

## BUSINESS OVERVIEW

Pepco Group is listed on the Warsaw Stock Exchange. It comprises the value retail brands Pepco and Dealz. The Pepco banner retails affordable quality clothing and general merchandise through a fast-growing store estate. It currently operates c.4,000 stores across Europe and is the core focus of the Group.

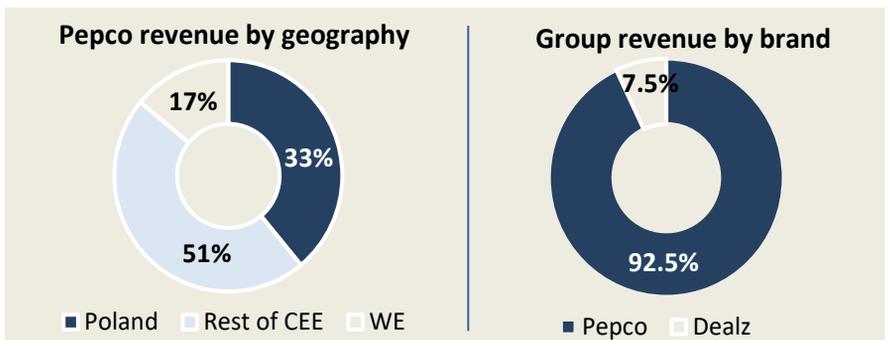
## STRATEGIC FRAMEWORK



## WHY INVEST?

- 1 Simplified, scalable model:** Streamlined, focused, efficient and disciplined business, centred on our core Pepco brand
- 2 Strong brand affinity:** Well-recognised brand that resonates strongly with consumers, creating high loyalty and regular visits
- 3 Significant growth opportunity:** Driven by operational excellence, increased customer engagement & new store openings, with particular focus on whitespace opportunity in Western Europe
- 4 Price leadership:** Strong reputation with customers for best value prices on quality clothing and general merchandise products
- 5 Upside from digital:** Significant potential to expand our customer engagement, average basket size, new customer growth and LTV through growing our digital capabilities and leveraging data
- 6 Focus on shareholder returns:** With profitable growth, a strong balance sheet and disciplined investment, the Group is generating increasing FCF & is focused on returning excess cash to shareholders

## REVENUE BREAKDOWN



## FY25 HIGHLIGHTS<sup>1</sup>

**€4,523m**

Revenue

**€865m**

Underlying EBITDA (IFRS 16)

**€371m**

Underlying EBIT (IFRS 16)

**€219m**

Underlying PAT

**4,359**

Stores

**c.31,500**

Employees

**18**

Countries

## KEY GROWTH STATISTICS FY22-25<sup>1</sup>

**15.9%**

Revenue CAGR

**21.9%**

Underlying EBITDA (IFRS 16) CAGR

**19.9%**

Underlying PAT CAGR

**37.8%**

Increase in # Pepco Stores

(1) Figures are restated to exclude Poundland  
Source: Company information  
Notes: Company fiscal year-end in September.

## KEY FY25 STRATEGIC MILESTONES

- Successful sale of Poundland in June 2025 marked a significant step towards Group FMCG exit
- Completed Pepco Plus reformatting in August 2025 marks Pepco banner FMCG exit
- Fully focused on Pepco as core brand, operating in higher margin clothing and GM sectors
- Renewed focus on price leadership and operational excellence delivering positive LFL
- Positive LFL growth restored in Poland and CEE
- Expansion in Western Europe progressing well; strong LFLs and improved store economics
- Financial profile significantly improved post Poundland with increasing FCF generation

## GROUP EXECUTIVE MANAGEMENT



### STEPHAN BORCHERT, GROUP CEO

Stephan joined Pepco Group as CEO in July 2024. He previously served as CEO of GrandVision from 2018 to 2022



### WILLEM EELMAN, GROUP CFO

Willem joined Pepco Group as CFO in February 2025. He previously worked as CFO of GrandVision from 2019 to 2022

## SHARE PRICE PERFORMANCE (PLN)<sup>(1)</sup>



## STOCK DATA

### As at 06-Mar-2026

Price (PLN / EUR)	30.0 / 7.1	Ticker:PCO
Min (1Y) (PLN / EUR)	14.0 / 3.6	Bloomberg: PCO PW
Max (1Y) (PLN / EUR)	31.2 / 7.4	
Mkt Cap (EURm)	3,570	
Free-float (%)	32%	

## TOP SHAREHOLDERS

### As at 4-Feb-2026

	# of shares	% ISC
IBEX Retail Investments (Europe)	366,461,005	63.4%
Silver Point Capital	26,102,363	4.5%
Nationale-Nederlanden PTE SA	10,164,136	1.8%
Goldman Sachs International	8,692,436	1.5%
PSG Asset Management	8,157,439	1.4%

KEY METRICS	Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25	Q4 25	FY22	FY23	FY24	FY25
<b>Number of stores (#)</b>												
Pepco	3,577	3,665	3,713	3,781	3,845	3,887	3,931	4,015	2,967	3,450	3,781	4,015
Dealz	309	316	324	331	341	344	345	344	173	283	331	344
<b>Total Group PF</b>	<b>3,959</b>	<b>3,981</b>	<b>4,037</b>	<b>4,112</b>	<b>4,186</b>	<b>4,231</b>	<b>4,276</b>	<b>4,359</b>	<b>3,140</b>	<b>3,806</b>	<b>4,112</b>	<b>4,359</b>
<b>LFL YoY growth (%)</b>												
Pepco	(3.5%)	(2.8%)	(2.7%)	(2.2%)	1.4%	3.6%	2.4%	3.8%	7.4%	6.2%	(2.8%)	2.7%
Dealz	(4.6%)	(4.6%)	(7.3%)	(2.8%)	6.6%	(1.7%)	5.8%	-3.8%	NA	11.3%	(4.8%)	1.9%
<b>Revenue (€m)</b>												
Pepco	1,166	820	929	938	1,265	906	997	1,016	2,714	3,375	3,853	4,184
Dealz	89	71	72	76	106	76	80	77	219	220	307	339
<b>Total Group PF</b>	<b>1,255</b>	<b>891</b>	<b>1,001</b>	<b>1,014</b>	<b>1,371</b>	<b>982</b>	<b>1,078</b>	<b>1,092</b>	<b>2,933</b>	<b>3,595</b>	<b>4,160</b>	<b>4,523</b>
<b>Total revenue YoY growth (%)</b>												
Pepco	16.5%	16.4%	13.7%	9.9%	8.5%	10.5%	7.4%	8.3%	25.3%	24.4%	14.2%	8.6%
Dealz	NA	NA	NA	NA	18.9%	8.0%	12.2%	1.0%	45.0%	0.4%	39.6%	10.4%
<b>Total Group PF</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>9.2%</b>	<b>10.3%</b>	<b>7.7%</b>	<b>7.7%</b>	<b>26.6%</b>	<b>22.6%</b>	<b>15.7%</b>	<b>8.7%</b>

<b>SUMMARY PROFIT AND LOSS STATEMENT (€m)</b>	<b>FY25</b>	<b>FY24</b>
<b>Revenue</b>	<b>4,523</b>	<b>4,160</b>
<i>Like-for-like revenues (%)</i>	2.6%	(3.0%)
<b>Gross profit</b>	<b>2,172</b>	<b>1,953</b>
<i>Gross profit margin (%)</i>	48%	47%
Operating costs	(1,307)	(1,170)
<i>Operating costs %</i>	28.9%	28.1%
<b>Underlying EBITDA</b>	<b>865</b>	<b>784</b>
<i>Underlying EBITDA margin (%)</i>	19.1%	18.8%
<b>Underlying EBITDA (pre-IFRS 16)</b>	<b>531</b>	<b>480</b>
<i>Underlying EBITDA margin (pre-IFRS 16) (%)</i>	11.7%	11.5%
Depreciation, amortisation & impairment	(494)	(417)
<b>Underlying EBIT (IFRS 16)</b>	<b>371</b>	<b>367</b>
Net financial expense	(68)	(89)
<b>Underlying PBT</b>	<b>303</b>	<b>278</b>
<b>Underlying PAT</b>	<b>219</b>	<b>183</b>
<i>Underlying Effective Tax Rate %</i>	27.6%	34.2%
<b>Underlying EPS (cents)</b>	<b>38.1</b>	<b>31.7</b>
Exceptional items	(51)	(44)
<b>Reported PBT</b>	<b>251</b>	<b>234</b>
Tax	(80)	(107)
<b>Reported PAT</b>	<b>171</b>	<b>127</b>
Reported EPS (cents)	29.8	22.1
Gain/(loss) on discontinued operations	(347)	(862)
<b>Net debt (IFRS 16)</b>	<b>1,229</b>	<b>1,679</b>
<i>Leverage (IFRS 16): Net debt to LTM EBITDA</i>	1.4x	2.1x
<b>Net debt (pre-IFRS 16)</b>	<b>163</b>	<b>257</b>
<i>Leverage (pre-IFRS 16): Net debt to LTM EBITDA</i>	0.3x	0.5x

<b>SUMMARY CASH FLOW STATEMENT (€m)</b>	<b>FY25</b>	<b>FY24</b>
<b>Underlying EBITDA IFRS 16</b>	<b>865</b>	<b>784</b>
Exceptional items	(25)	(46)
Working capital	(5)	75
Share based payments (non-cash)	13	7
Tax paid	(77)	(85)
<b>Operating Cash Flow</b>	<b>770</b>	<b>735</b>
Capex	(96)	(149)
Rent paid	(332)	(304)
<b>Free Cash Flow (unlevered)</b>	<b>342</b>	<b>281</b>
Net interest paid	(31)	(32)
External Borrowing	-	(120)
External Dividends	(36)	-
Purchase of own shares	(50)	-
Discontinued operations	(129)	(125)
Proceeds on sale of PPE	1	2
<b>Net cash flow</b>	<b>98</b>	<b>7</b>
Effect of exchange rate fluctuations on cash held	4	26
Cash and cash equivalents at the beginning of the period	363	330
<b>Cash and cash equivalents at the end of the period</b>	<b>464</b>	<b>363</b>

PRO-FORMA BALANCE SHEET (€m)	FY25	FY24
<b>Assets</b>		
Property, plant and equipment	480	672
Right of Use Asset	986	1,291
Intangible assets	18	292
Trade and other receivables	63	103
External loan receivable	3	-
Derivative financial instruments (assets)	17	35
Deferred tax asset	113	86
Inventories	892	1,175
Cash and cash equivalents	464	363
<b>Total assets</b>	<b>3,037</b>	<b>4,017</b>
<b>Liabilities</b>		
Trade and other payables	953	1,361
Current tax liabilities	55	34
Lease liabilities	1,066	1,429
Borrowings	627	613
Provisions	86	86
Derivative financial instruments (liabilities)	87	52
<b>Total liabilities</b>	<b>2,874</b>	<b>3,575</b>
<b>Net assets</b>	<b>163</b>	<b>441</b>