investor Relations Department  
[ir@inpost.eu](mailto:ir@inpost.eu)

## Meet us:

**14 May 2025**

Trading update for the first quarter 2025

**21 May 2025**

ABN Amro ODDO BHF Benelux Equities Conference, Amsterdam

**22 May 2025**

J.P. Morgan European Technology, Media & Telecoms Conference, London

**For more info:**  
**Upcoming events**

