



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

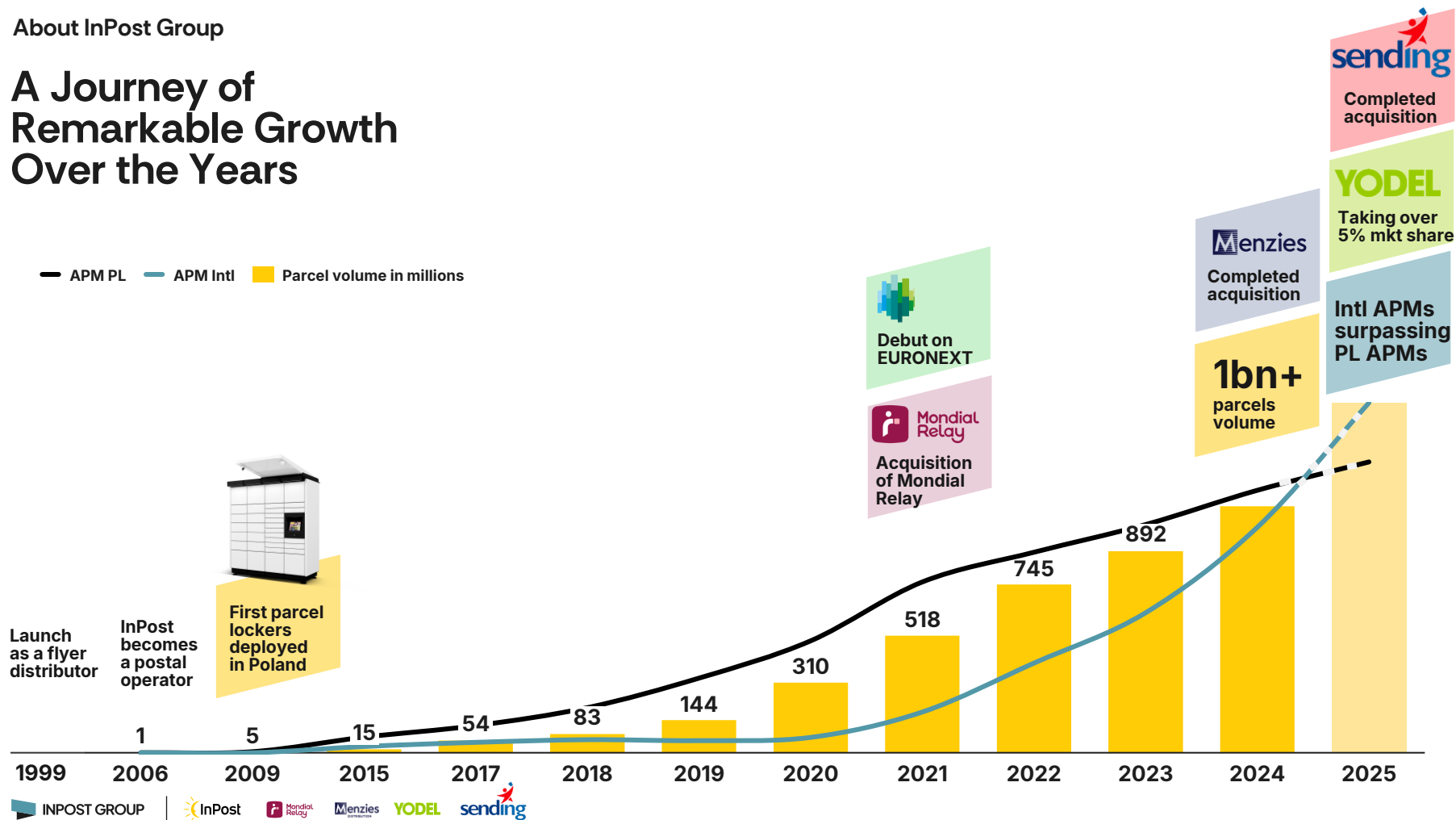




About InPost Group



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 FCF¹

PLN 0.9b
+22% YoY

Net leverage

1.9x
vs. 2.2x EOY 2023



Q2 2025: Diversifying Beyond Poland as European Growth Accelerates

Q2 2025 Group key numbers

Volume

+23% YoY

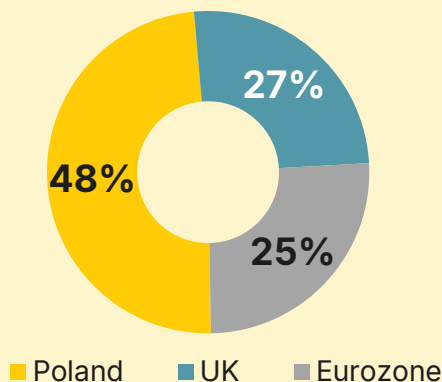
324m parcels

Revenue

3.5 b

+35% YoY

52% of revenue outside Poland
Revenue split



Adjusted EBITDA

1.0 b

+13% YoY

Adjusted EBITDA Margin

28.3%

35% excl. Yodel

Group key messages

Diversification in **Poland**
driving profitability up

B2C and APM volume growth
expansion in **Eurozone**

Yodel, Sending and Bloq.it –
recent acquisitions
strengthening Group pan-
European footprint

Record-high APM Deployment

	Q2 2025	YoY
InPost OOH points	88,050	+14.4k
APMs	53,287	+12.6k
Poland	26,807	+3.3k
Eurozone	15,392	+5.7k
UK	11,088	+3.6k
PUDOs	34,763	+1.8k
Poland	3,830	(0.1k)
Eurozone	25,067	(1.9k)
UK	5,866	+3.7k

In line with
network
optimization
strategy

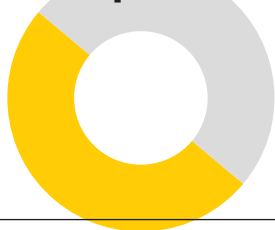
APM network leader
in respective markets



Positioning for Unprecedented Growth in European Markets

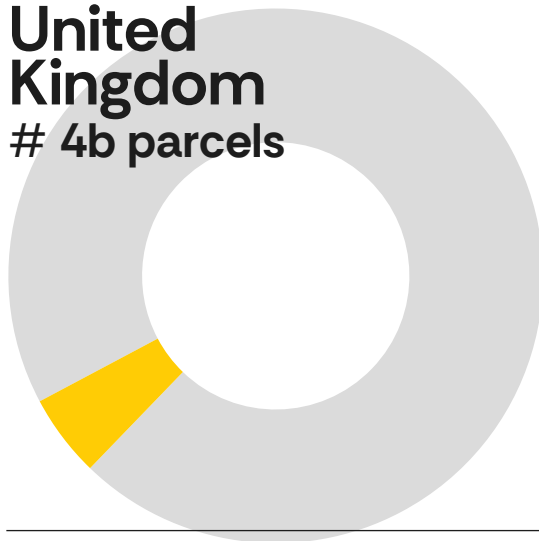
E-commerce markets by country

Poland
1.4b parcels




OOH market above 60%

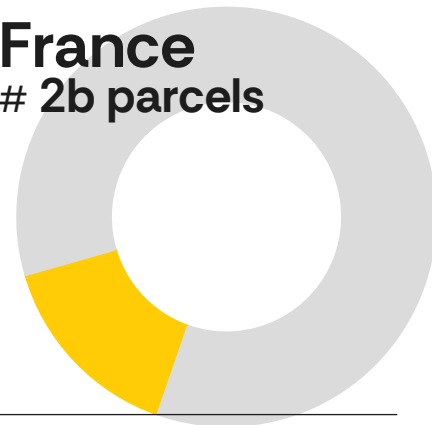
United Kingdom
4b parcels



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.

Consistently Outperforming the Market

InPost and total e-commerce market volume growth YoY

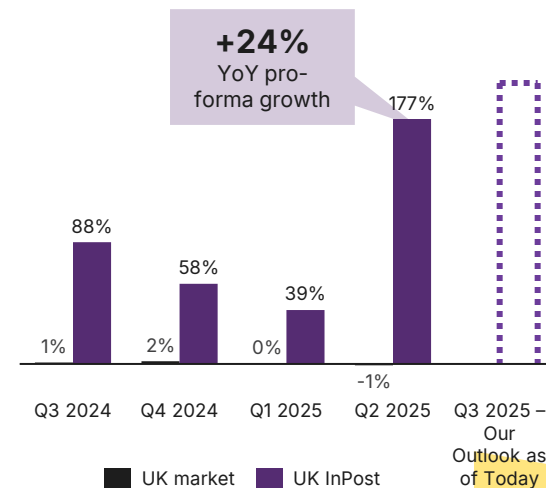
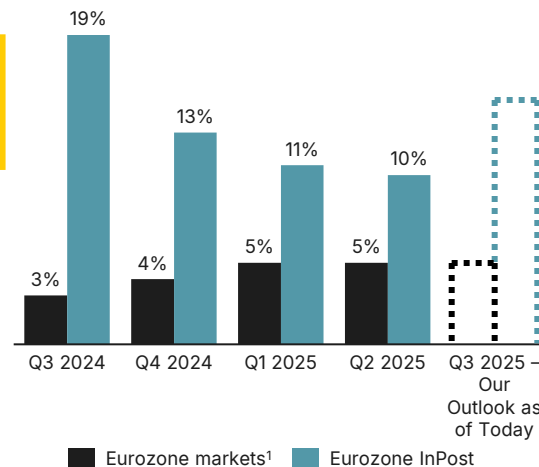
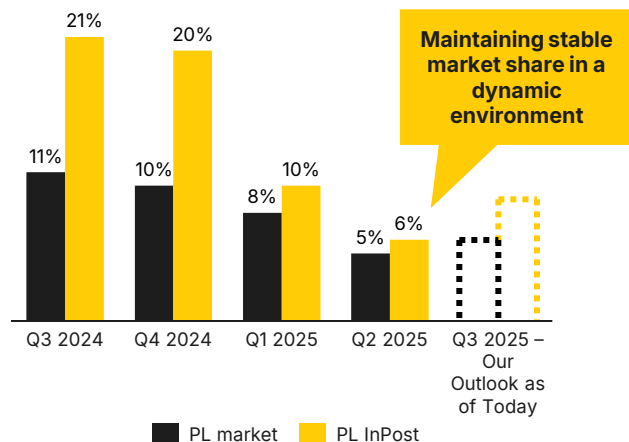
Poland



Eurozone



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

Fulfillment

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

Consumer



Customer collects shipment



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



77 #1
NPS index in Poland

37 #1
NPS index in France



14.6m
app users
in Poland



10.5m
app users
in the UK¹



5.3m
app users
in France

Our app users send & receive **40-50%** more parcels than non app users

On the Path to NET-ZERO

InPost CO₂ reduction
from delivery to APM /
PUDO vs. to-door¹

Last mile

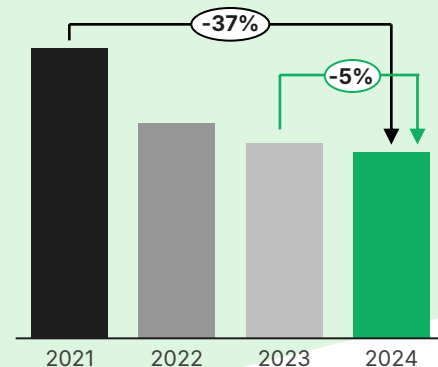
98% less CO₂

Whole route

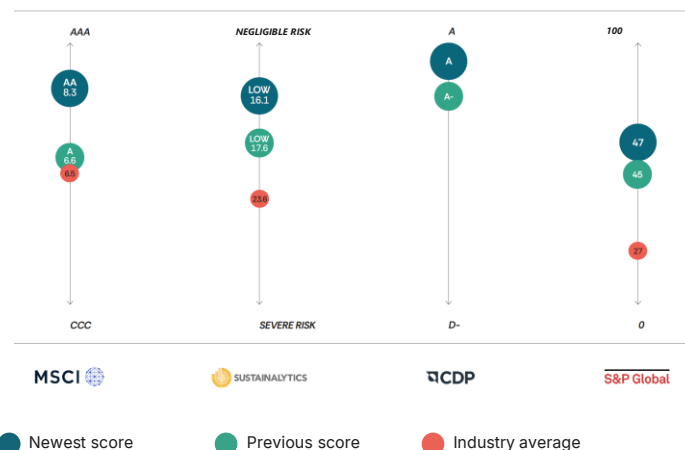
71% less CO₂

InPost Group CO₂e
emissions per parcel
continue to reduce

Scope 1, 2, 3 - market-based emissions per
volume [t CO₂e/million parcels]²

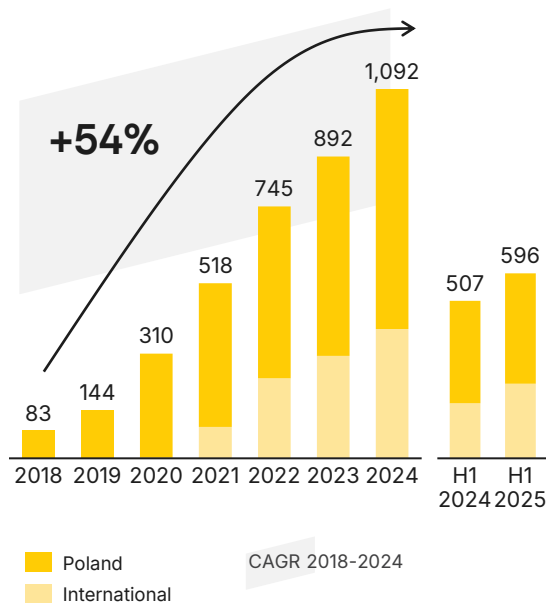


InPost Group
ESG ratings
improvement

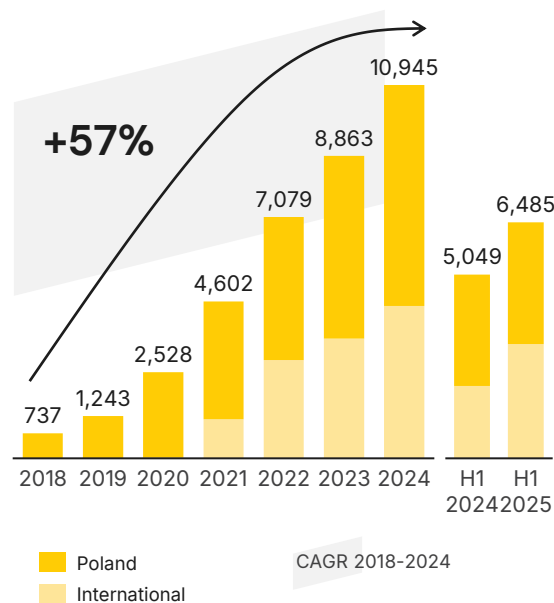


Group Results

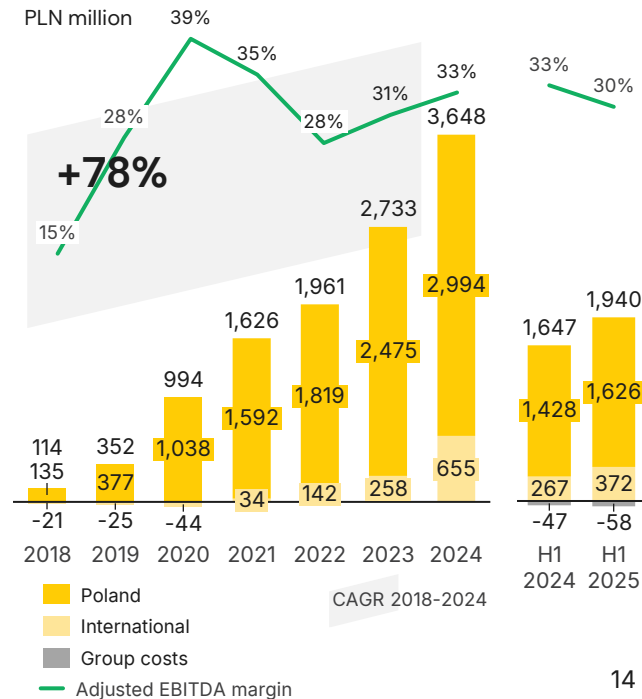
Group Parcel volume million



Group Revenue¹ PLN million



Group Adjusted EBITDA PLN million





Poland: Further Customer and Merchant Loyalization



InPost Locker is a Simple, Quick and Convenient Solution

24/7
availability

No need
to queue

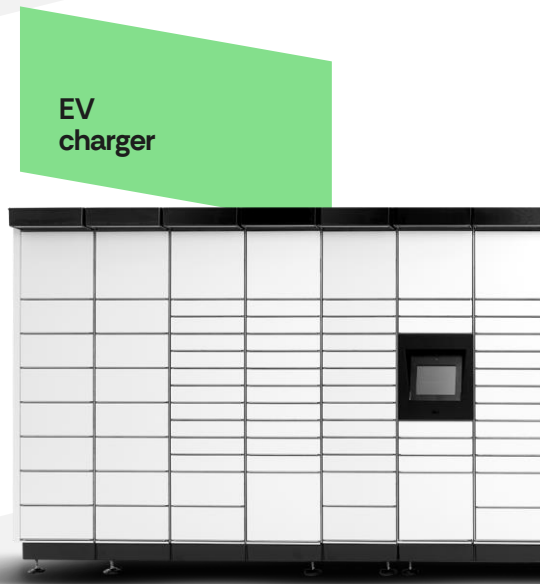
EV
charger

Pick up/drop
off in less
than 30 sec

Multiple
parcels in the
same locker

QR code
scanner

Convenient
location



Mobile app features

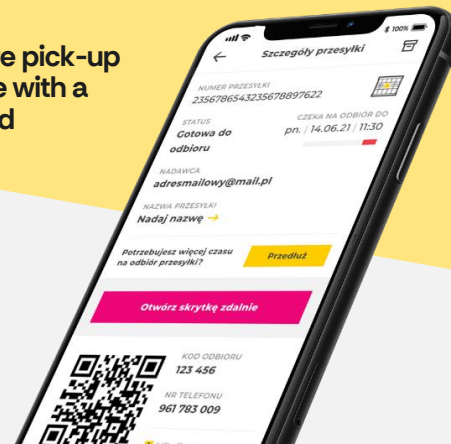
Contactless
locker opening

Parcel tracking
and redirection

Pick-up time
extension

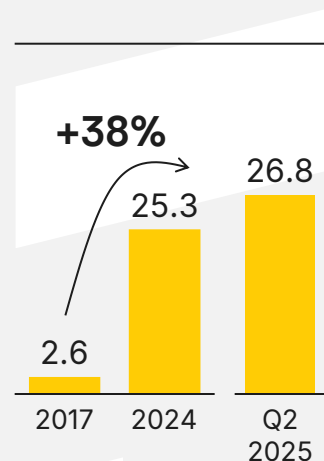
Sending parcels
without label

Share pick-up
code with a
friend

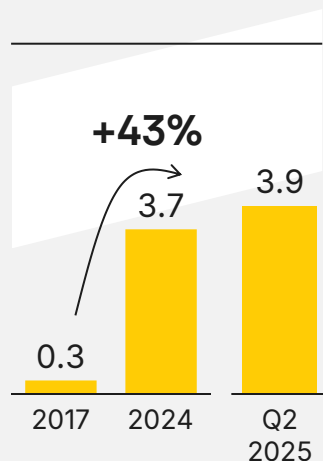


Network Density - a Key Driver of Parcel Volume Growth

#k APMs

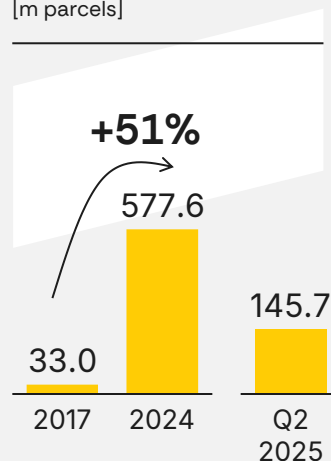


#m lockers



APM volume

[m parcels]



CAGR
2017-2024

CAGR 2017-2014 relates to all charts on the slide

65%

% population within 7 mins
walk from InPost APMs

90%

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

Loyal and Sticky User Base

Half of the Polish population uses our APMs

#m active app users¹

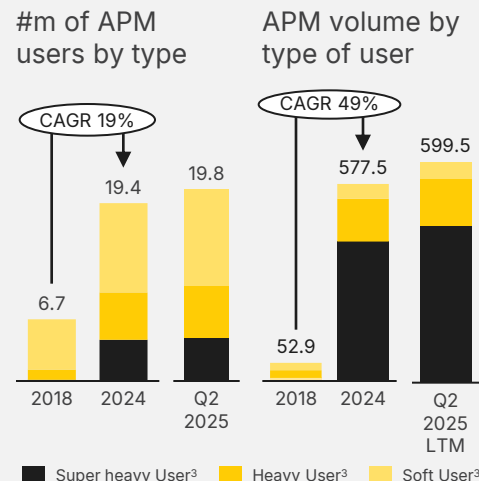
19.8m

APM users

14.6m

App users

~20% of the most loyal² APM users account for 70% of APM volumes

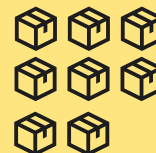


User order frequency increases over time

2018

8

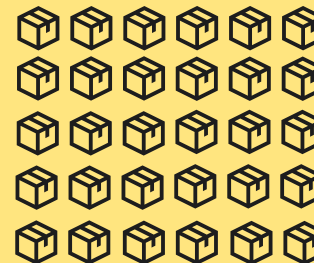
parcels/user



Q2 2025

30

parcels/user

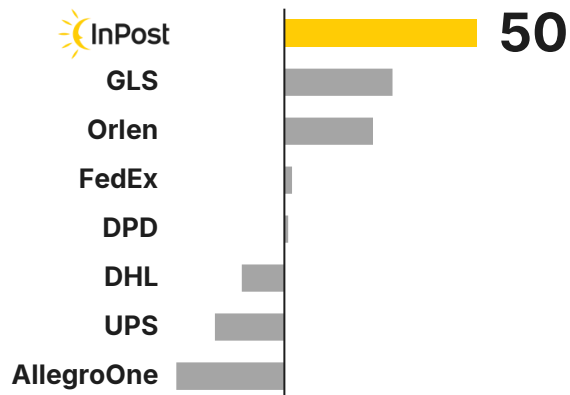


1. Company defines an active user as someone that "downloaded and registered the app"; 2. Super heavy users; 3. Super Heavy User – received at least 40 APM parcels within last 12 months; Heavy User – received at least 13 APM parcels within last 12 months; Soft User – received at least 1 APM parcel within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

InPost Brand Wins with Merchants and Users

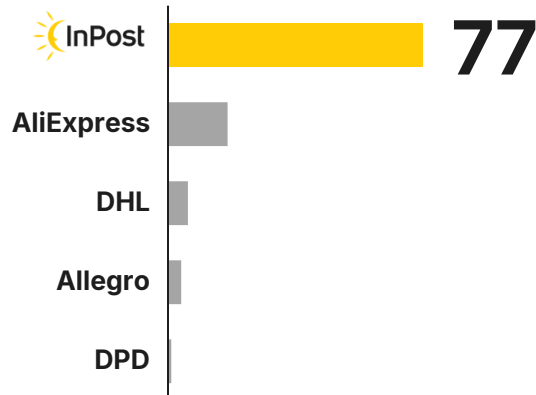
Ranked #1 by merchants
Trusted by a network of **50k+**¹

NPS for brands – merchants' satisfaction survey



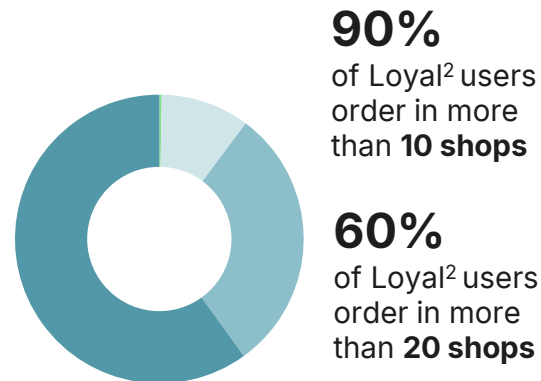
19.8m APM users
InPost comes out on top

NPS for APMs – users' satisfaction survey



Stores diversification boosted by
successful loyalty programme

Loyal² users [%] by number of stores they ordered from³



Number of stores

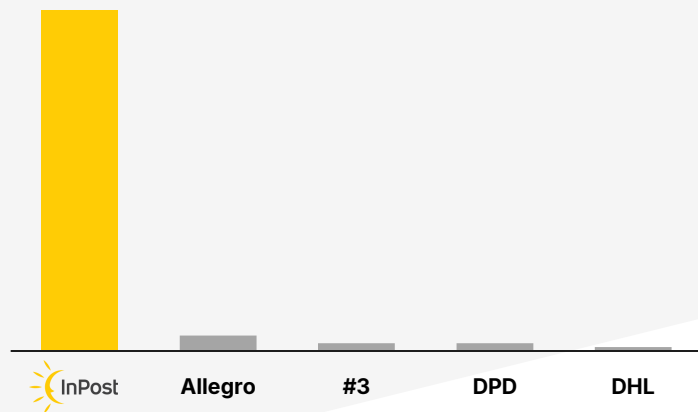
1 2-10 11-20 20+

InPost APMs Can Make or Break Conversion Rates

APM of choice

APMs chosen most often for delivery (%)

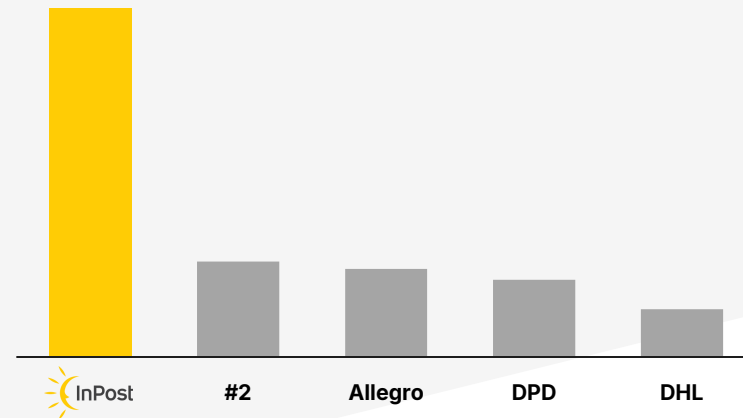
88%



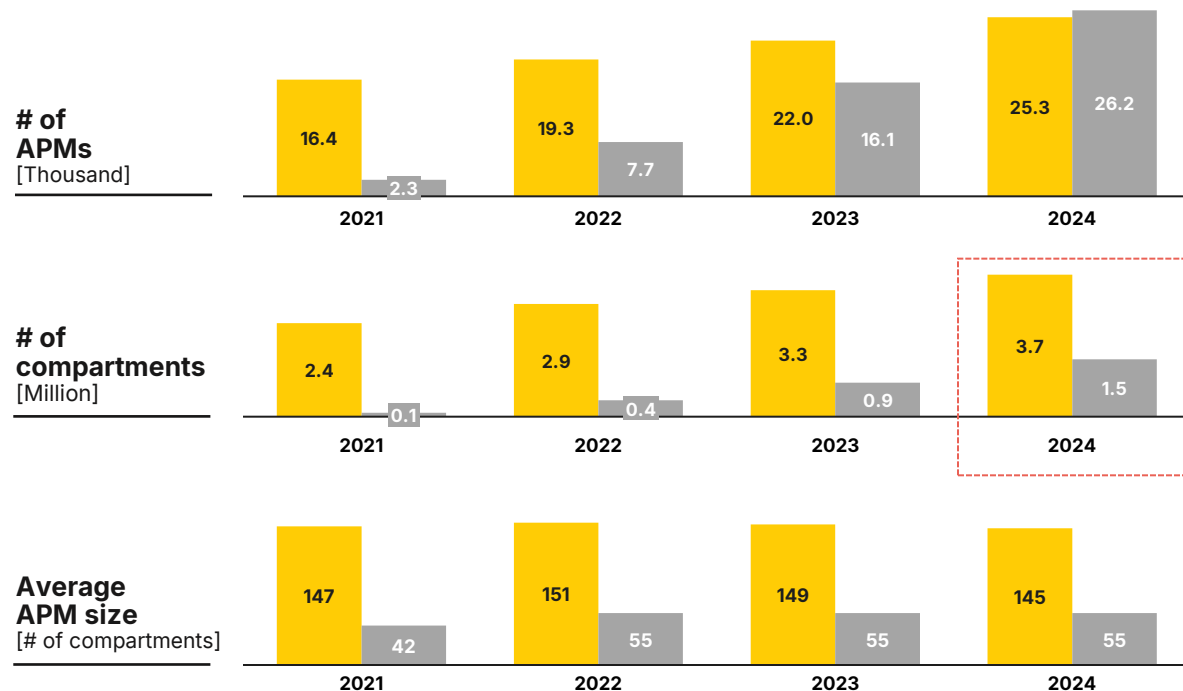
Motivates to shop online

APMs motivating to shop online (%)

95%

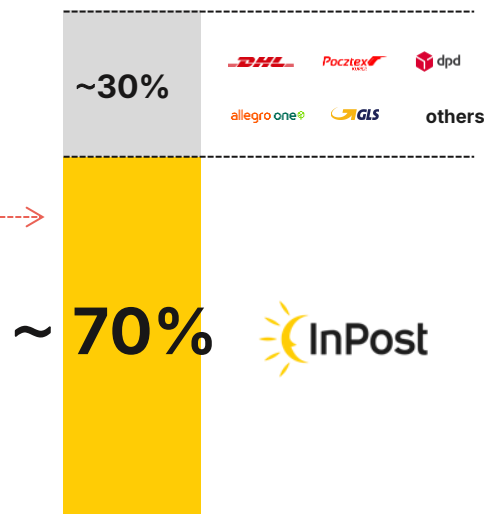


The Leader in Lockers



■ InPost Group PL ■ Competitors

Split: # of compartments in Poland



Innovation is in Our DNA: InPost Pay and Unique Loyalty Programme

InPost Pay - turning browsers into buyers

Traditional mobile checkout

15%-25%
Conversion rate

Poor UX, unoptimized
checkout flows

Slow loading times

Lack of mobile-friendly
payment options



>50%
Conversion rate



1-click checkout



30-second checkout



All mobile-friendly
payment options



9m+

Registered users

2,400+

InPost Pay integrated
merchants

40%

of TOP 100
InPost merchants to be
integrated by 2025 YE

Unboxing loyalty: driving growth with incremental parcels

- ✓ Incentives and gamification for users
- ✓ Supporting InPost ecosystem by encouraging users to use Pay & Fresh
- ✓ Our programme boosts merchants and users localisation

12.4m

Loyalty programme users

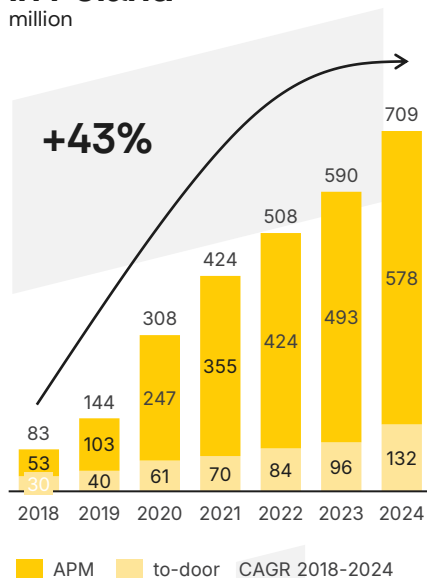
14.5m

Incremental parcels

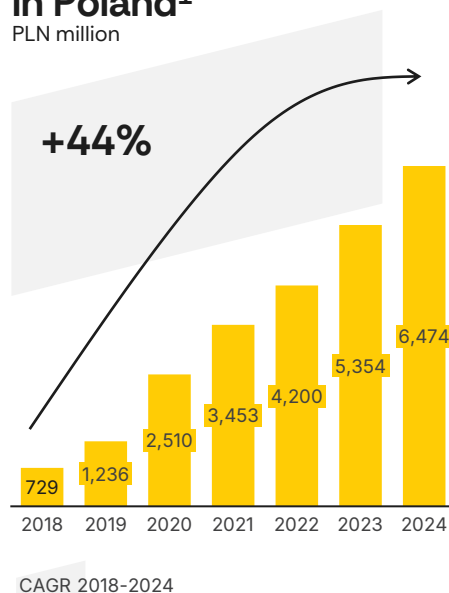


High Operational Leverage Driving Exceptional Results

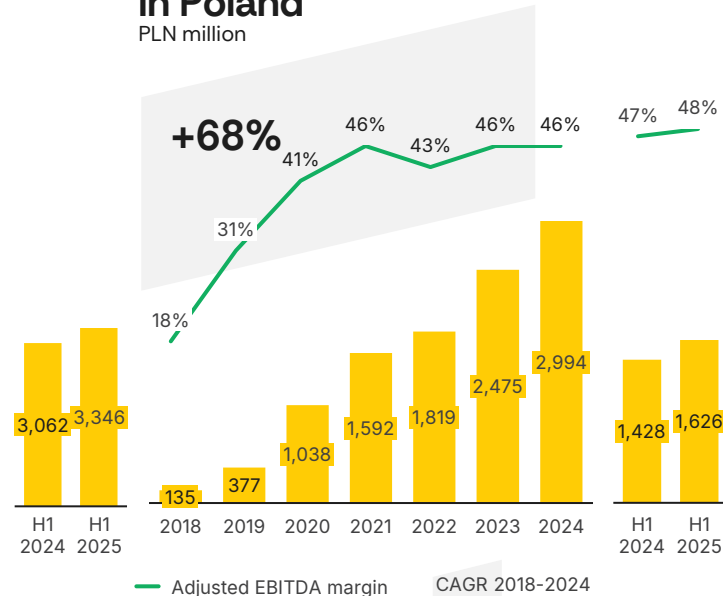
Parcel volume
in Poland
million



Revenue
in Poland¹
PLN million



Adjusted EBITDA
in Poland
PLN million





International: Driving B2C and Network Expansion



Very Strong Positioning for International Expansion

Company factors

1. **Highly resilient model in Poland with sustainable profitability and string 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

52%

of total InPost Group revenue

International out-of-home points

65%

of total InPost Group out-of-home points

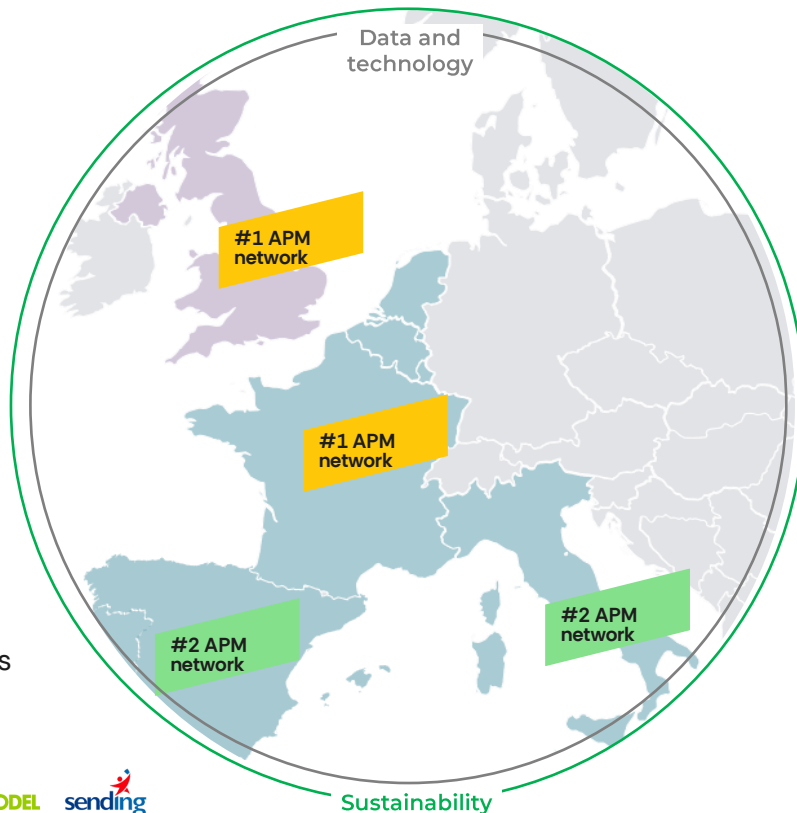
International Expansion of OOH Points and Logistics Sites

4 Scale Economies

All markets profitable
Market share gains across all geographies

3 Wider Merchant Adoption

56k+ Merchants
Improving InPost lockers visibility at the check-out



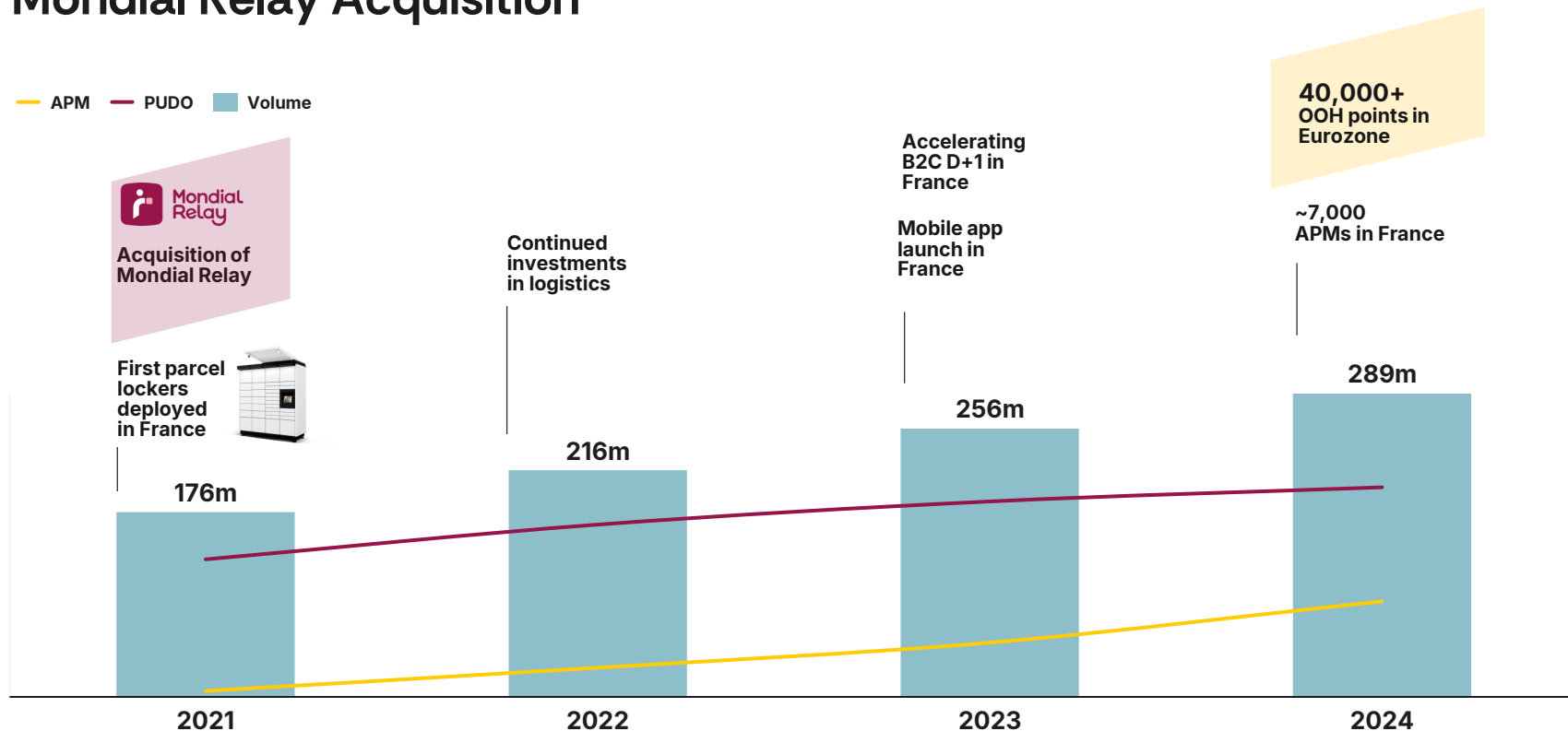
1 Greater Convenience

+11k
New OOH points in 2024 including 8k APMs; Over 2.6k new APMs in Q2 2025
+21
New Logistics sites in 2024

2 Improved Customer Experience

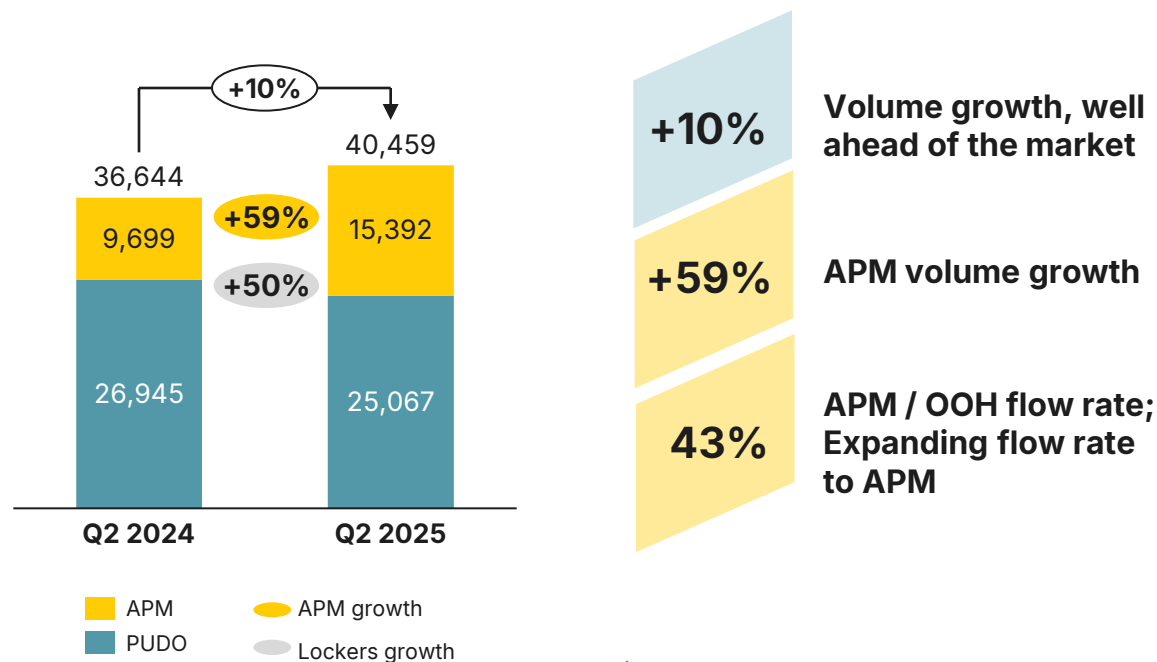
Mobile app with new features
New services

Eurozone: the Path Forward Since Mondial Relay Acquisition



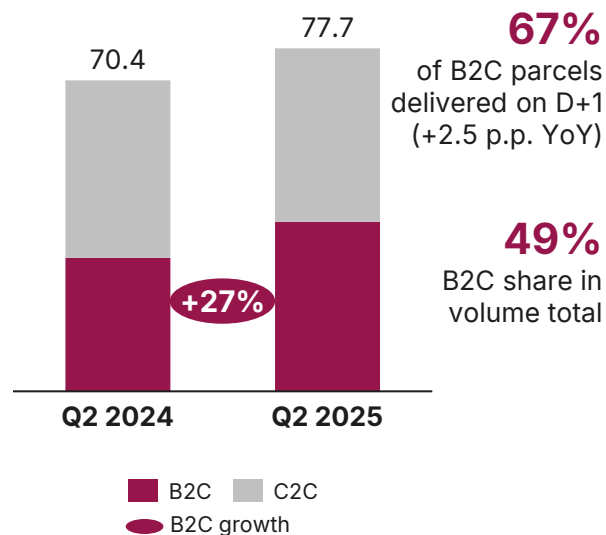
Eurozone: Strategy in Action: Beyond Market Volume Growth, B2C and APM Acceleration

#1 locker network across the Eurozone



B2C growth driven by marketplaces

Volume structure [m] by segment



International

Sending- Expanding Iberia Reach with Next-Day Delivery

Geographical footprint



- 24h deliveries in Spain and Portugal
- Coverage in Andorra, Gibraltar, Ceuta and Melilla, the Canary Islands, the Balearic Islands and Azores
- Daily linehauls from the Netherlands, Germany, Italy, the UK, Belgium and France

Key merchants

ZARA

Herbalife

Dezigual®

H&M

CALZEDONIA

KIKO
MILANO

PRIMOR

SCALPERS

INPOST GROUP

InPost

Mondial Relay

Menzies

YODEL

SENDING

Source: Company data.

Eurozone

TRANSPORT

LOGISTICS

E-COMMERCE

377

Routes

16/133

Depots

1,400

Fleet

Unlocking Further Deployment – New Off-the-Grid Lockers

Bloq.it

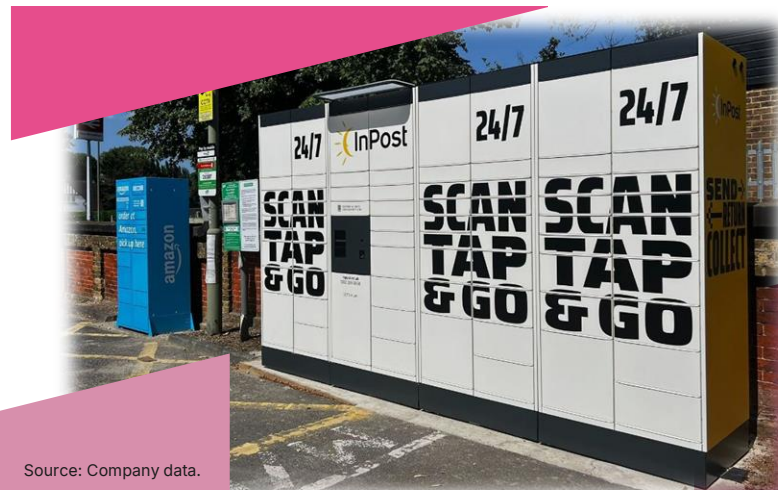
A strategic investment in a company shaping the future of battery technology and accelerating InPost network growth.

Key strategic benefits

- ✓ No infrastructure or PV panels needed - taking previously inaccessible locations
- ✓ Accelerate deployment in inner cities
- ✓ Extra long battery life – 6-12 months
- ✓ Lower deployment costs
- ✓ Adapted to InPost compartment sizes

Deployment plans

~**20,000** new type APMs across InPost markets within 5 years
~**2,000** new type APMs in 2025



Disrupting X-Border Profit Pool

c. 29%

x-border market volume share in
Eurozone e-commerce total
volumes¹

c. 7-10%

InPost share in e-commerce
x-border volume in
Eurozone markets²

20%

InPost x-border parcels
share in InPost total
volumes³



● InPost Eurozone

Next steps

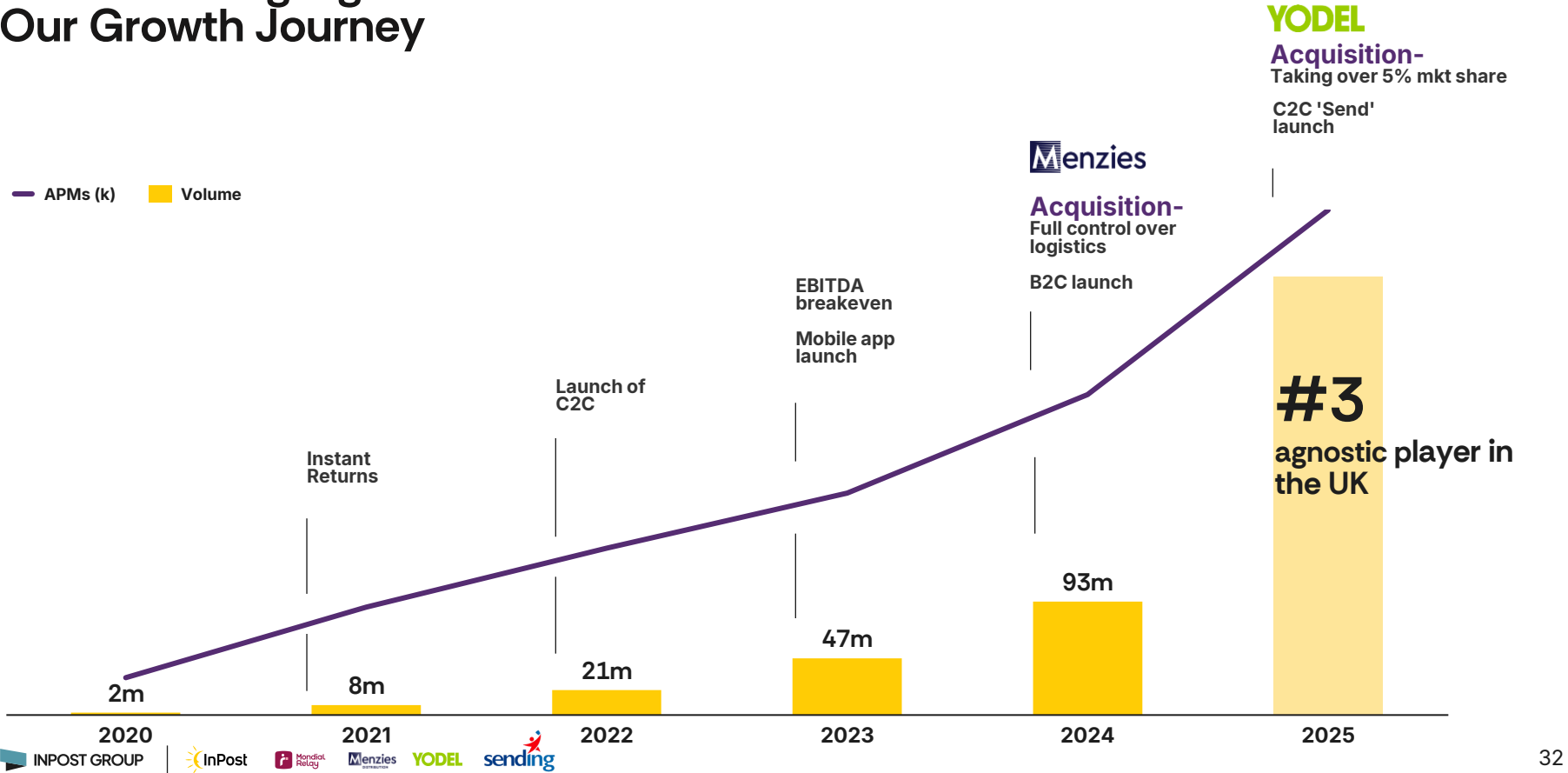
Unification of UX

Wider international merchants'
adoption

Further logistics improvements

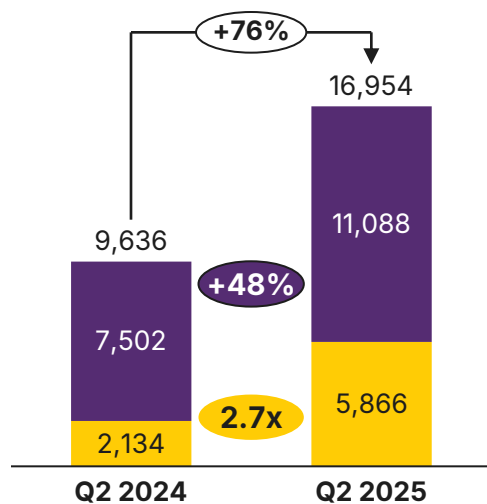
Adding UK to the x-border
markets

InPost UK: Highlights of Our Growth Journey



#1 APM Network in the UK – Way Ahead of the Competition

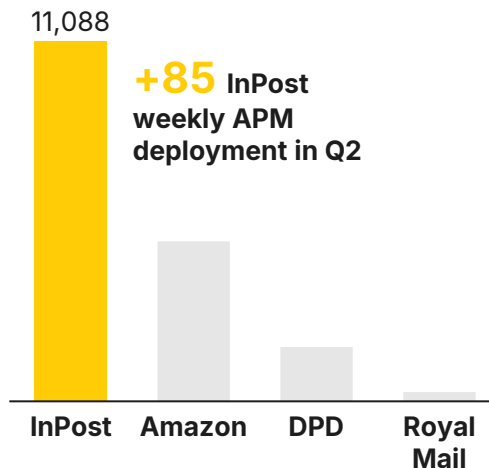
**Record-high YoY APM expansion:
+3.6k added in the last 12 months**



APM PUDO

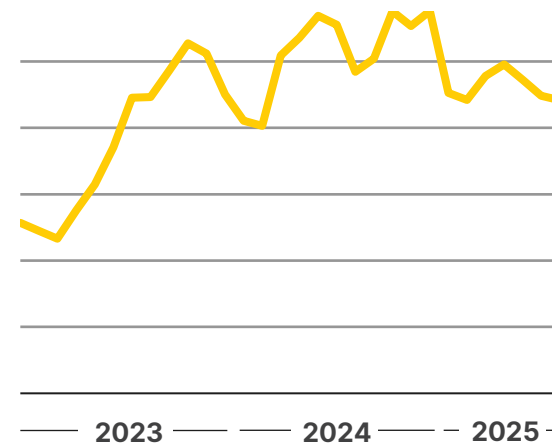
Building on the first-mover advantage

Number of APMs (#)








Turning high utilisation into capacity for growth

Utilisation of the entire network [%]



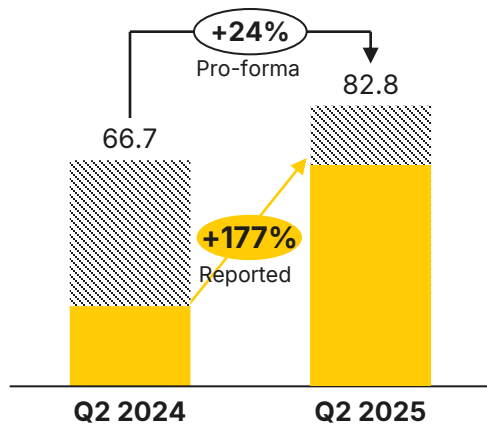
Yodel Transformation on Course – Key Pillars & Progress Update

	One network & Last mile transformation	Standards/process	Sites/Overheads	Volume/Brand	OOH Conversion
Description	Integration of Yodel's last mile with InPost's APM network; route optimisation	Operational discipline; milestone tracking, and governance	Depot consolidation; cost reduction, and overhead streamlining	Growth via onboarding (e.g. TikTok, Shein)	Conversion of to-door volume to out-of-home volume
Progress					
Current status	Go-live in September; >2k routes optimized; CPP trending down	Weekly tracking; milestones defined; CPP and OTD KPIs monitored	16 depots consolidated;	New merchants onboarding; volume restructuring	PUDO fees renegotiated to align with InPost and network; redirections pilot launched

Strengthening OOH Leadership in the UK

Volume growth far outpacing e-commerce market

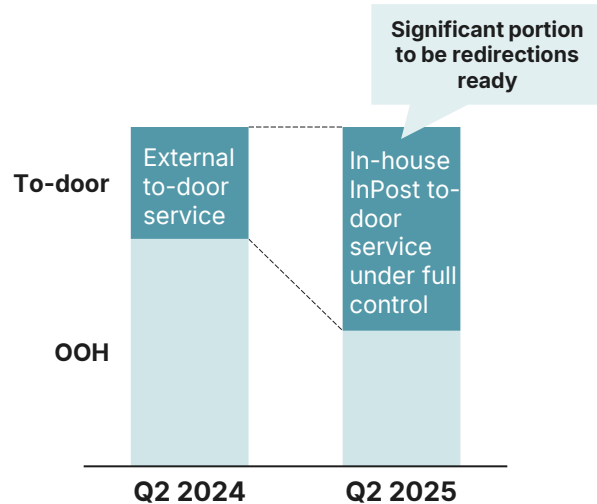
Volume [m]



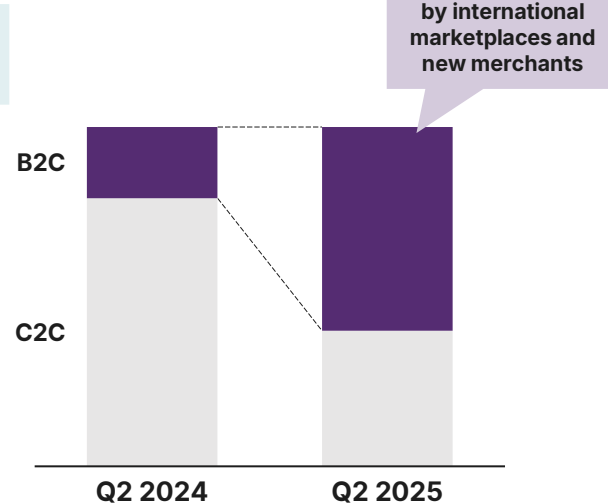
Note: Pro-forma figures show InPost UK including Yodel volumes for the entire Q2 2024 and Q2 2025, while reported figures reflect Yodel volumes for May and June 2025 only as Yodel results have been consolidated starting from May 2025.

Capturing to-door and B2C volume - opportunity for OOH conversion

Volume by type of delivery [%]

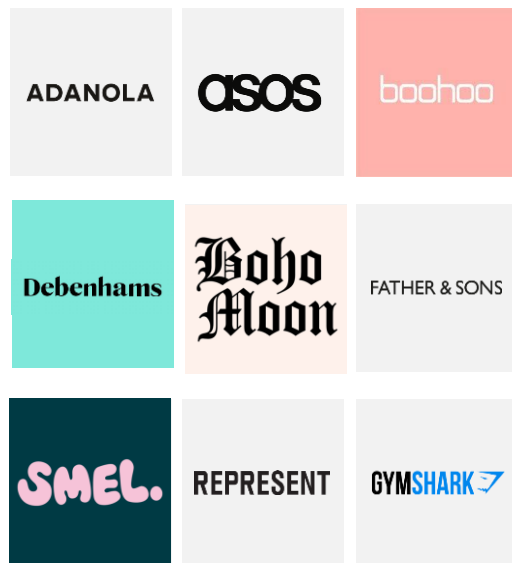


Volume by segment [%]

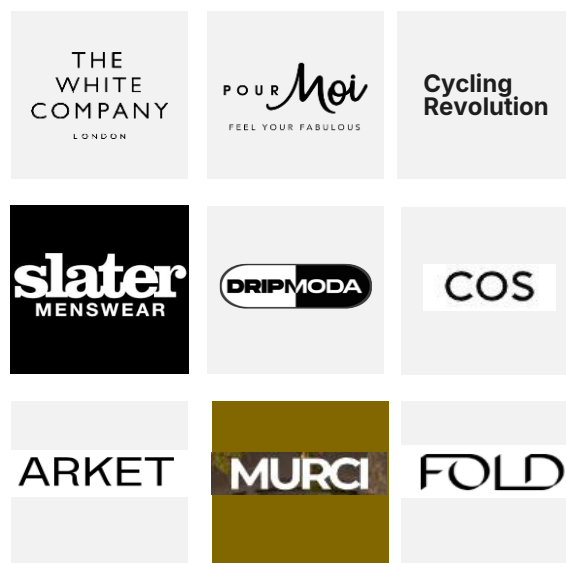


Expanding Our Reach in the B2C Market

Outbound



Returns



Live '25 Distressed Tour Logo Hoodie
Green

Size - L

£70.00

- 1 +

Collect With InPost 24/7

Pick up your merch from your nearest
InPost Locker, near Venue or Home when

Shipping method

- ☒ Click & Collect - InPost Locker or Shop £3.95
Delivered within 2-3 days from despatch (Please select your location)

Total

GO TO CART



Your pickup point

InPost Shop - LK Computers
32 Tottenham Street
LONDON
W1T 4RL

0.45mi

See opening hours

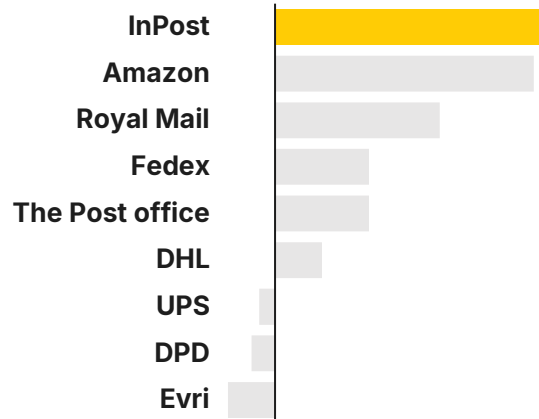
Need to change your pickup point?

- ☐ UK Standard Tracked £4.95
Delivered within 2-3 Days from despatch

Focus on UX Improvement Driving Customer Growth

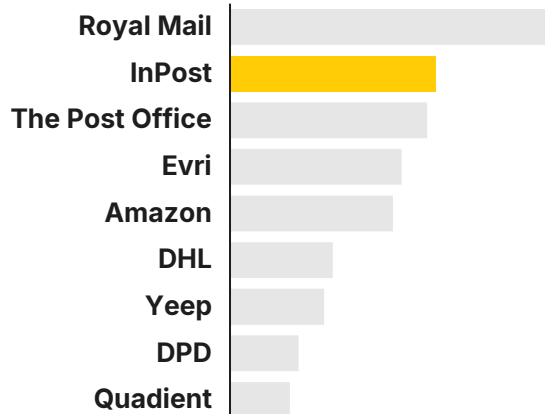
#1 NPS in the market

NPS index



InPost as the top choice

"How likely are you to consider choosing each of these brands the next time you choose a parcel delivery company?"



Growing customers' base

42%
more InPost
users YoY

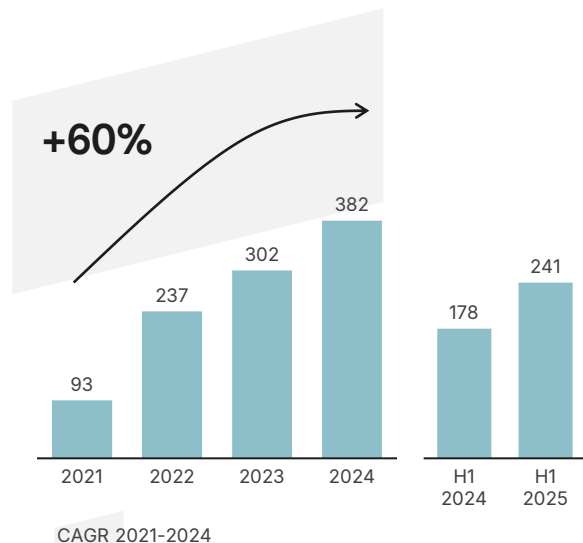
10m+
InPost and
Yodel app
downloads

Redirections
from Yodel to
InPost APM
pilot launched

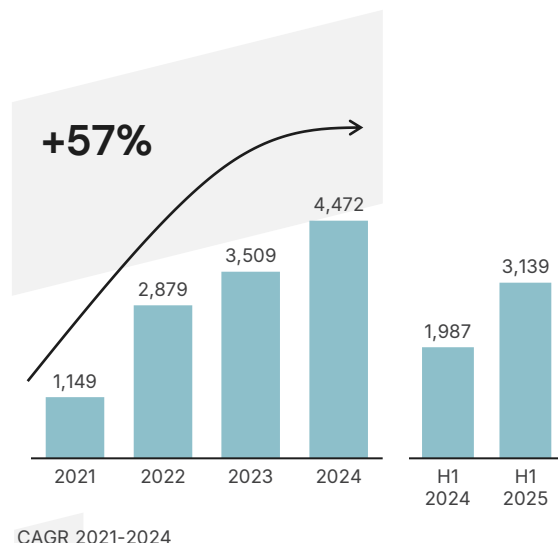


Strong Improvement in Profitability in 2024

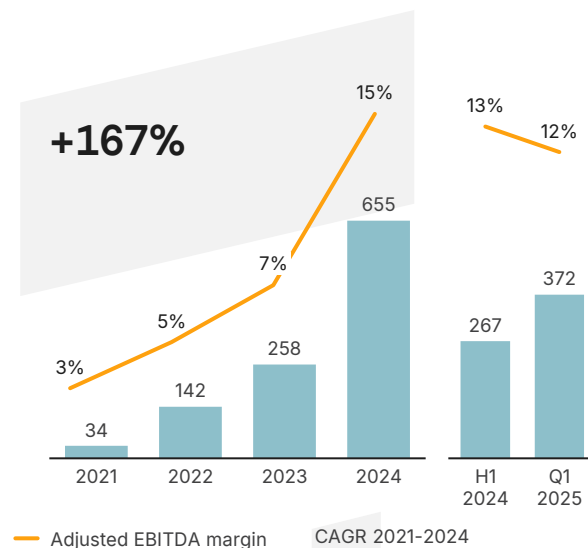
Parcel volume International¹
million



Revenue² International
PLN million



Adjusted EBITDA International
PLN million



Thank you!

Contact for Investors
Investor Relations Department
ir@inpost.eu

Meet us:

17 Sep 2025
Goldman Sachs European
Communacopia Conference

23 Sep 2025
Baader Investment Conference

14-15 Oct 2025
Trigon Investor Week

For more info:
Upcoming events

