INPOST GROUP

Together 24/7

Transforming
e-Commerce
Last Mile

Agenda

1.
About InPost Group

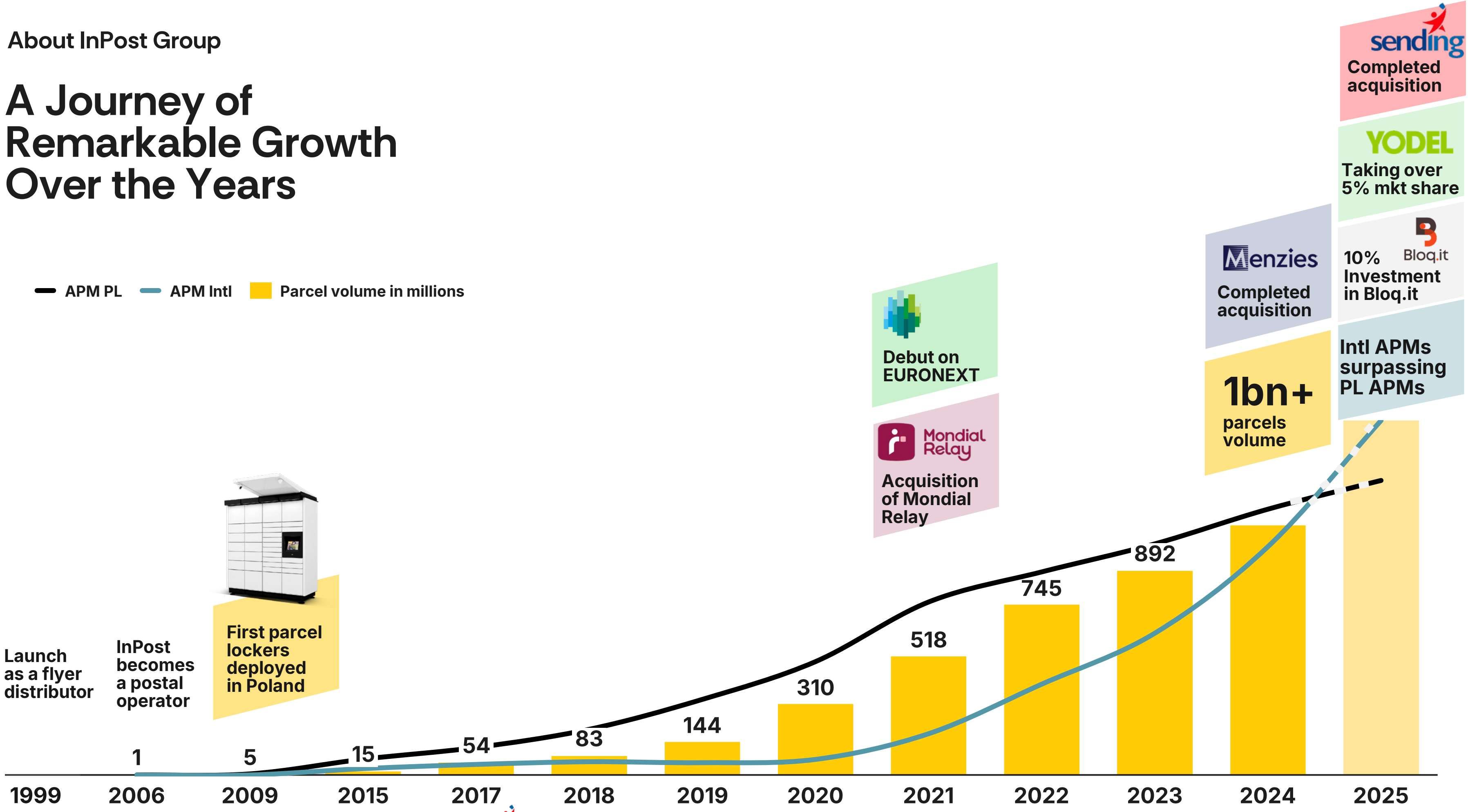
2.
Poland: Strengthening Leadership position

3.
International: Strong Momentum for France and the UK Expansion

INPOST GROUP

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[1]
PLN 0.9b
+22% YoY

Net leverage
1.9x
vs. 2.2x EOY 2023

1) M&A expenses not included; All numbers refer to FY 2024 for InPost Group; Source: Company data.

Record-Breaking Volumes and Revenue Growth at Solid Margins

Q3 2025 Group key numbers

Volume

+34% YoY

351.5m parcels

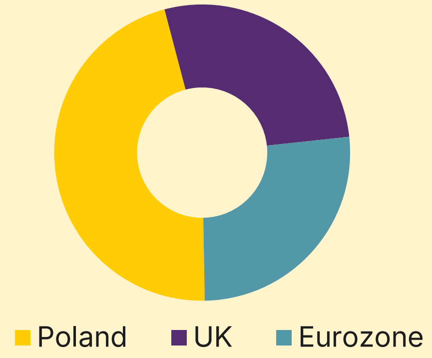
Revenue

PLN **3.8 b**

+49% YoY

Revenue split

54% of outside Poland



Adjusted EBITDA

PLN **1.1 b**

+24% YoY

Adjusted EBITDA Margin

28.0%

Group key messages

Strong volume growth in **Poland** supported by customer and merchant loyalty

Accelerating volume growth across all **Eurozone** markets

UK record volume and network growth

All numbers refer to Q3 2025 unless otherwise stated; Source: Company data.

Record-high APM Deployment

	Q3 2025	LTM
InPost OOH points	**89,945**	**+11.2k**
APMs	**56,757**	**+12.9k**
Poland	27,567	+3.2k
Eurozone	16,977	+5.9k
UK	12,213	+3.8k
PUDOs	**33,188**	**(1.7k)**
Poland	3,981	(0.1k)
Eurozone	23,839	(3.6k)
UK	5,368	+1.9k

In line with network optimization strategy

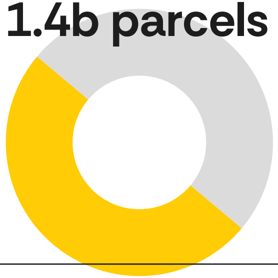
APM network leader in respective markets

Positioning for Unprecedented Growth in European Markets

E-commerce markets by country

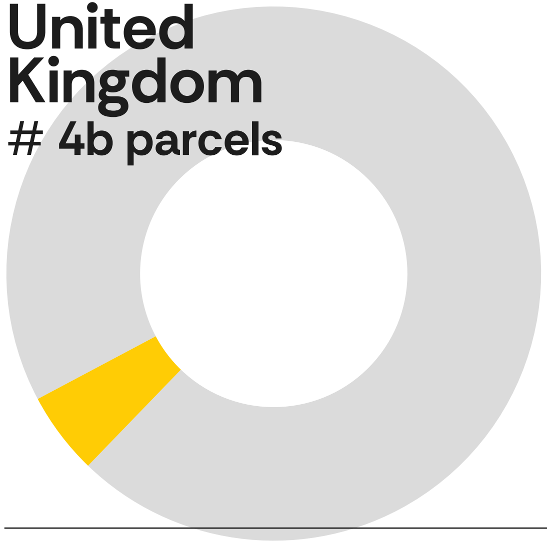
InPost market share

Poland
1.4b parcels



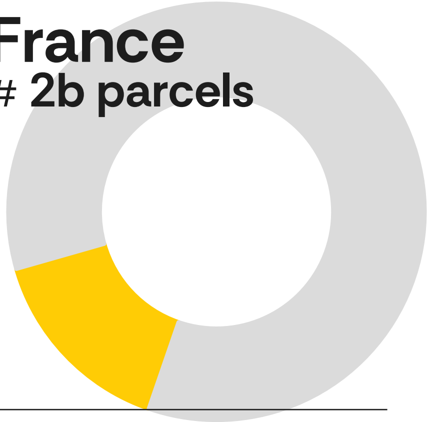
OOH market above 60%

United Kingdom
4b parcels



To-door still over 70%

France
2b parcels

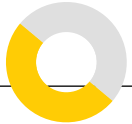


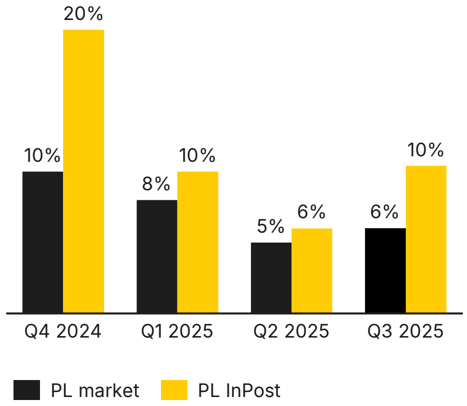
Data in pie charts presents estimated addressable parcels volume;
Source: Company data, market reports.

Consistently Outperforming the Market

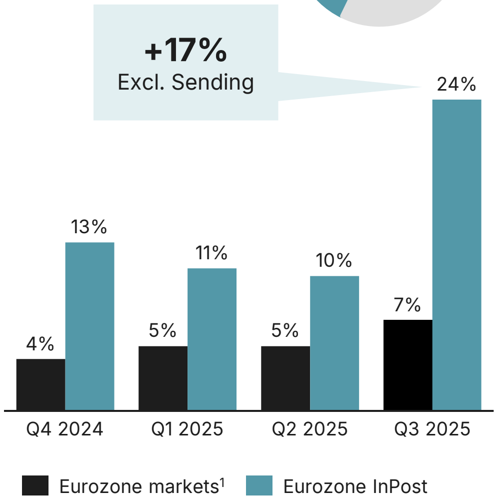
InPost and total e-commerce market volume growth YoY

Poland

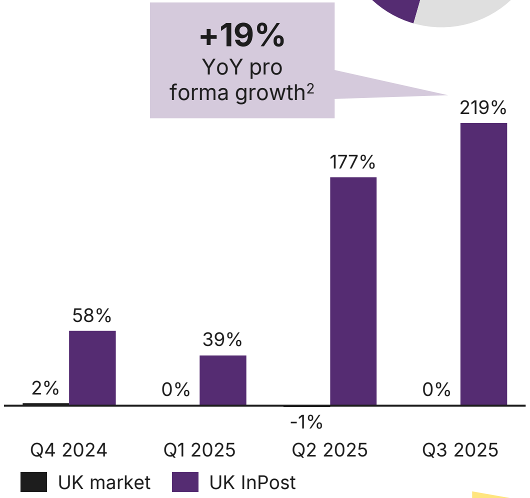




Eurozone



United Kingdom



1) Countries included: France, Spain, Portugal, Belgium, Netherlands, Luxembourg, Italy;
Data in pie charts presents estimated InPost Group market share; Source: Company data, market reports.

Our Business at a Glance

Seller

1

Retail

Online purchase and choice of delivery method

InPost

2

Collecting

Parcel collection via InPost

3

Sorting shipments

4

Linehaul / Transport

Fulfillment

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

5

Last mile (APM/2D)

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

Consumer

6

Customer collects shipment

Our Business Flywheel

for merchants

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

and consumers

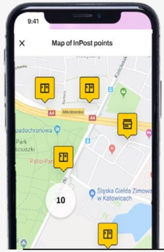
1. Convenience and flexibility
2. Reliability
3. Ease of use
4. Sustainability

One Company – Two Brands, with the Highest NPS in Poland and France

InPost | Mondial Relay

77 #1 NPS index in Poland

53 #1 NPS index in France

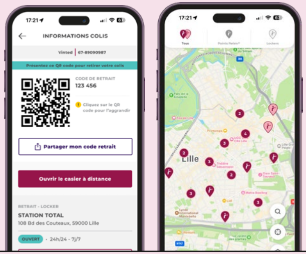


15.3m app users in Poland

11.3m app users in the UK[1]

Iberia launched in September

Italy launch planned in 2026



6.7m app users in France

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

1) Including Yodel mobile app users

On the Path to NET-ZERO

InPost CO_2 reduction from delivery to APM / PUDO vs. to-door[1]

Last mile

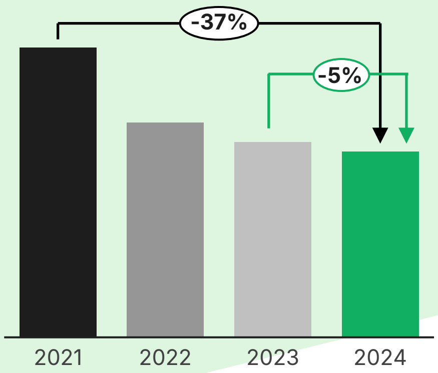
98% less CO_2

Whole route

71% less CO_2

InPost Group CO_2e emissions per parcel continue to reduce

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

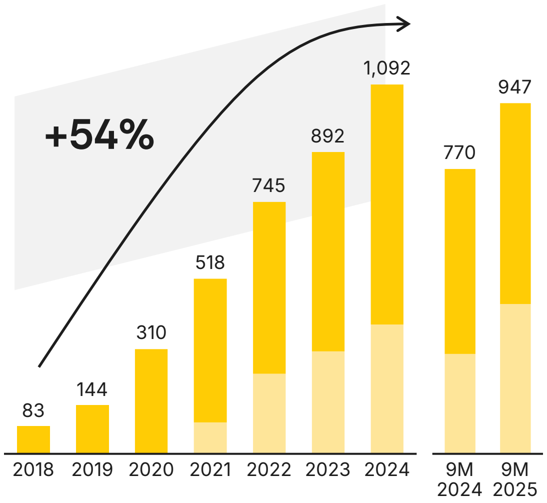


InPost Group ESG ratings improvement

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

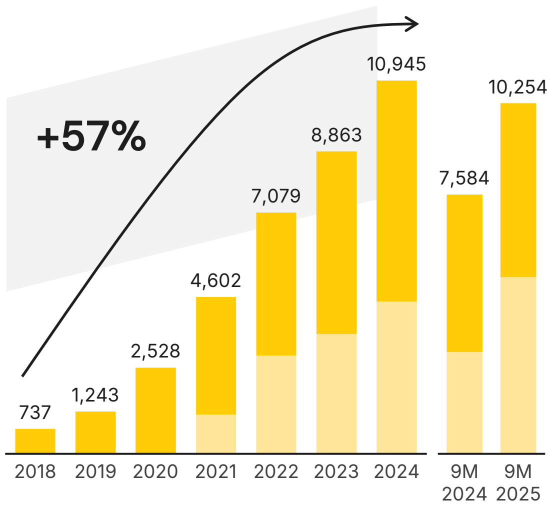
Group Results

Group Parcel volume
million



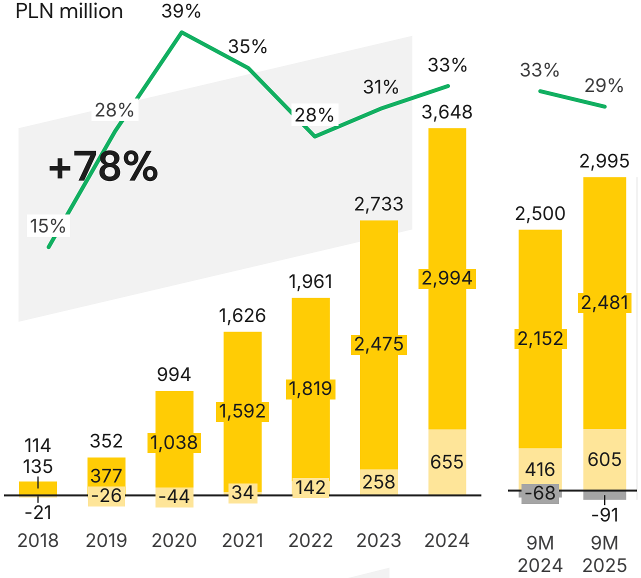
Poland
International
CAGR 2018-2024

Group Revenue[1]
PLN million



Poland
International
CAGR 2018-2024

Group Adjusted EBITDA
PLN million



Poland
International
Group costs
Adjusted EBITDA margin
CAGR 2018-2024

1) Revenue and Other Operating Income;

INPOST GROUP

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

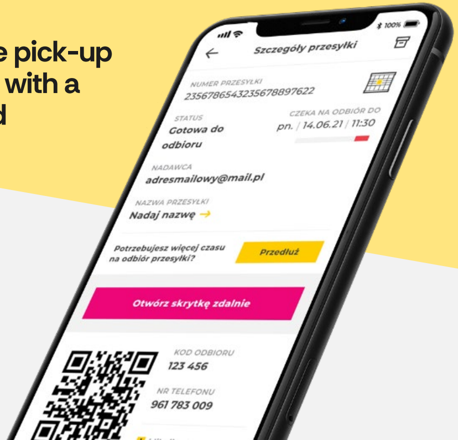
Contactless locker opening

Parcel tracking and redirection

Pick-up time extension

Sending parcels without label

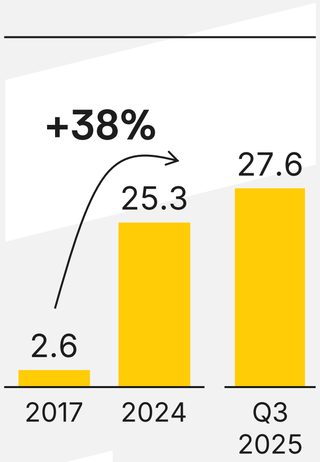
Share pick-up code with a friend



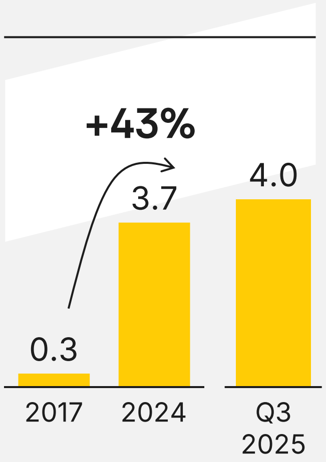
Poland

Network Density
- a Key Driver of Parcel Volume Growth

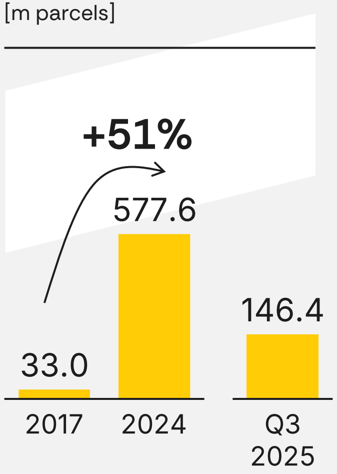
#k APMs



#m lockers



APM volume
[m parcels]



65%

% population within 7 mins walk from InPost APMs

90%

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

CAGR
2017-2024

CAGR 2017-2014 relates to all charts on the slide

Loyal and Sticky User Base

More than half of the Polish population uses our APMs

#m active app users[1]

20.1m

APM users

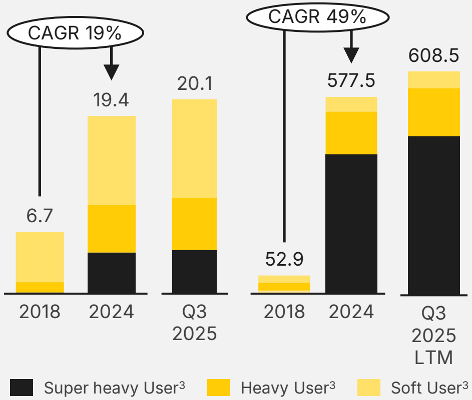
15.3m

App users

~20% of the most loyal[2] APM users account for 70% of APM volumes

#m of APM users by type

APM volume by type of user

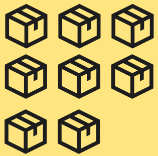


User order frequency increases over time

2018

8

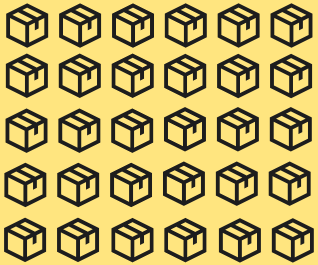
parcels/user



Q3 2025

30

parcels/user



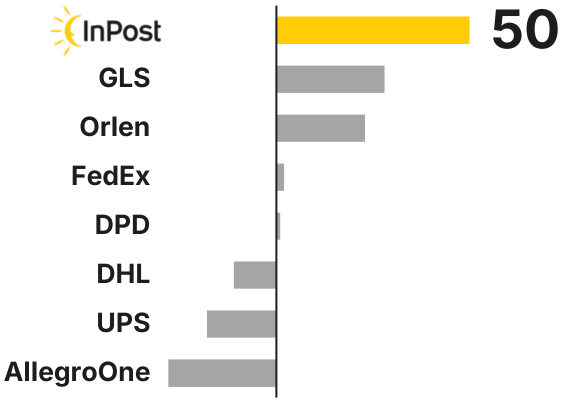
1. Company defines an active user as someone that "downloaded and registered the app"; 2. Super heavy users; 3. Super Heavy User – received at least 40 APM parcels within last 12 months; Heavy User – received at least 13 APM parcels within last 12 months; Soft User – received at least 1 APM parcel within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

Poland

InPost Brand Wins with Merchants and Users

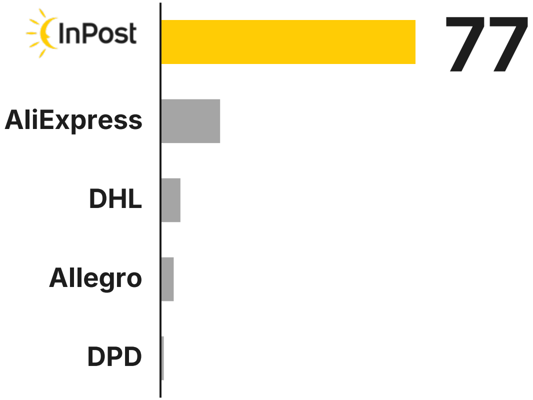
Ranked #1 by merchants Trusted by a network of 50k+[1]

NPS for brands – merchants' satisfaction survey



20.1m APM users InPost comes out on top

NPS for APMs – users' satisfaction survey



Stores diversification boosted by successful loyalty programme

Loyal[2] users [%] by number of stores they ordered from[3]

90% of Loyal[2] users order in more than **10 shops**

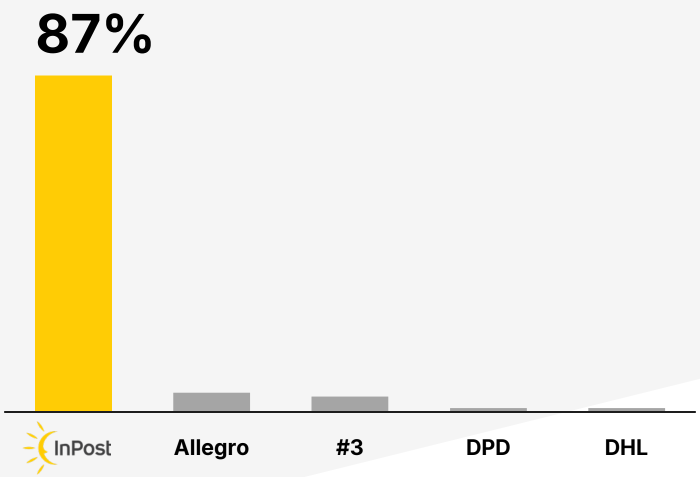
60% of Loyal[2] users order in more than **20 shops**

1) Number of merchants with at least 1 parcel delivered by InPost in H1 2025; 2) Heavy users and super heavy users; 3) From 1.07.2024 to 30.06.2025; Source: Kantar surveys (from February 2025 for merchants and from April 2025 for users), Company data.

InPost APMs Can Make or Break Conversion Rates

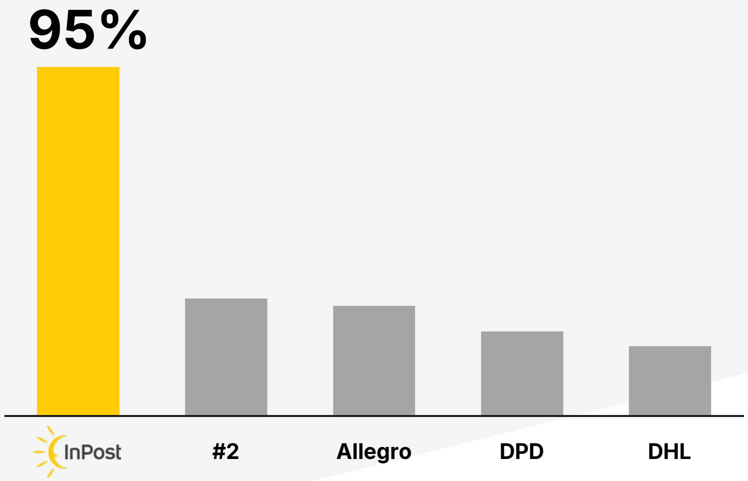
APM of choice

APMs chosen most often for delivery (%)



Motivates to shop online

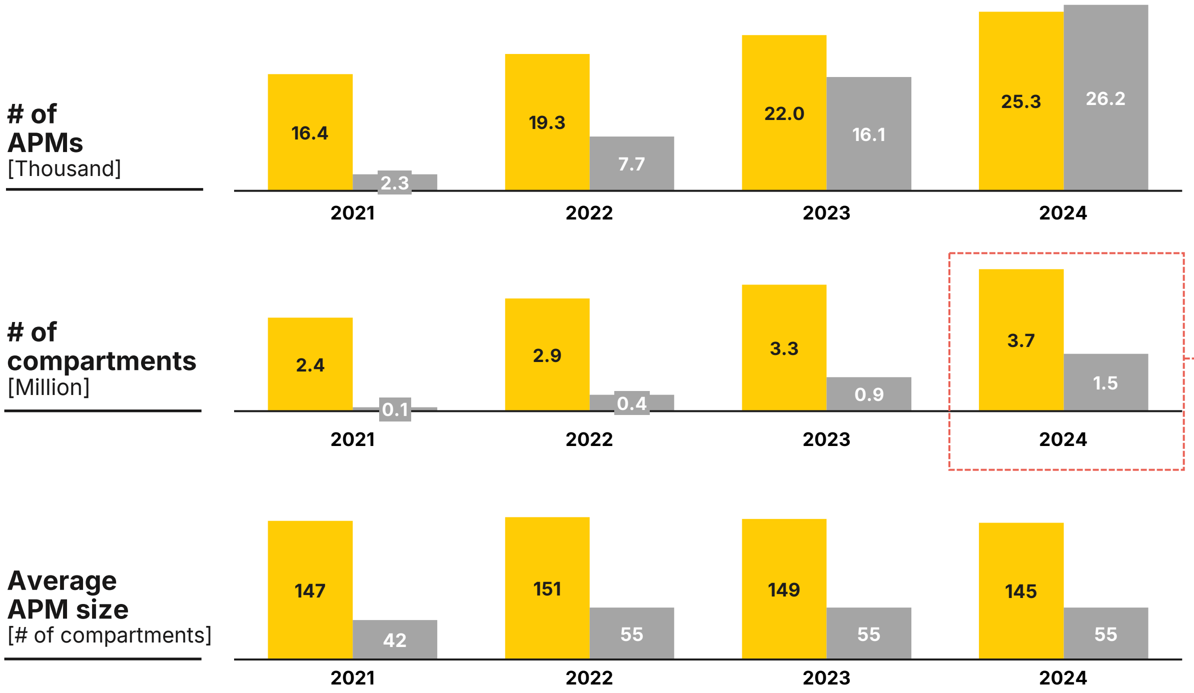
APMs motivating to shop online (%)

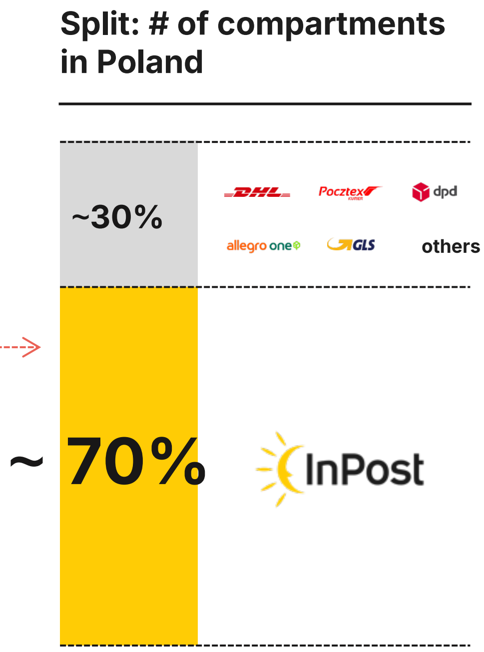


Source: E-commerce in Poland in 2025, Gemius, September 2025

Poland

The Leader in Lockers





InPost Group PL　Competitors

Numbers as at each Year's End.

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

InPost Pay - turning browsers into buyers

Traditional mobile checkout	InPost Pay
15%-25% Conversion rate	**>50%** Conversion rate ✓
Poor UX, unoptimized checkout flows	1-click checkout ✓
Slow loading times	30-second checkout ✓
Lack of mobile-friendly payment options	All mobile-friendly payment options ✓

10m+
Registered users

3,500
InPost Pay integrated merchants

40%
of TOP 100 InPost merchants to be integrated by 2025 YE

Unboxing loyalty: driving growth with incremental parcels

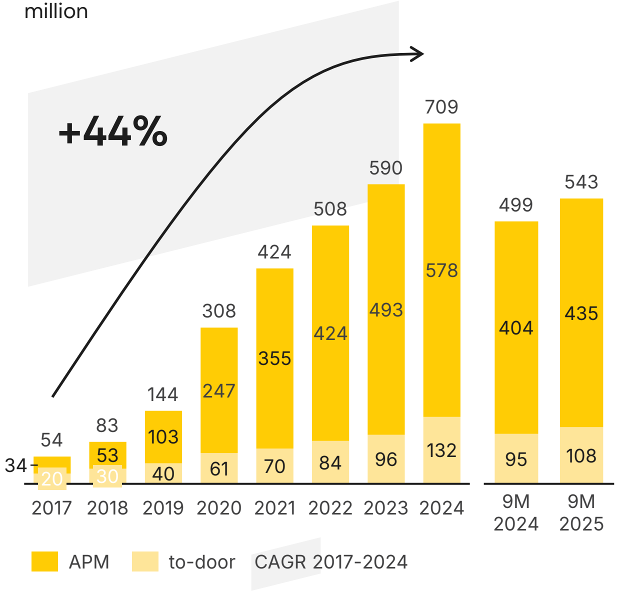
- ✓ Incentives and gamification for users
- ✓ Supporting InPost ecosystem by encouraging users to use Pay & Fresh
- ✓ Our programme boosts merchants and users loyalisation

13m+
Loyalty programme users

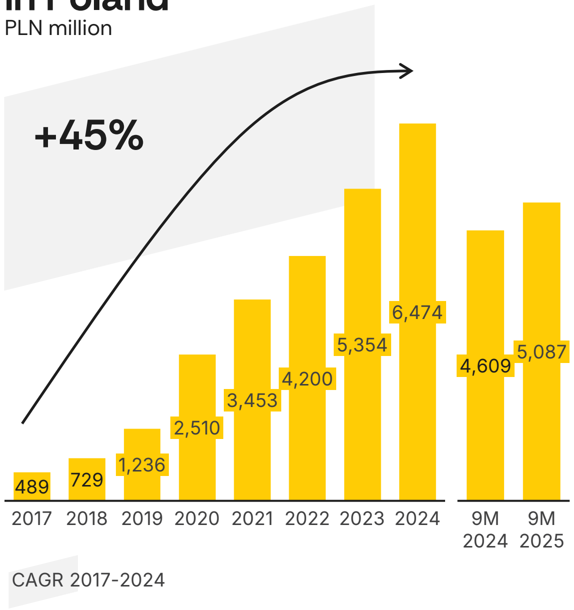
Source: Company data.

High Operational Leverage Driving Exceptional Results

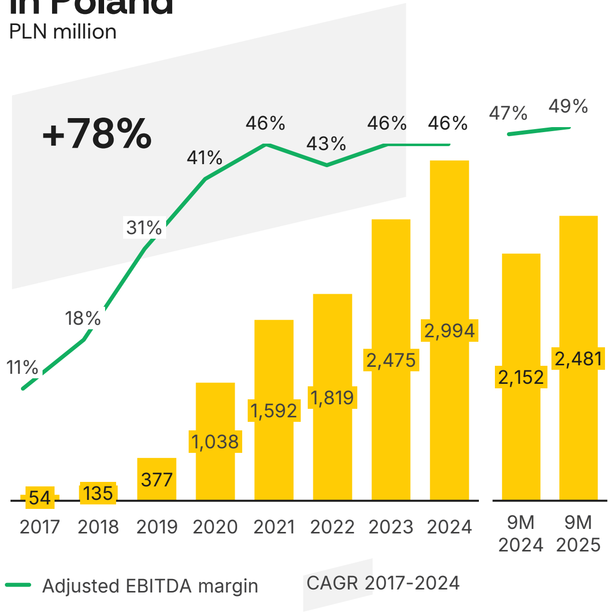
Parcel volume in Poland
million



Revenue in Poland[1]
PLN million



Adjusted EBITDA in Poland
PLN million



1) Revenue and Other Operating Income;

INPOST GROUP

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

54%

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

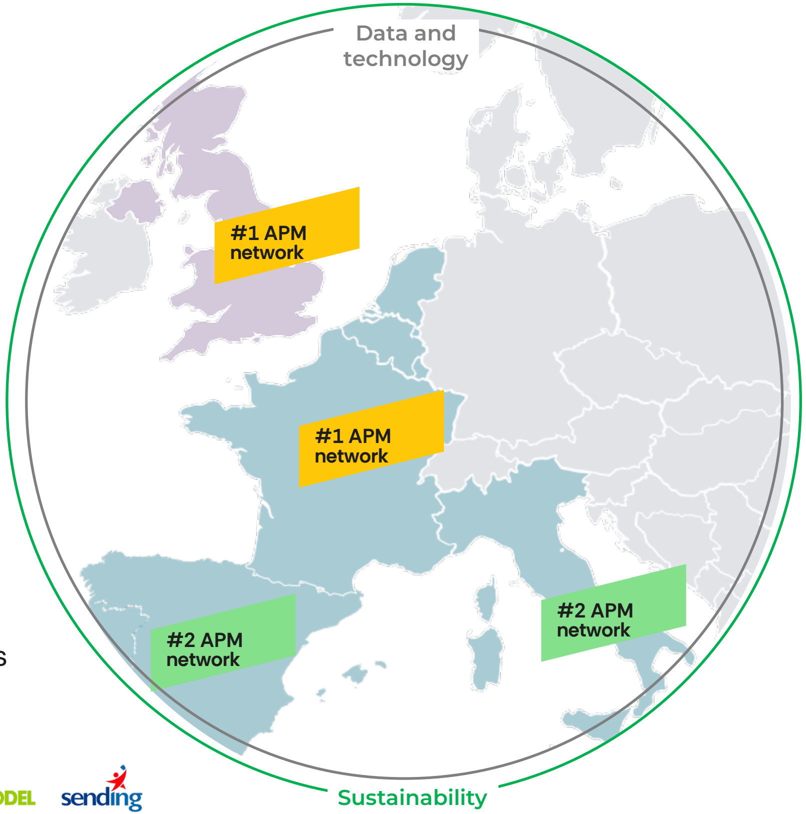
All markets profitable

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 2.7k new APMs in Q3 2025

+21
New Logistics sites in 2024

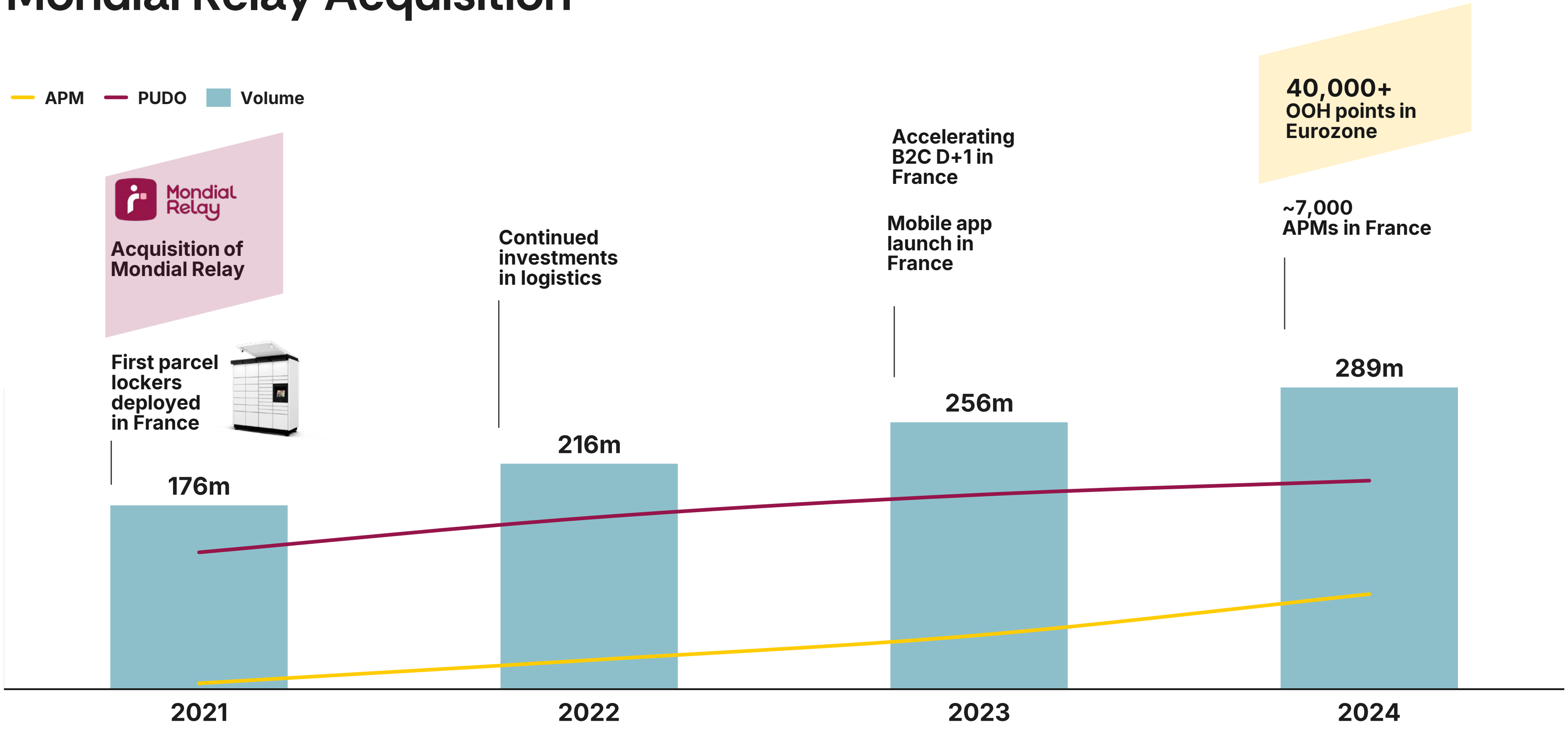
2 Improved Customer Experience

Mobile app with new features

New services

Eurozone

Eurozone: the Path Forward Since Mondial Relay Acquisition

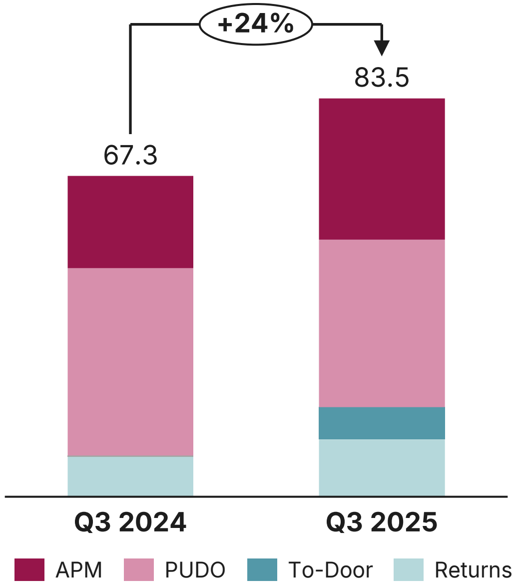


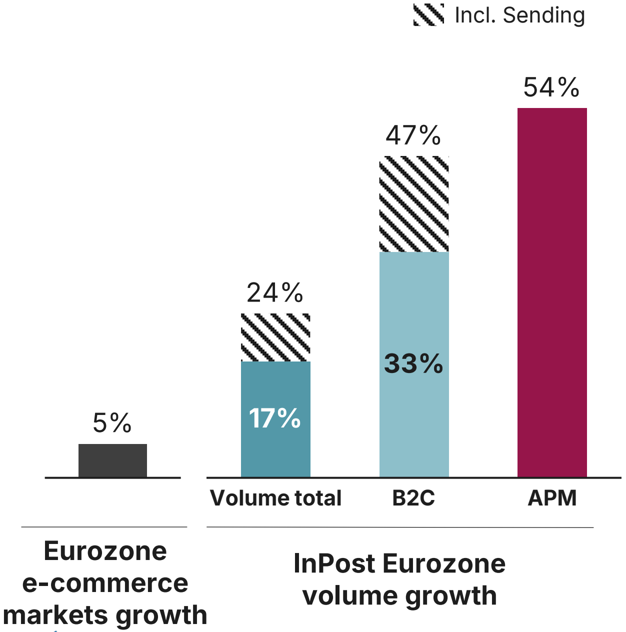
Countries included: France, Belgium, Netherlands, Luxembourg, Spain, Portugal

Eurozone

Strong Organic Growth Fuelled by Iberia and France with Uplift From Recent M&A

Strategic volume acceleration through B2C, APM + To-Door Integration





46% APM / OOH flow rate[1]
Expanding flow rate to APM

50%+ of B2C share in total volume (vs <40% 3 years ago)

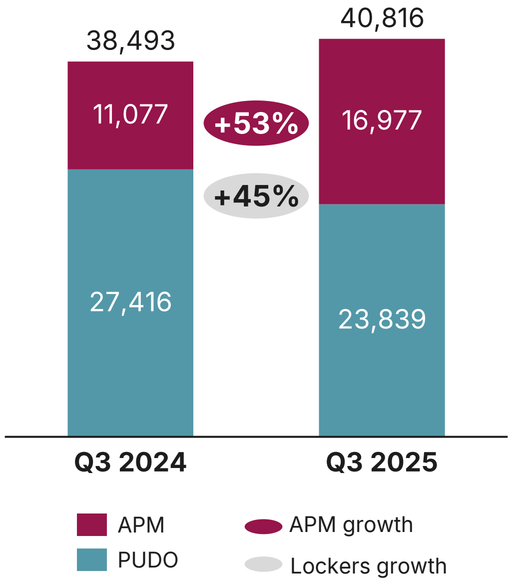
Successfully launched **Sending** Integration into InPost Iberia in Q3, securing major commercial wins

INPOST GROUP | InPost | Mondial Relay | Menzies | YODEL | sending

1) Flow rate – share of Eurozone volume delivered to APMs in total volume delivered to all OOH points (APMs and PUDOs); Source: Company data.

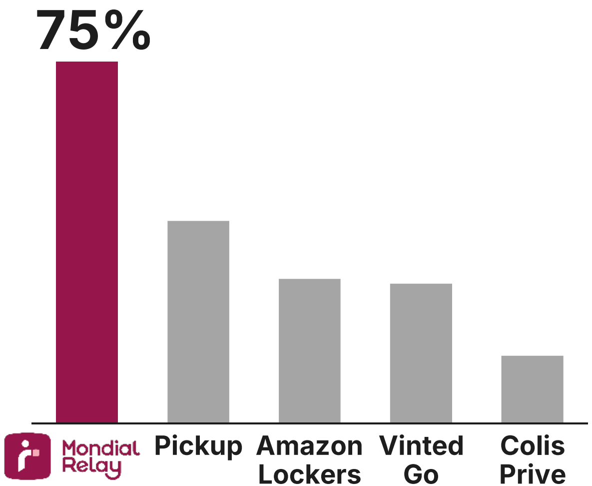
On the Path to Become Love Brand

#1 APM network across Eurozone



Mondial Relay - most frequently chosen lockers

Which parcel locker do you use most often when shopping online?



Users shifting towards OOH, with lockers on the rise

53 NPS index - **Mondial Relay record-high NPS -**excellent result driven by many promoters and minimal detractors

56% of respondents say they prefer OOH over to-door delivery

75% of respondents say they have received or sent at least one parcel via a locker in the past 12 months

INPOST GROUP | InPost Mondial Relay Menzies YODEL sending

Source: Audirep survey, July 2025; Company data.

Disrupting X-Border Profit Pool

c. 29%

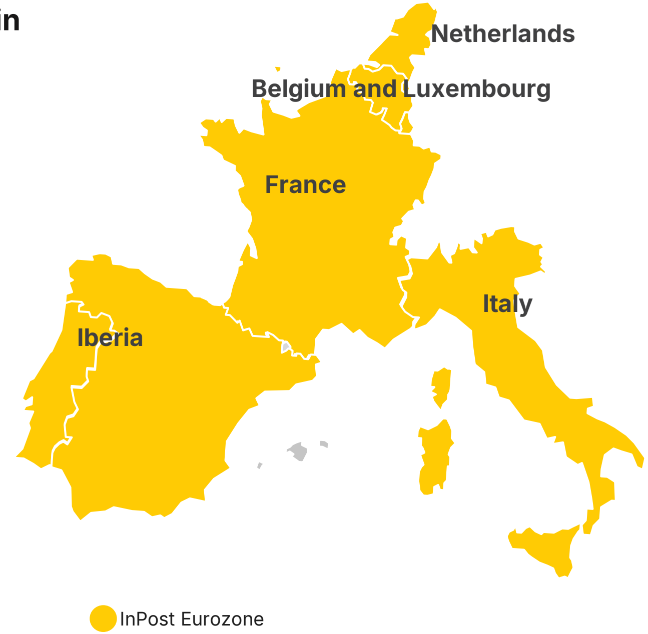
x-border market volume share in Eurozone e-commerce total volumes[1]

c. 7-10%

InPost share in e-commerce x-border volume in Eurozone markets[2]

+20%

InPost x-border parcels share in InPost total volumes[3]



Next steps

Unification of UX

Wider international merchants' adoption

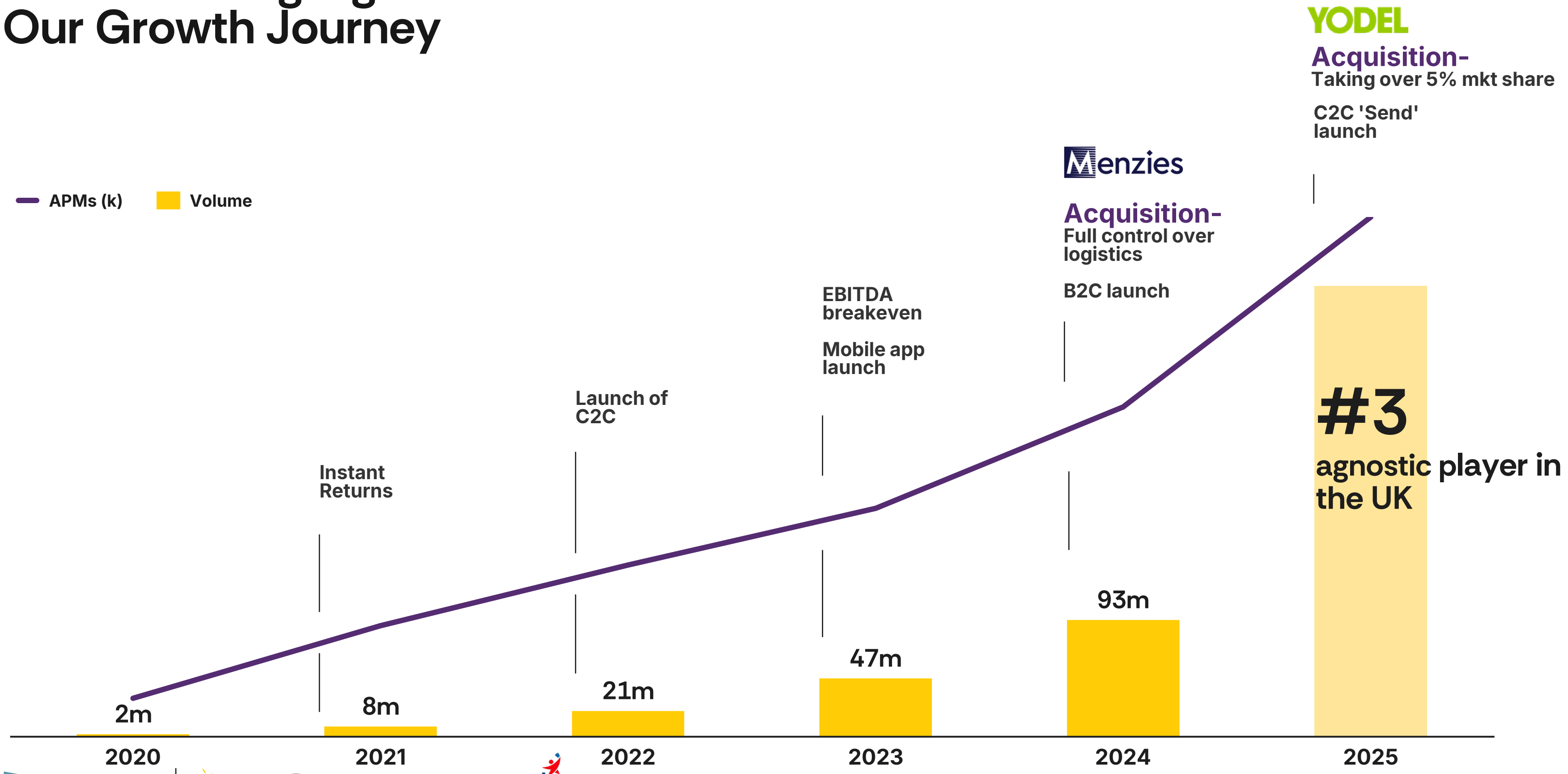
Further logistics improvements

Adding UK to the x-border markets

1) Based on Effigy Consulting data; 2) Based on Company data and Effigy Consulting data; 3) Data for Eurozone segment; Source: Effigy Consulting, Company data.

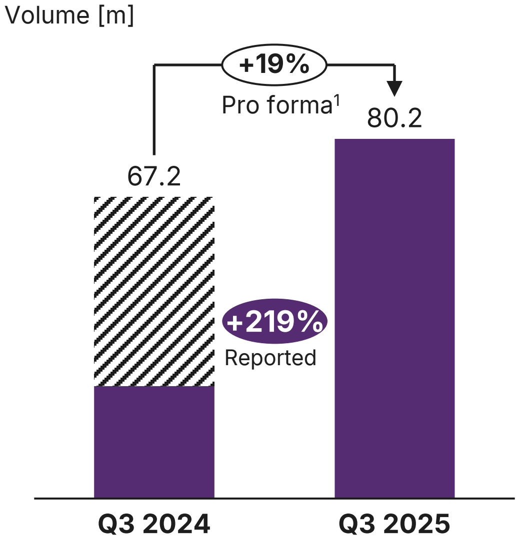
UK+Ireland

InPost UK: Highlights of Our Growth Journey



High Growth Across Both Channels: OOH and To-Door

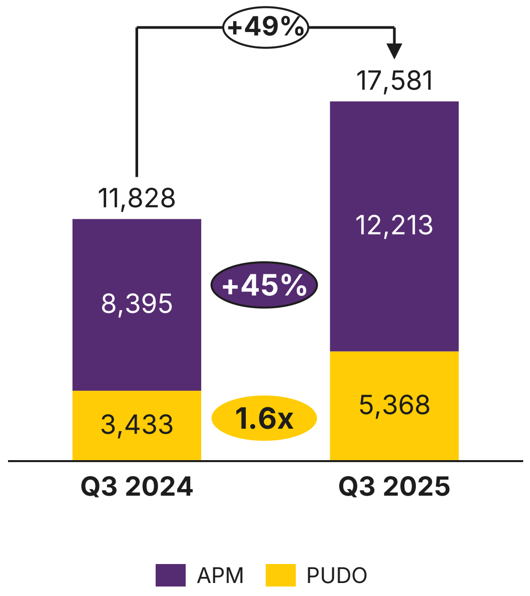
Accelerating volume growth



53% YoY growth in OOH channel[1]

Volume growth driven by both B2C (**27%** YoY) and C2C (**8%** YoY) segments[1]

Unmatched leader in APM locations



1) Pro forma figures show InPost UK including Yodel volumes for the entire Q3 2024, while reported figures reflect Yodel volumes for Q3 2025 only as Yodel results have been consolidated starting from May 2025.

Integrating with Yodel – on the Path to One Network

What was done?

Sites -
- Consolidation of depots (over **50 shared depots** that handle to-door, APM and PUDO parcels)
- **Two sorting hubs opened** to accelerate capacity earlier than planned

People – Staff trained to sort and manage all types of products.

Processes – Linehaul operations consolidated

Volume - new merchants onboarded; further **restructuring** of XL and irregular parcel volume

Plan for Q4 and Q1

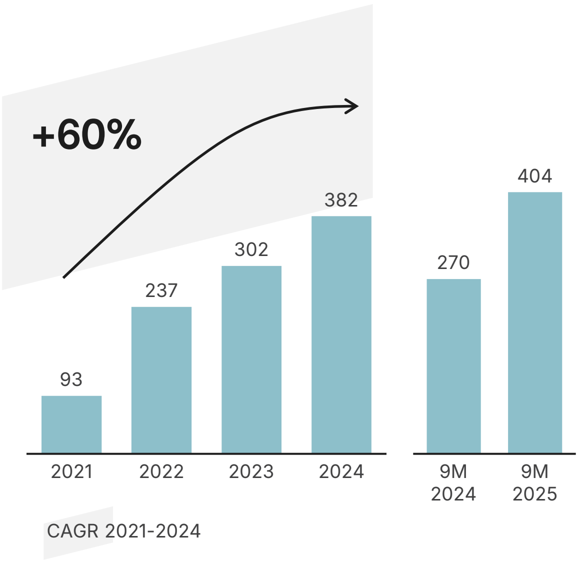
Additional operational costs from Q3 2025 to continue in Q4 2025

Volume Cap to prioritize service quality for merchants through peak

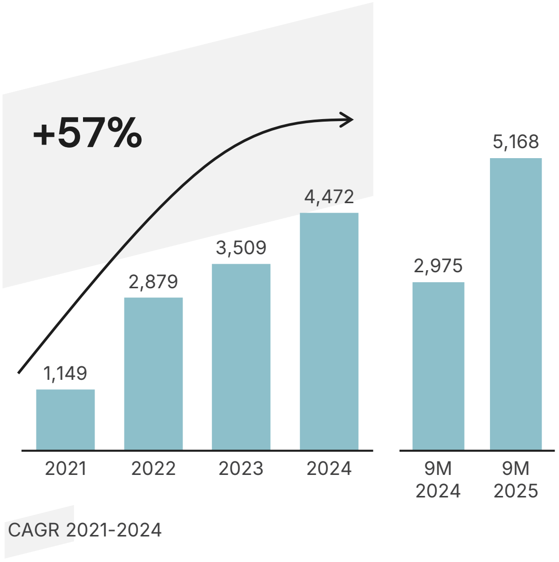
OneNetwork further steps incl. single, unified IT system, efficiency plans and release volume cap

Strong Improvement in Profitability in 2024

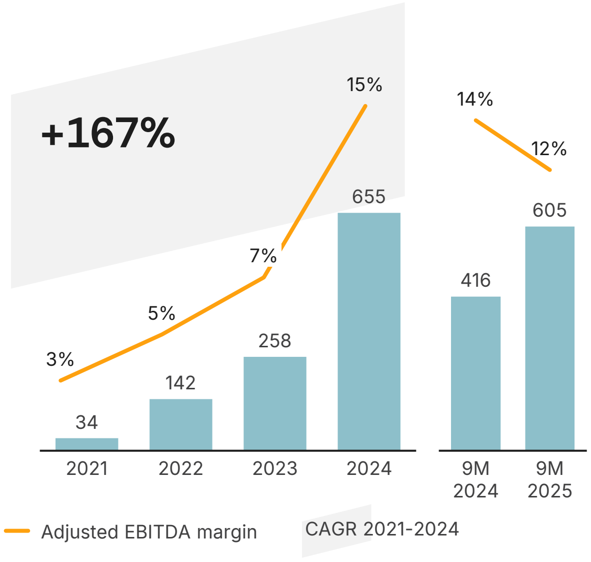
Parcel volume International[1]
million



Revenue[2] International
PLN million



Adjusted EBITDA International
PLN million



1) Countries included: France, United Kingdom, Italy, Spain, Portugal, Belgium, Netherlands, Luxembourg; 2) Revenue and Other Operating Income;

Thank you!

Contact for Investors
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Meet us:

Nov 17-18, 2025
GS CEEMEA One-on-One Conference, London

Nov 20-24, 2025
Jefferies Roadshow, Los Angeles, San Francisco

Nov 20, 2025
PKO BP CEE Capital Markets Conference, New York

For more info:
Upcoming events