



H1 FY26 INTERIM RESULTS

21 May 2026



H1 FY26 STRATEGIC UPDATE

Presented by:

Stephan Borchert

Group CEO



H1 FY26 HIGHLIGHTS

Pepco delivers 6 consecutive quarters of LFL growth

Strong financial delivery with revenue +5% and EBITDA up 17.5%

Continued growth & improving store economics in Western Europe. Accelerated rollout now planned from FY27

Pepco mobile app launched in Poland; delivering ahead of expectations

Announced expansion into 19th market; North Macedonia. Trial launch into Ukraine planned later this year


€200m share buy back programme complete. Up to €400m tender buyback planned in H2

STRATEGIC PILLARS ACTIONED ACROSS THREE GROWTH REGIONS

STRATEGIC FRAMEWORK



SIMPLIFY AND STREAMLINE THE GROUP PORTFOLIO



TOPLINE GROWTH THROUGH MEASURED EXPANSION IN CEE



WIN IN WESTERN EUROPE

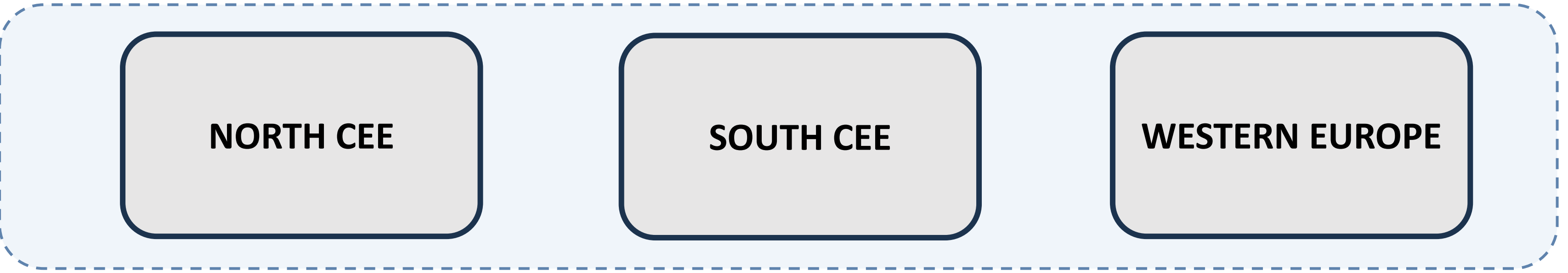


REFOCUS AND DIGITISE PEPCO'S CUSTOMER PROPOSITION



UPGRADE CORE OPERATING PLATFORM

GROWTH REGIONS



HOW WE WIN

Market leading prices

Efficient proximity store model

Integrated end-to-end sourcing structure

Proprietary curated assortments

Large, loyal customer base

EACH REGION HAS ITS OWN DISTINCT GROWTH PROFILE

NORTH CEE

Poland, Czechia, Hungary, Estonia,
Lithuania, Latvia, Slovakia

Current Footprint: ~2,360 stores

H1 FY26 revenue: €1,241m | **H1 FY26 LFL:** 2.4%

LFL guidance: low single digit

Expected net new stores FY26: ~65

Financial profile: strong and steady profit centre

FY25 Results

Revenue	€2,285m
LFL revenue growth	0.2%
Gross margin	50.1%

SOUTH CEE

Romania, Serbia, Bulgaria, Croatia,
Bosnia, N. Macedonia, Slovenia

Current Footprint: ~1,130 stores

H1 FY26 revenue: €668m | **H1 FY26 LFL:** 4.3%

LFL guidance: mid single digit

Expected net new stores FY26 : ~110

Financial profile: high profit + store growth

FY25 Results

Revenue	€1,204m
LFL revenue growth	8.3%
Gross margin	46.8%

WESTERN EUROPE

Spain, Portugal, Italy,
Germany, Greece

Current Footprint: ~580 stores

H1 FY26 revenue: €392m | **H1 FY26 LFL:** 13.5%

LFL guidance: mid-high single digit

Expected net new stores FY26 : ~75 stores

Financial profile: strong growth opportunity

FY25 Results

Revenue	€695m
LFL revenue growth	14.1%
Gross margin	50.0%

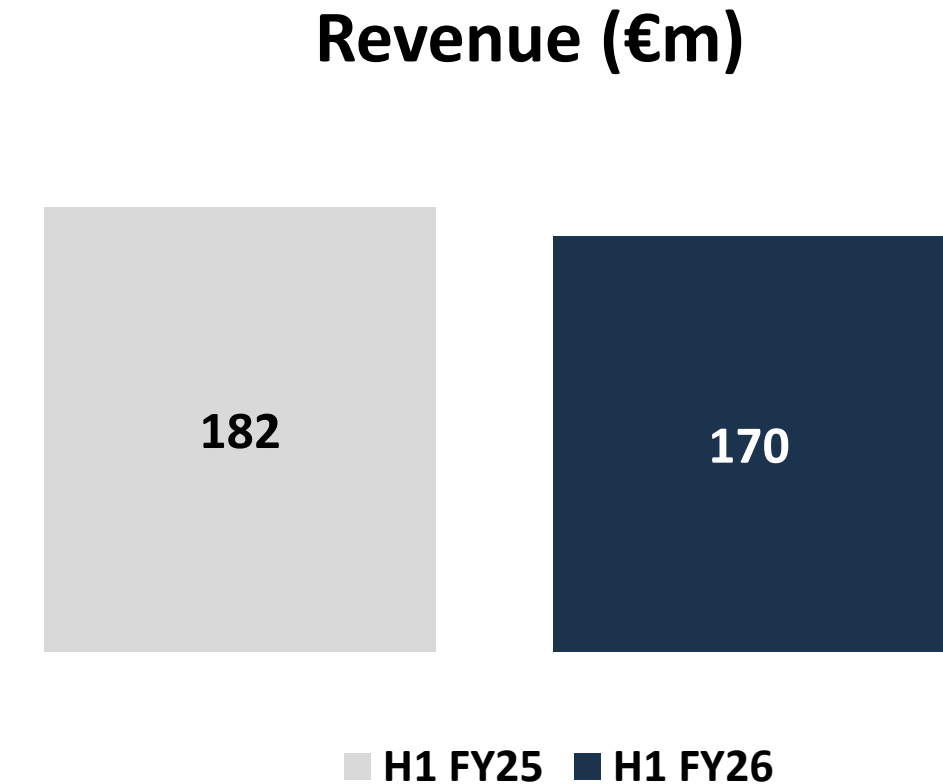


SIMPLIFY AND STREAMLINE THE GROUP PORTFOLIO

DEALZ SEPARATION NEARS COMPLETION

Dealz H1 FY26 performance

- Challenging trading period with LFL growth in H1 FY26 of -8.3%, in part due to a strong comparative quarter in the prior year
- Store numbers remained broadly flat in H1 FY26 as we focused on divestment



Dealz divestment nears completion

STRATEGIC BENEFITS:

- ✓ FMCG-exit will be fully complete
- ✓ Strategic distraction for the business will be removed
- ✓ Group profitability will be significantly improved

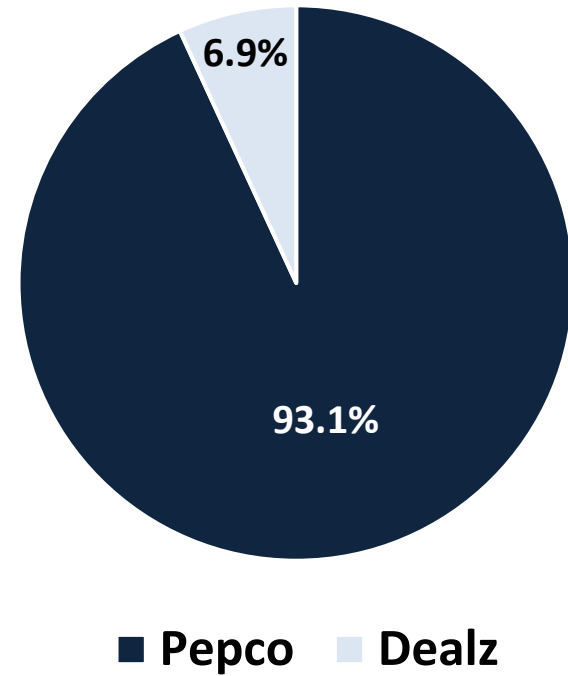
UPDATE:

- Remain committed to separate the business by end of FY26

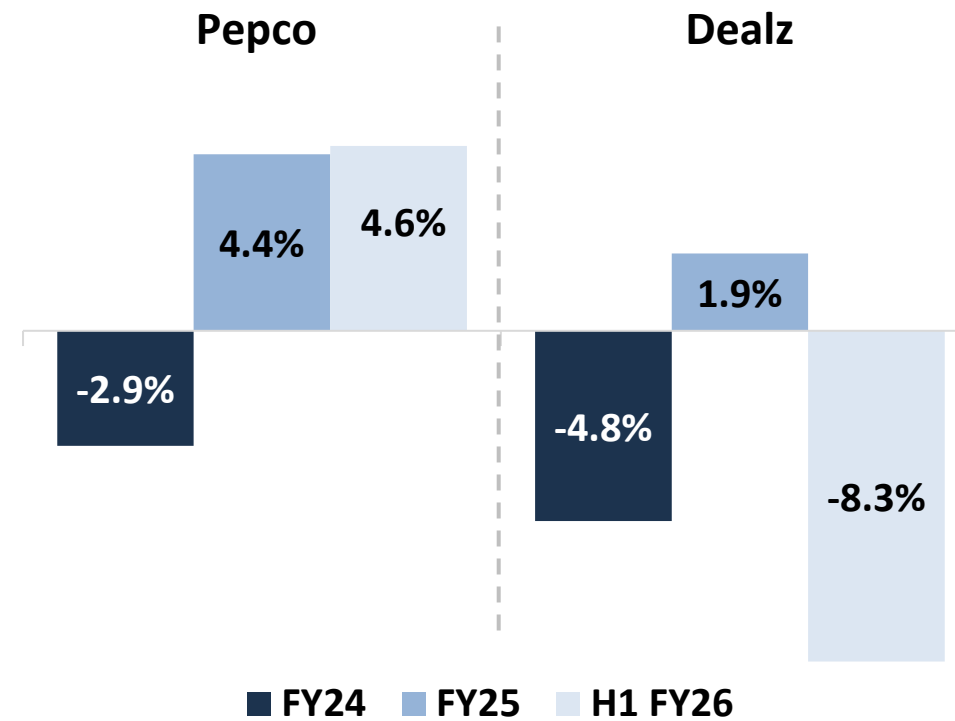


WHY A PEPCO-ONLY GROUP IS STRONGER

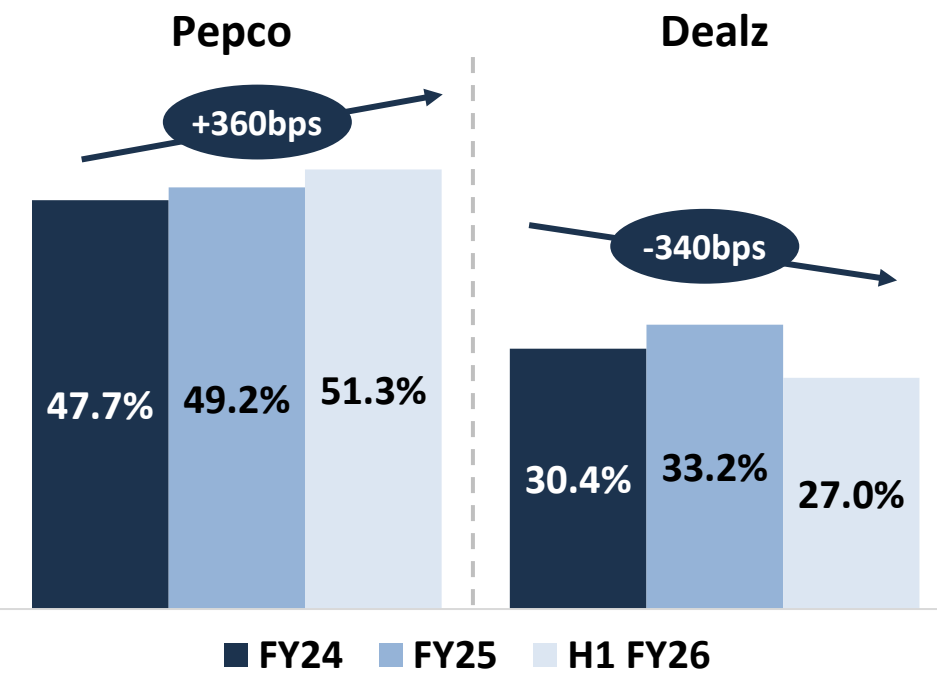
H1 FY26 Revenue contribution



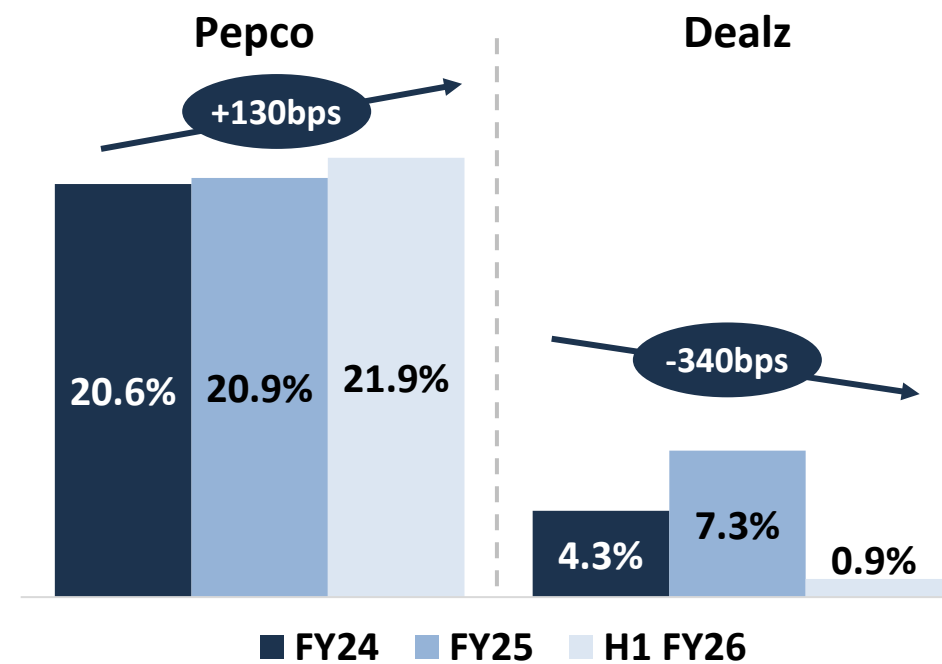
LFL revenue growth



Gross Margin



EBITDA Margin



- Pepco Group will be in a much **stronger position operating with Pepco as our sole brand**
- Since FY24, **Pepco has delivered consistently improving financials**
- Meanwhile, despite a slight improvement in FY25, **Dealz has continued to underperform**
- In addition to its weakening financial profile, **Dealz’s FMCG focus means it has naturally lower margins than Pepco** and therefore dilutive to overall Group profitability
- Going forward as Pepco not only simplifies our business model and enhances the focus of the Group, it also vastly improves the financial position of the business



TOPLINE GROWTH THROUGH MEASURED EXPANSION IN CEE





NORTH CEE DELIVERED 2.4% LFL GROWTH

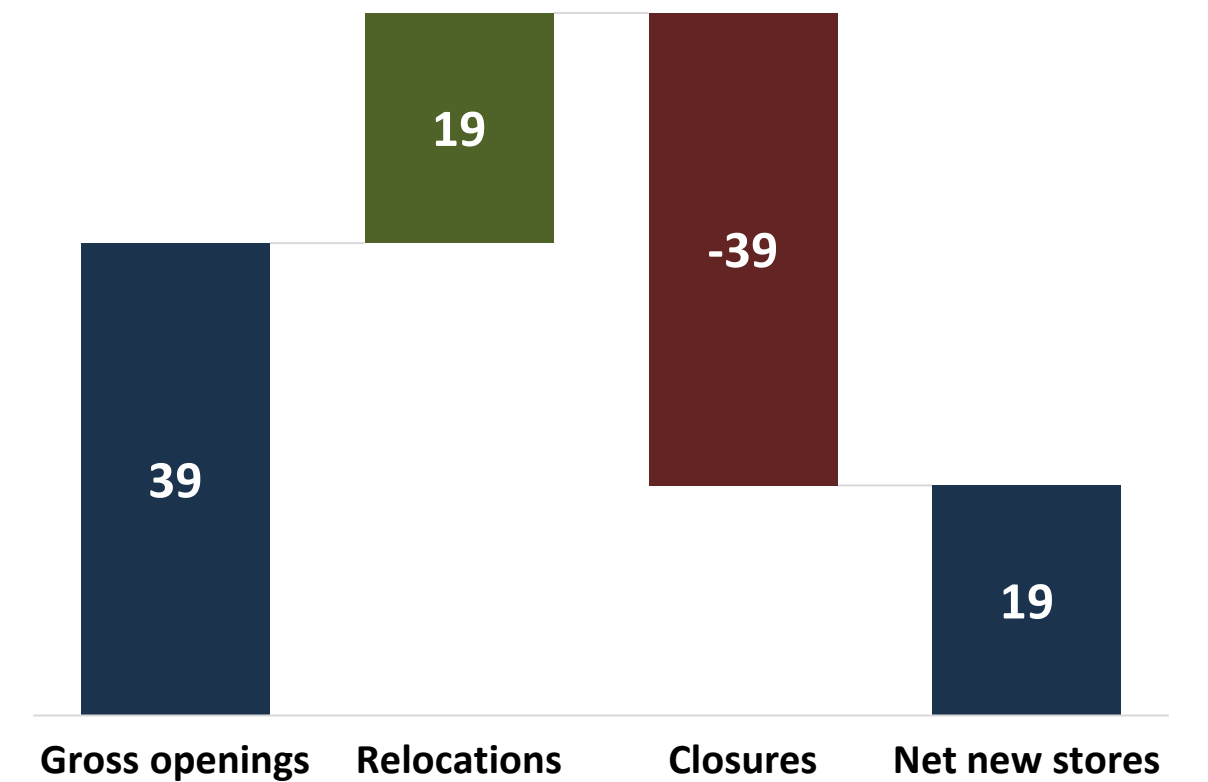
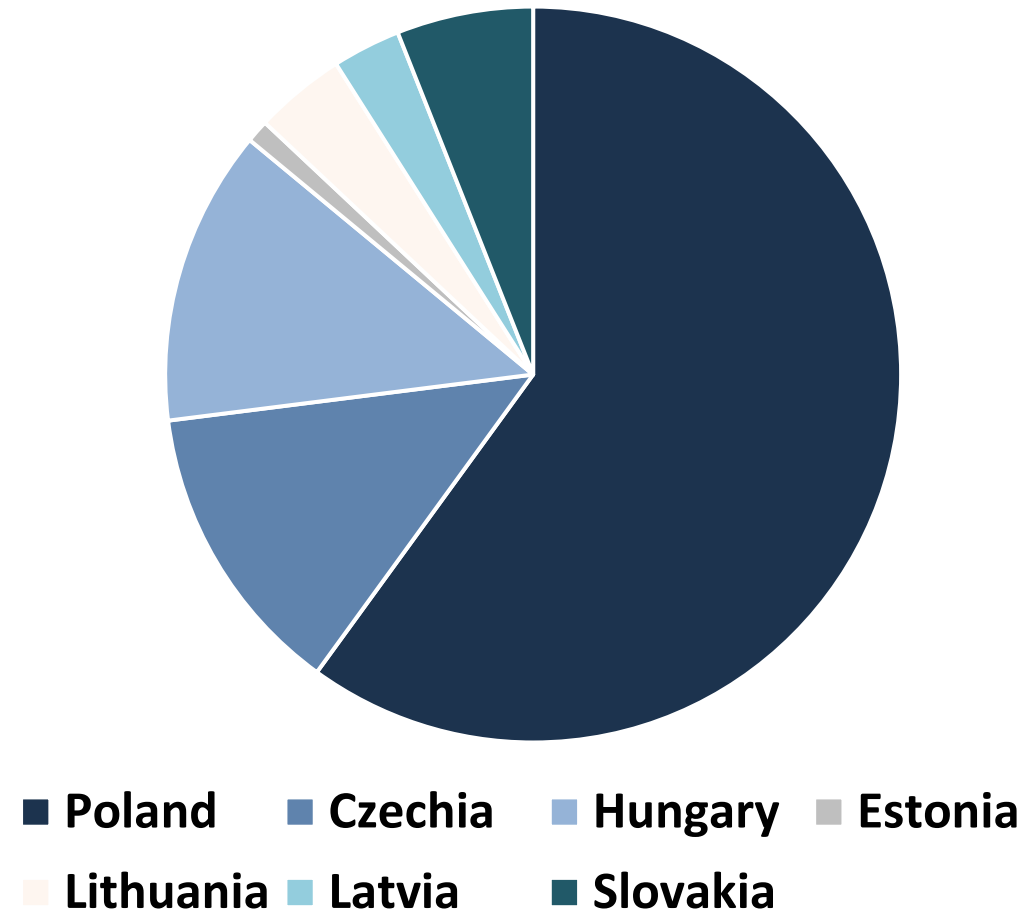
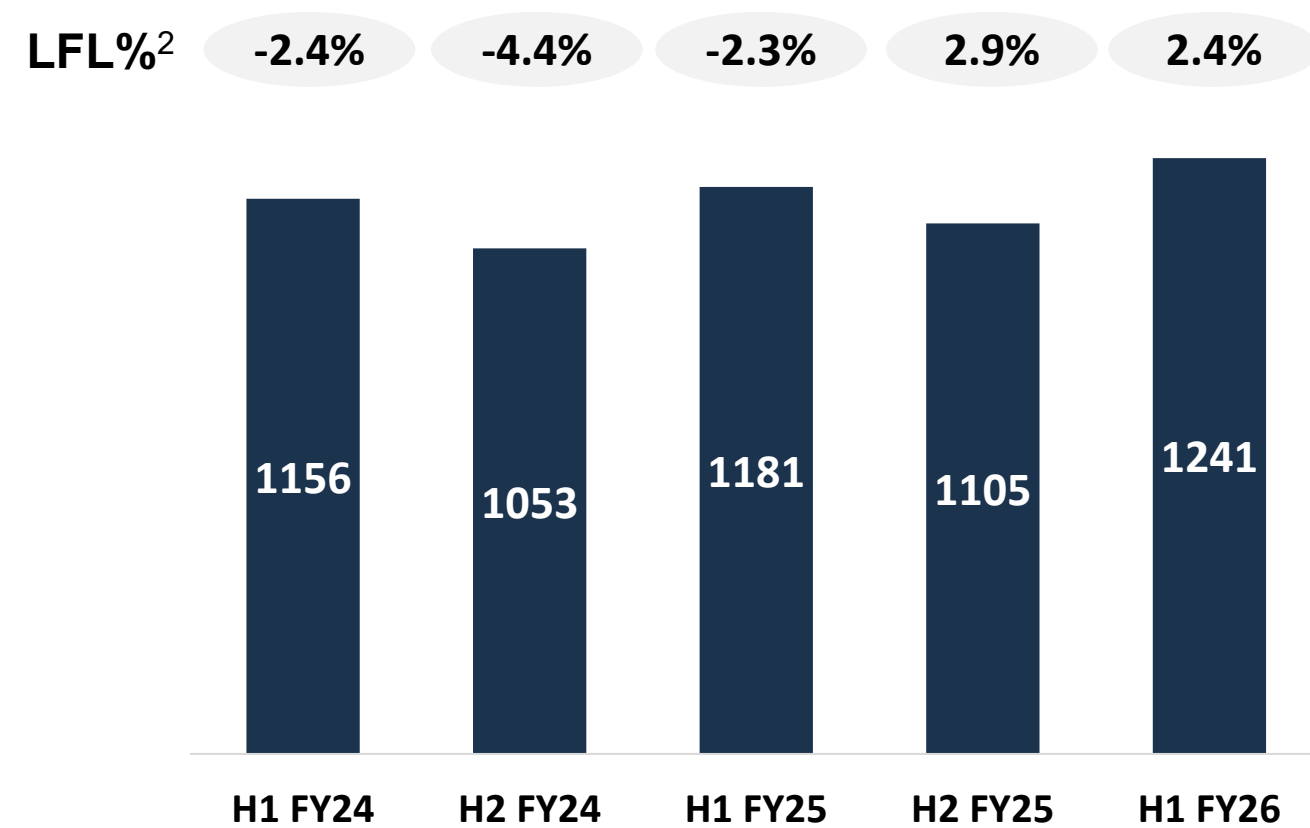
Poland, Czechia, Hungary, Estonia, Lithuania, Latvia, Slovakia

TOP 3 PERFORMING COUNTRIES ¹						
Poland			Hungary			Estonia

LFL Growth / Revenue (€)

Revenue split by country

H1 store openings

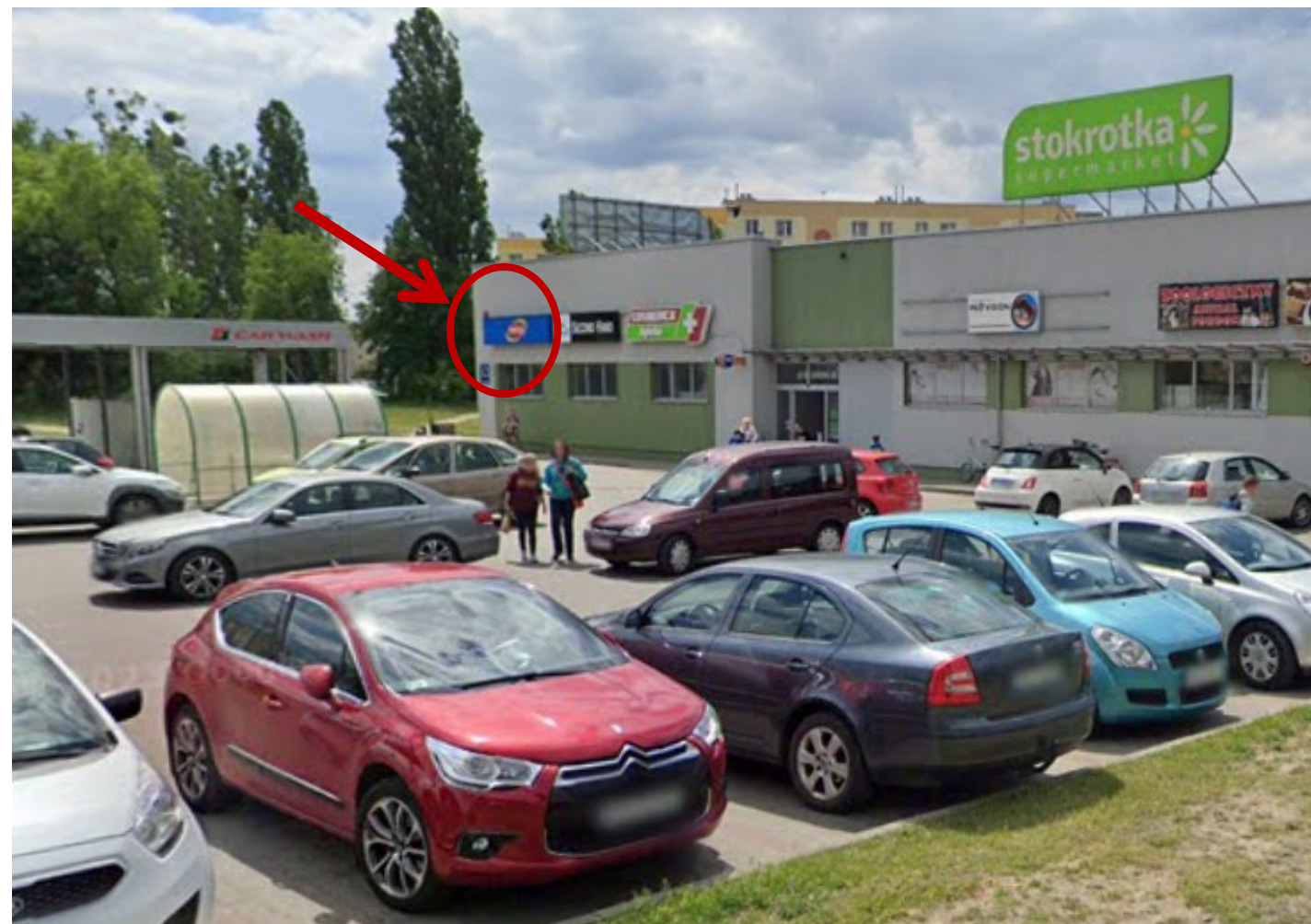


	H1 FY26 performance	€736m	+2.9%	+1.5%	+110bps
	Pepco Poland only:	revenue +4.5%	LFL Excluding FMCG	LFL Including FMCG	Store EBITDA % vs H1 FY25

STORE RELOCATION PROGRAMME IN POLAND

- 19 store relocations completed in Poland in H1 FY26 (24 completed across Pepco)
- **Relocated stores in Poland delivering ~9% sales uplift¹**
- Focused on undersized stores with limited footfall and poorly matched co-located stores

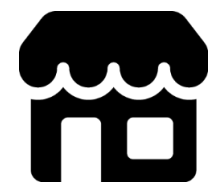
EXAMPLE - BYDGOSZCZ BORTNOWSKIEGO



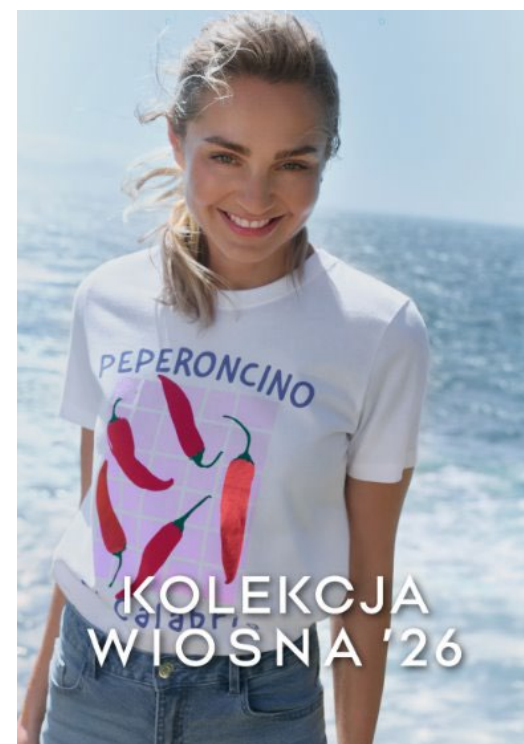
BEFORE RELOCATION



AFTER RELOCATION



UPGRADED MARKETING CAMPAIGNS



- During H1 FY26, we began running marketing campaigns featuring **influential celebrities.**
- **Małgorzata Socha, a popular Polish actress, fashion icon and model** was the focus of our first campaign. She ranks 41st on the list of the 100 most valuable female personal brands in Poland and has >1m Instagram followers
 - **Objective:** strengthen brand perception of Pepeco as a go-to destination for fashionable women's clothing at competitive price points
 - **Category segment:** ladieswear
 - **Markets:** ran initially in Poland, these campaigns are now focused across all CEE markets in stores, as well as select markets for television, digital & influencer marketing channels
- We were very pleased with the performance of this first campaign which achieved a **sell through rate of 73%**



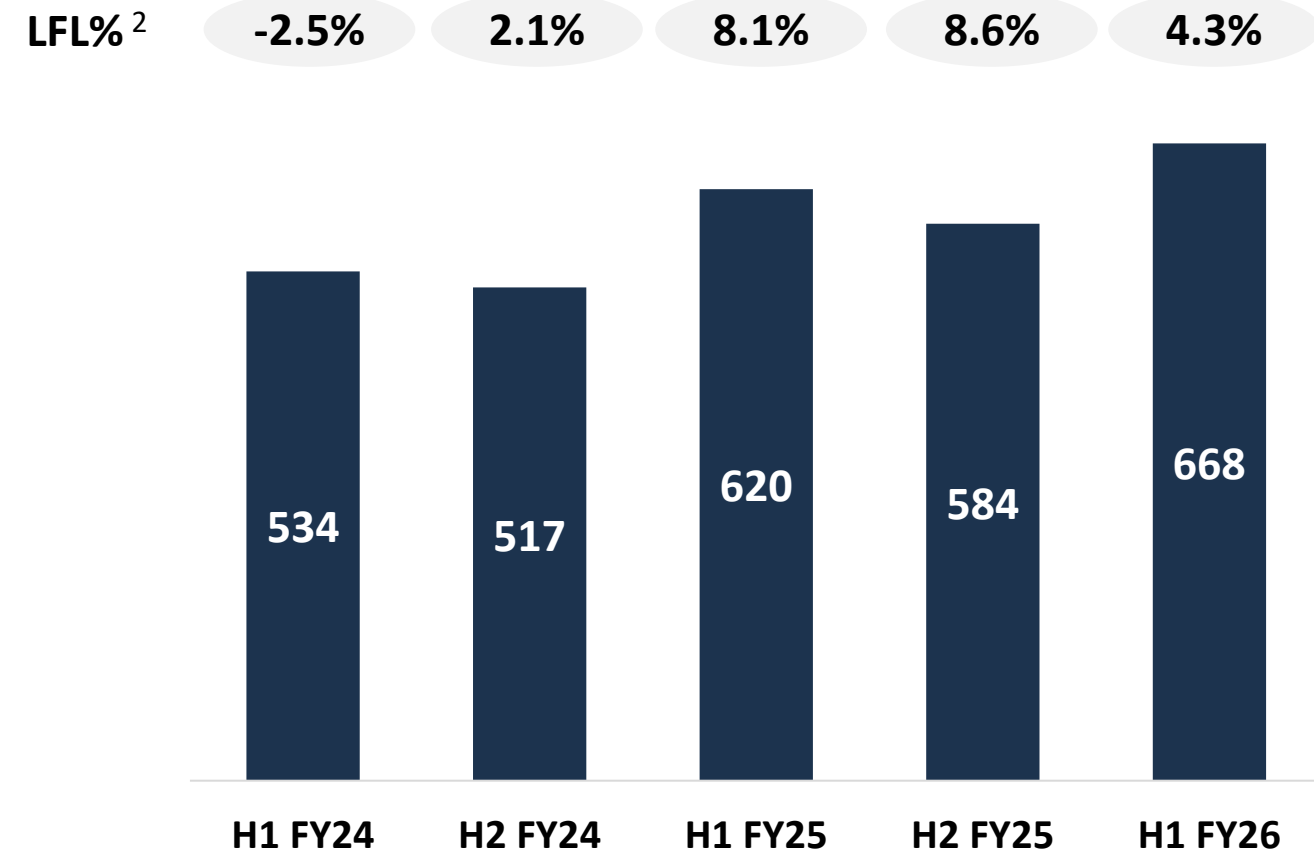
SOUTH CEE DELIVERED 4.3% LFL GROWTH

Romania, Serbia, Bulgaria, Croatia, Bosnia, N. Macedonia, Slovenia

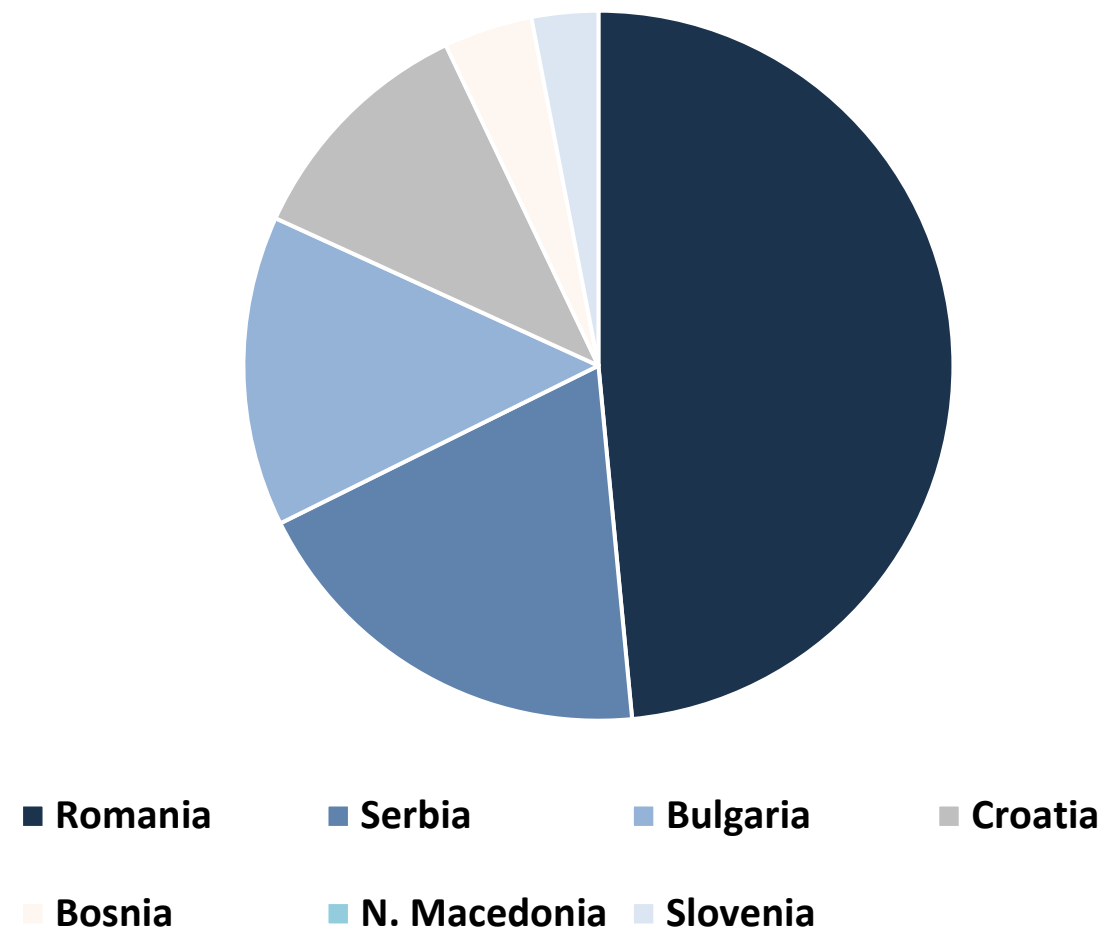
TOP 3 PERFORMING COUNTRIES¹

Serbia		Bulgaria		Bosnia & Herzegovina
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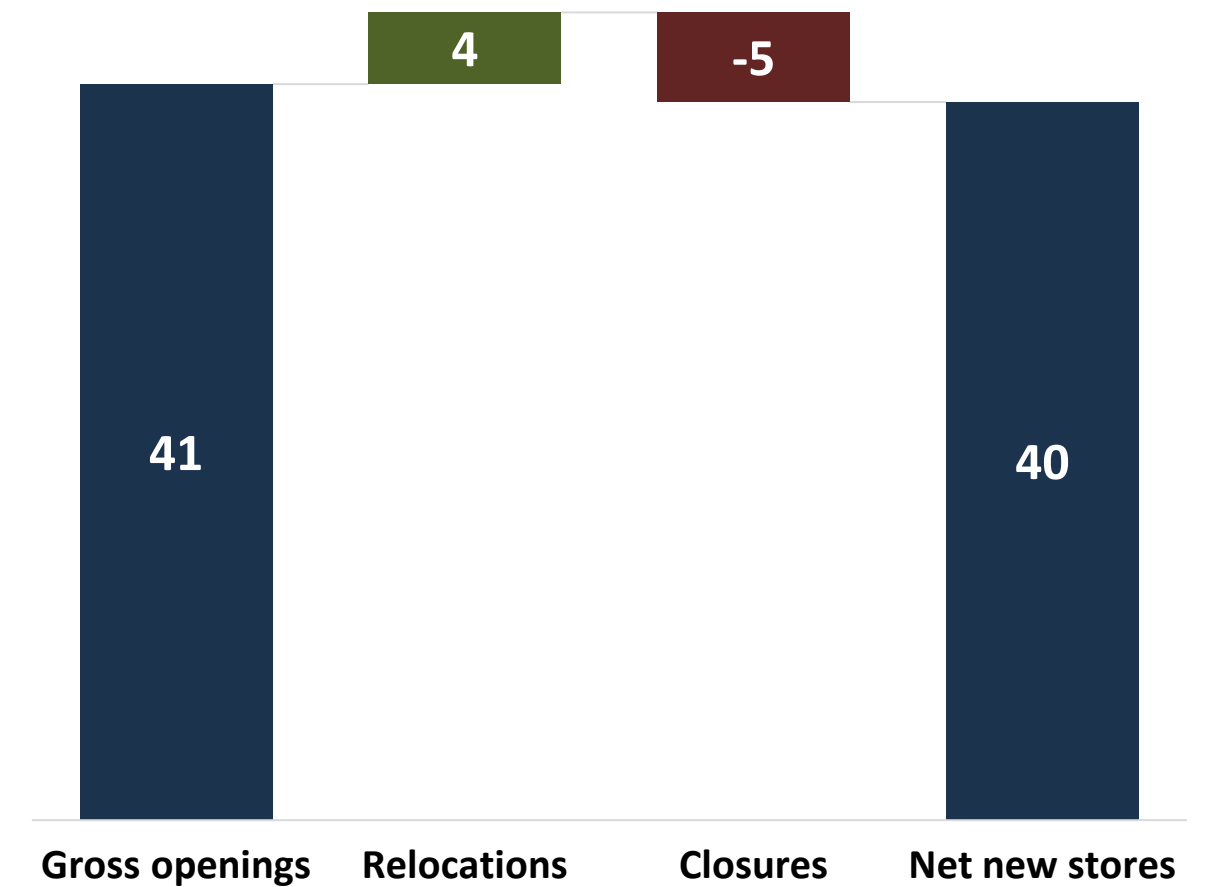
LFL Growth / Revenue (€)



Revenue split by country



H1 store openings



Pepeco is entering a new market, North Macedonia, from June 2026



PEPCO'S UKRAINE OPPORTUNITY

Why Ukraine is a compelling market for Pepco?

- **Brand Strength:** ~4m+ Ukrainian people in Poland where we have almost 99%+ brand recognition
- **Compelling customer profile:** 40m+ population with similar demographics to Poland. Value-oriented consumer base
- **Competition:** limited presence
- **Operational Readiness:** Entry plan fully developed, team ready to mobilize, supply chain mapped
- **Financial Attractiveness:** limited investment required, IRRs achievable in line with >30% threshold



Up to 10 trial stores planned for 2026



WIN IN WESTERN EUROPE



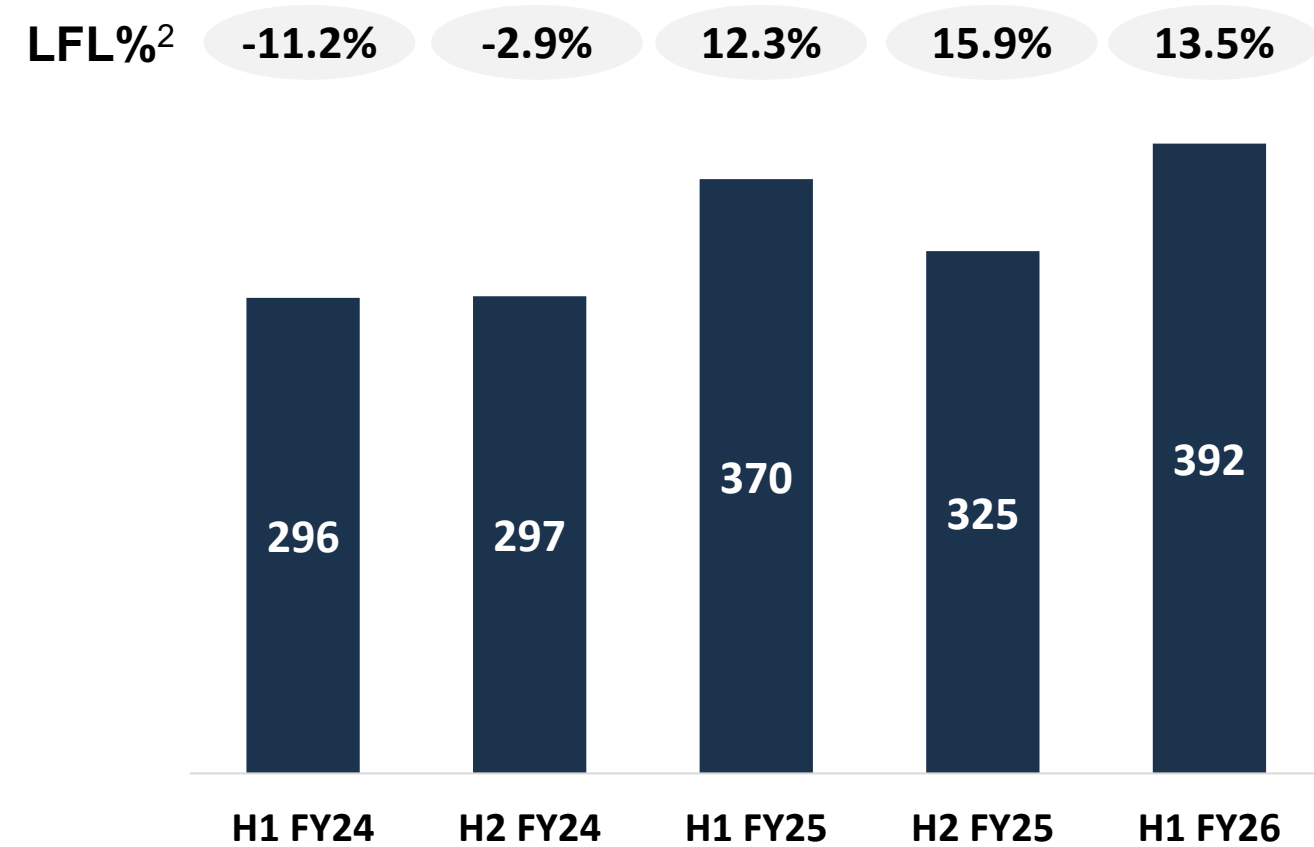
WESTERN EUROPE DELIVERED 13.5% LFL GROWTH

Spain, Portugal, Italy, Germany, Greece

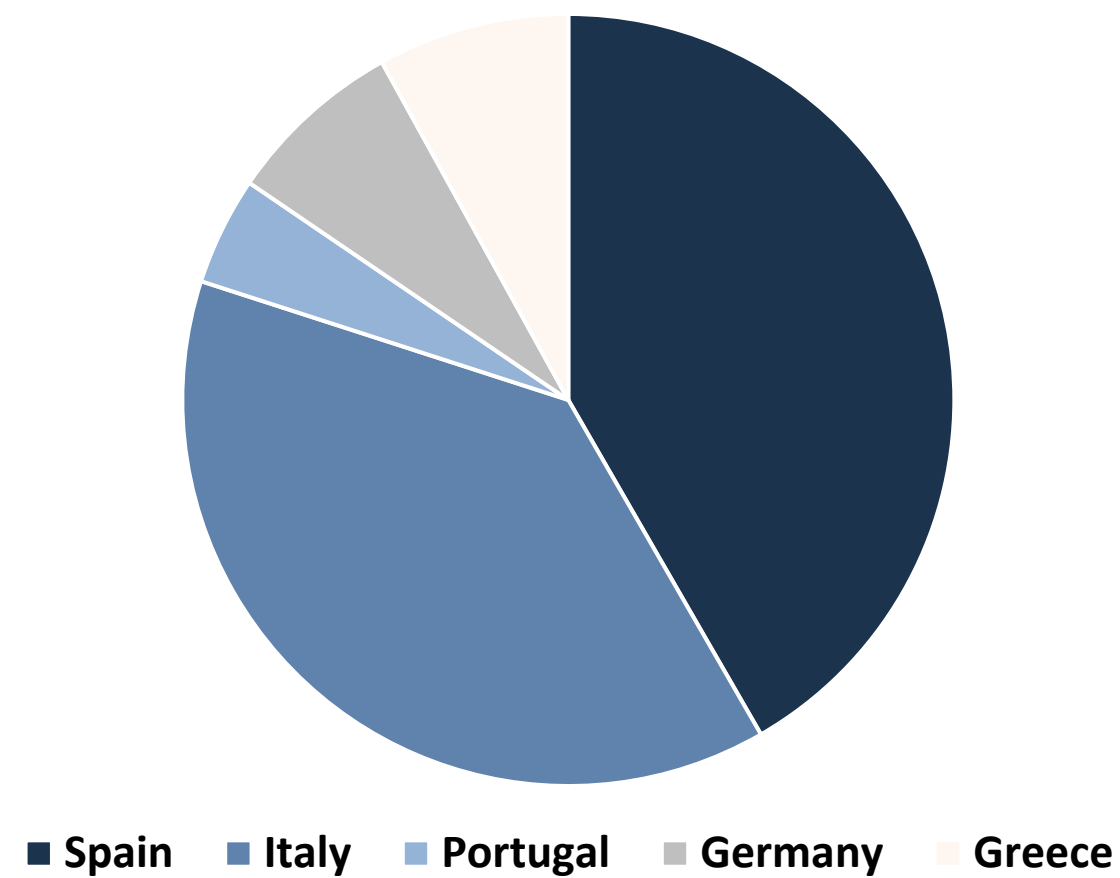
TOP 3 PERFORMING COUNTRIES¹

Spain		Portugal		Germany
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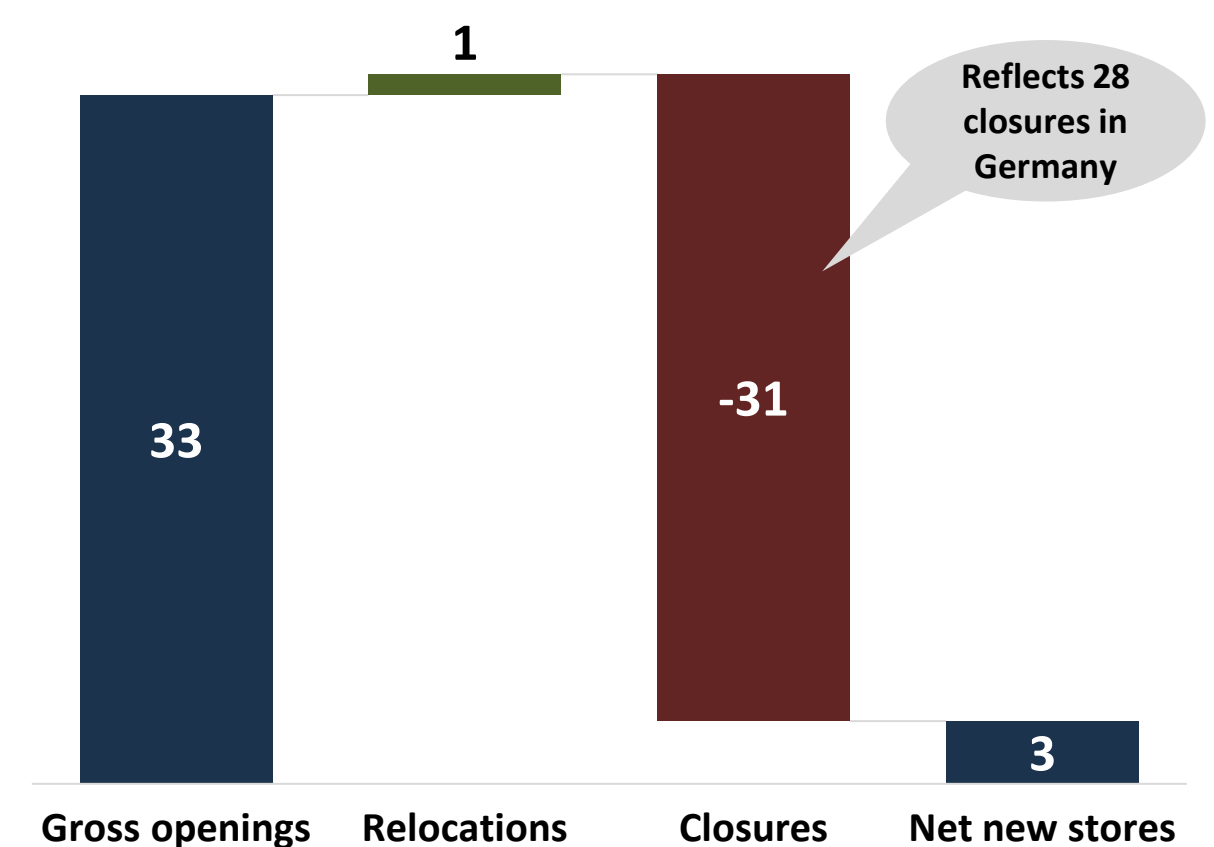
LFL Growth / Revenue (€)



Revenue split by country



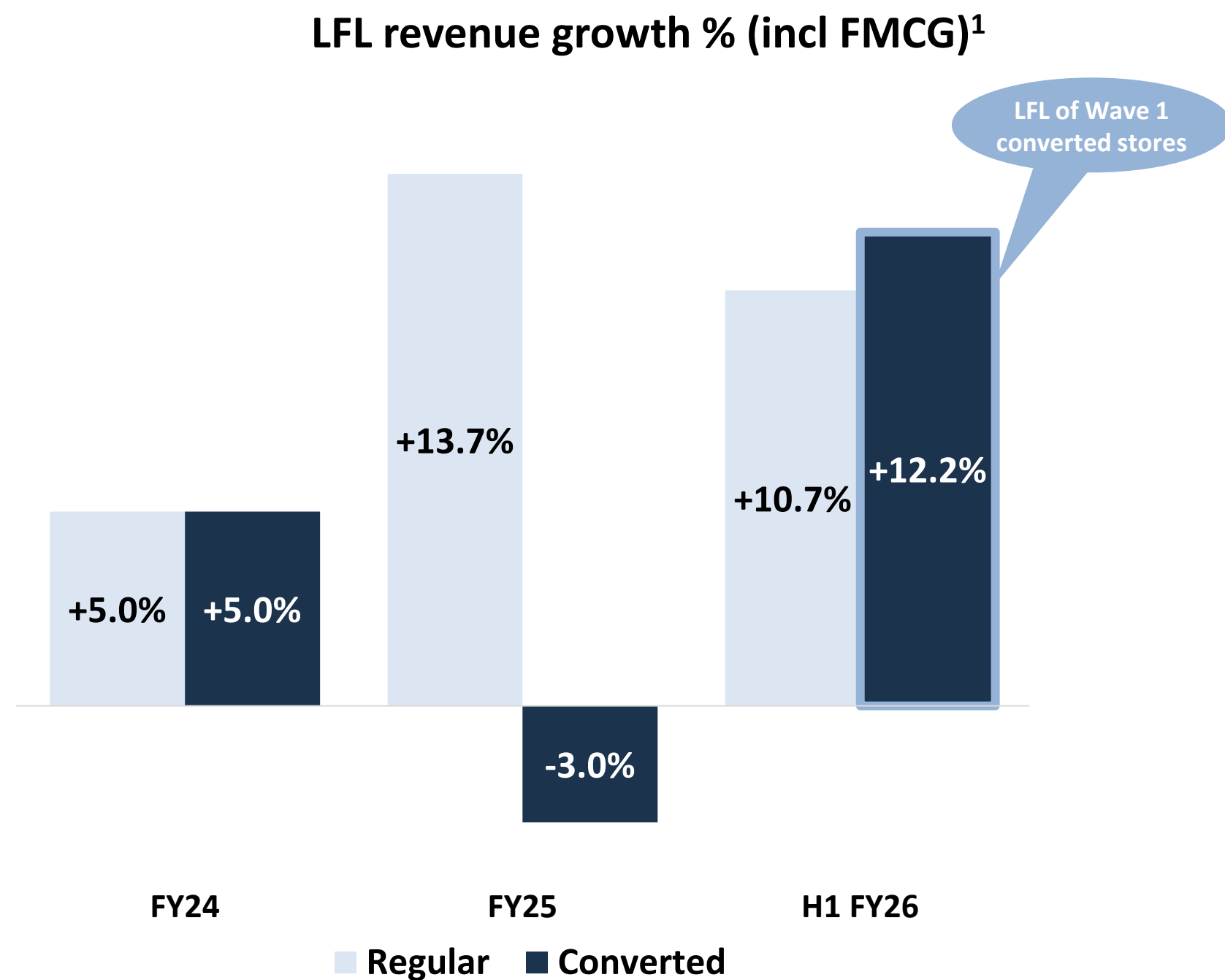
H1 store openings



Accelerated rollout of at least 600 new stores from FY27, doubling store count by FY30



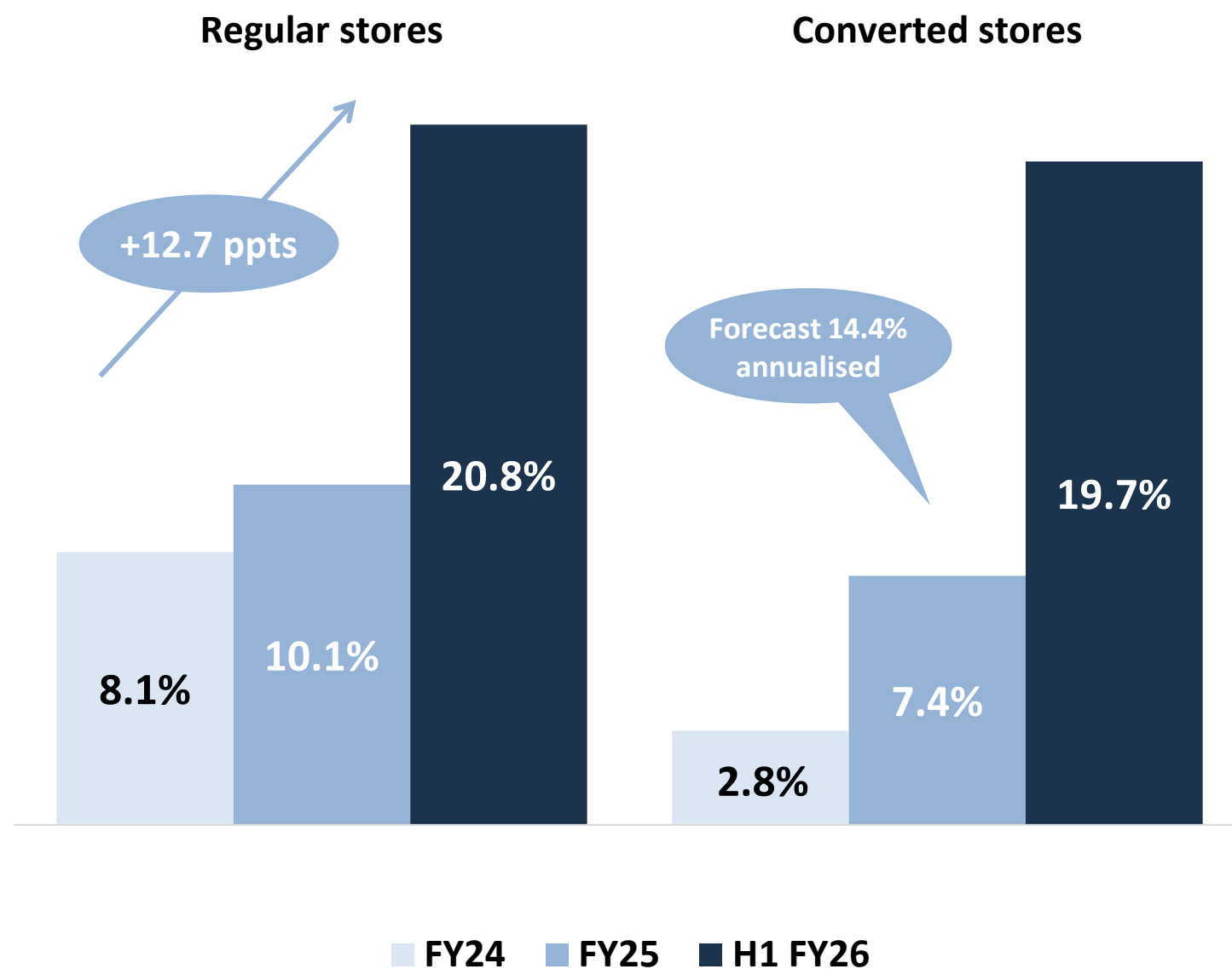
STRONG TURNAROUND OF LFLs IN CONVERTED STORES



- Our 'Pepco Plus' stores were a drag on reported LFLs in FY25 following the removal of FMCG from these store which created a large disparity between regular and converted store performance
- However, we now have initial data on our 'wave 1' converted stores that have lapped their conversion date by a full 12 months
- These stores are generating **higher LFL revenue growth** than our regular stores. This strong LFL performance in our converted stores will drive strengthened reported revenue growth into H2 FY26

STORE EBITDA % UPLIFT IN CONVERTED STORES

IBERIA store EBITDA margin %^{1, 2,3}



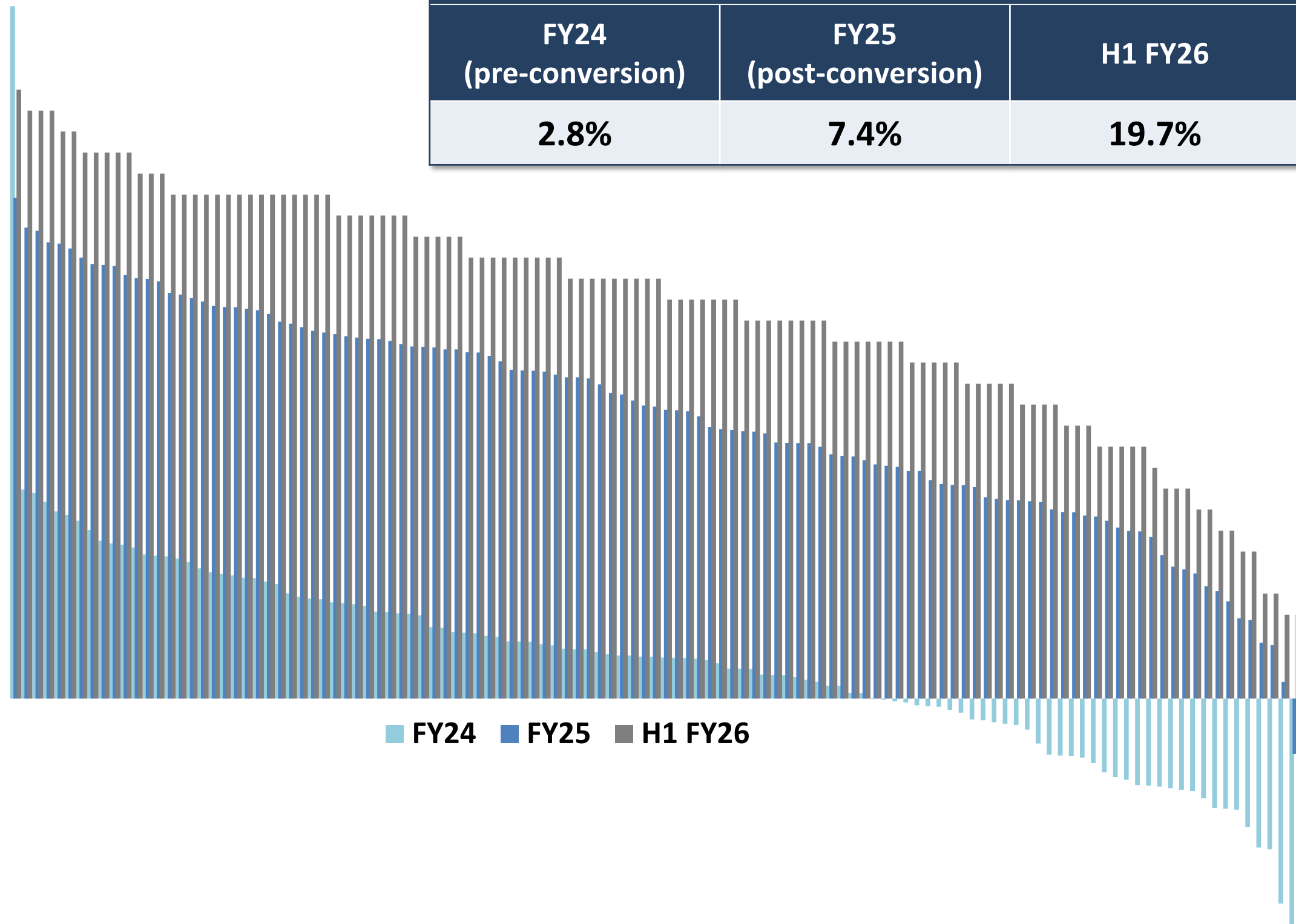
- At FY25 our annualised store EBITDA margin was 14.4%. Actual performance in H1 FY26 has far exceeded this at 19.7%, already **in line with our regular stores**
- As a result of strategic initiatives in the region and a strong focus on cost reduction, **the store EBITDA margin in our regular stores has increased by 12.7ppts vs FY24**
- This makes a significant difference to the stores economics in Iberia and is a key factor in giving us the confidence to accelerate our Western European rollout



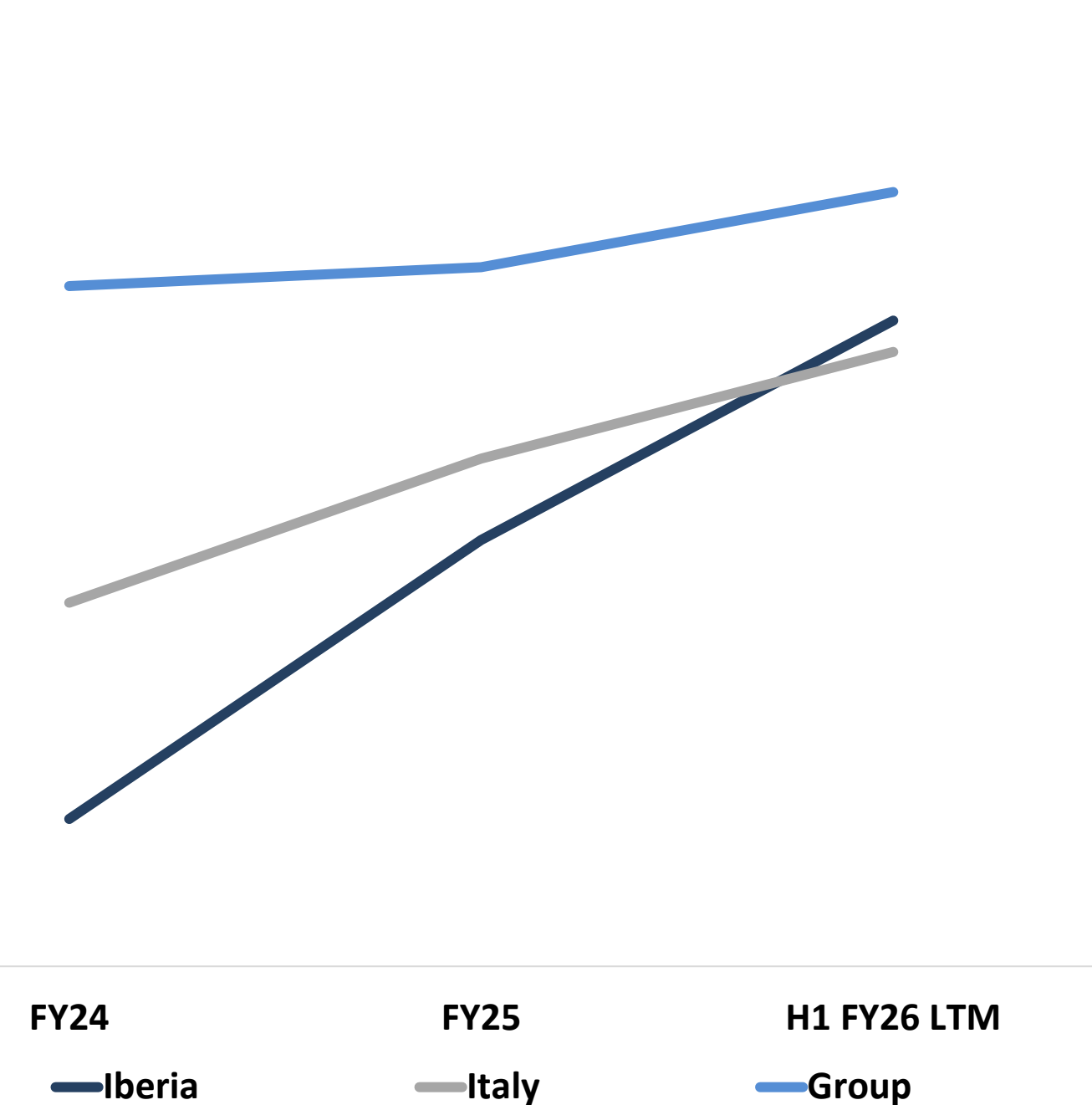
DRIVING A STEP CHANGE IN STORE EBITDA

Store EBITDA margin development in Converted stores

Average store EBITDA margin		
FY24 (pre-conversion)	FY25 (post-conversion)	H1 FY26
2.8%	7.4%	19.7%



Average store EBITDA (Absolute - €k)





NEW STORES IN IBERIA AND ITALY

New stores performing well with further upside upon maturity

Iberia and Italy ¹	FY25 openings	H1 FY26 openings ²
Total new stores	29	22
Average net sales	€1.2m	€1.3m
Average store EBITDA ²	€198k	€240k
<i>Average store EBITDA %²</i>	<i>15.9%</i>	<i>18.5%</i>
Payback months	33	27

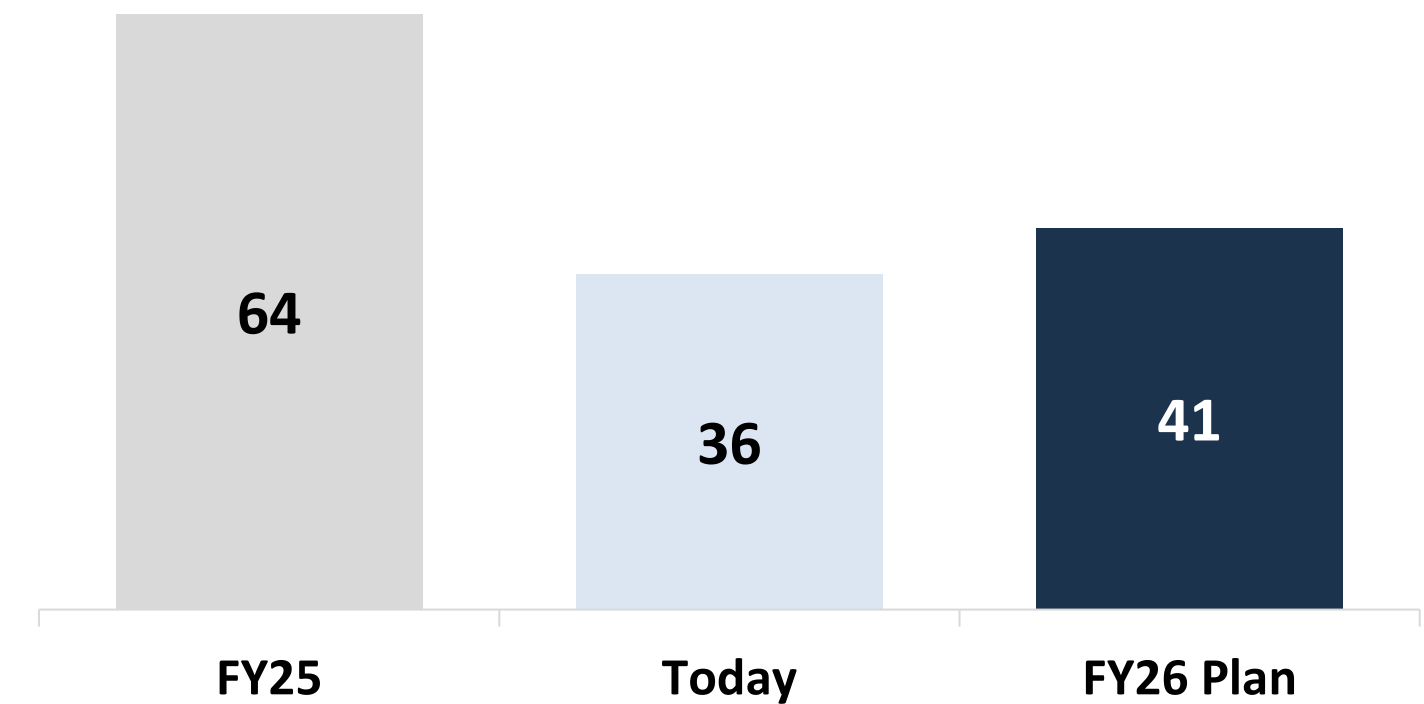




PROOF OF CONCEPT ASSESSMENT INITIATED

- Successfully right-sized our store portfolio in Germany, closing 28 of our 64 stores in H1 FY26
- Remaining 36 stores are generating strong **double-digit LFL growth** (excluding FMCG) and are highly profitable
- **Store EBITDA margin in Germany is up 510bps** vs H1 FY25
- Remains a **significant opportunity in Germany** with the potential for >2,000 Pepco stores
- Disciplined approach to expansion; **proof of concept assessment initiated**

Store Count Development - Germany





DOUBLING WESTERN EUROPE STORE COUNT BY FY30

Progress to date

>1,000 store
whitespace
opportunity¹



FY25

34 net new stores,
taking total stores to
583



H1 FY26

On track for 75 net
new stores in Western
Europe by year end

Key milestone
reached

Iberian & Italian store economics now proven

Ready for
accelerated rollout

FY27-FY30: ≥600 new stores



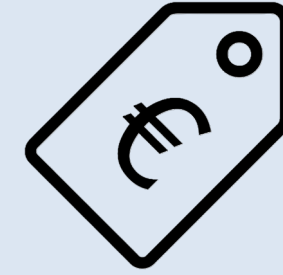
REFOCUS AND DIGITISE PEPCO'S CUSTOMER PROPOSITION

SUCCESS ELEMENTS OF THE PEPCO CONCEPT



Close proximity store footprint

- Highly accessible locations, even in low density catchment areas, creates unparalleled convenience
- Small store sizes
- Standardised store format



Market-leading prices

- Aim to be >10% cheaper prices on our KVIs
- Hold #1 price position in clothing and GM in our core markets



High quality clothing & GM

- Strong focus on leading product quality levels
- Proprietary in-house designs
- Curated homeware collections
- Differentiating balance between everyday essentials and newness/discovery



Increasing digital engagement

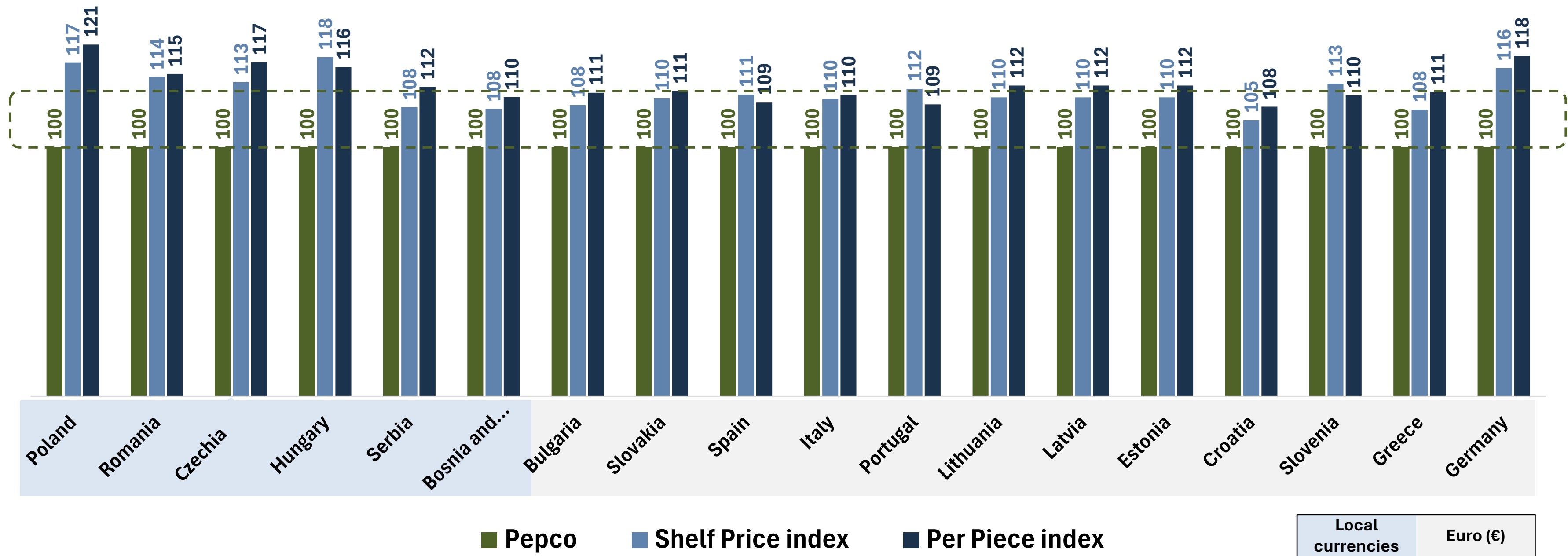
- Driving digitally influenced store sales
- New customer website
- New mobile app
- Loyalty programme



PEPCO DELIVERS MARKET LEADING PRICES

Analysis of ~2500 products, comparing items with similar quality and characteristics at relevant competitors, shows
Pepco is a clear price leader across all its markets

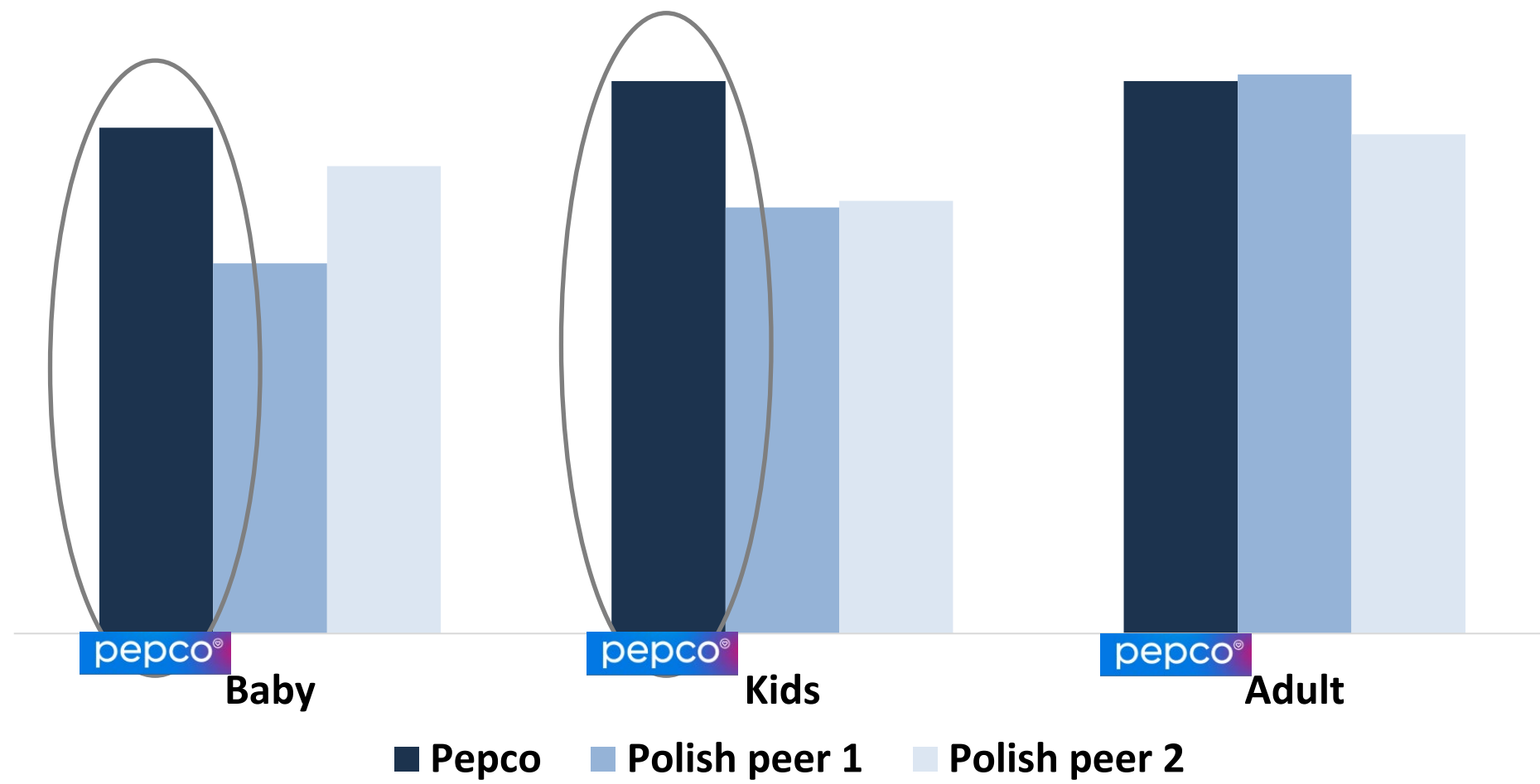
Pepco's KVI price index across all Pepco markets



PEPCO QUALITY CLOTHING

- Pepco has **c.10% higher quality clothing products than our two closest Polish peers** in both kids and baby wear
- The quality gap in adultwear is narrower but an area of focus we are actively working to grow

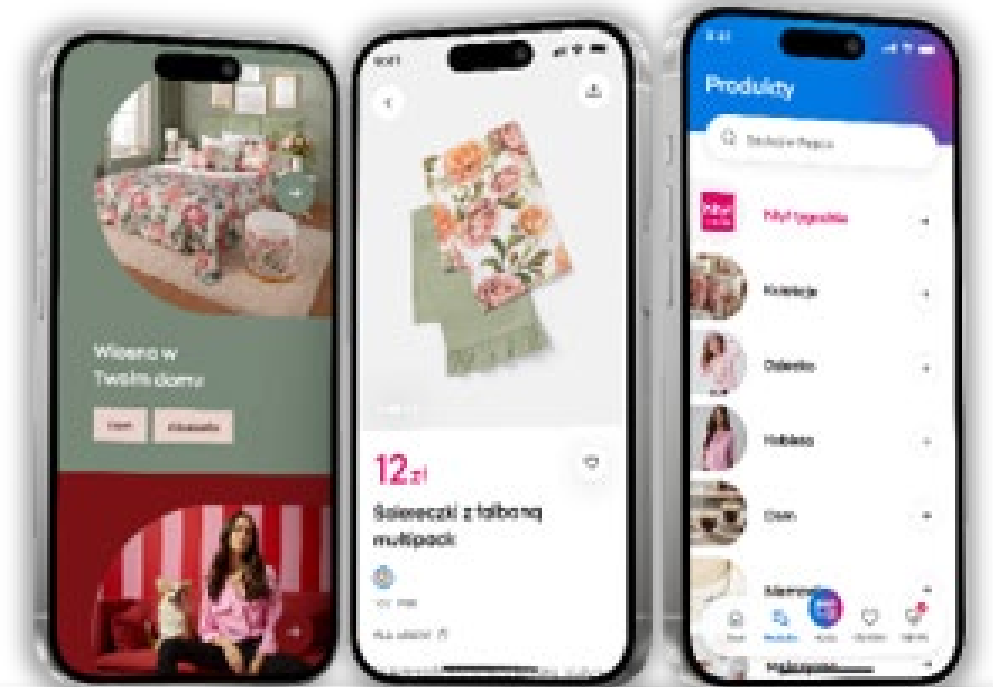
Pepco quality vs local Polish peers – GSM comparison





PEPCO LOYALTY APP SEES STRONG ENGAGEMENT

Delivering increased engagement opportunities with our customers all year round, driving sales, visits and retention



1.1m app downloads since launch

530k Pepco Club customers since launch

Pepco Club customers are spending ~2x more



UTILISING AI IN OUR MARKETING

- We are utilising AI to assist in our marketing efforts
- We can use **AI to create significantly more product photography at a faster pace and a lower cost**
- This is key with the launch of our new consumer website and mobile app which house a significantly wider catalogue of products
- We generated **9x more photos in H1 FY26** vs H1 FY25 but remain focused on quality control and feedback from our customers
- AI implementation, combined with broader changes to our product photography production, resulted in a **€1m saving in H1 FY26**





UPGRADE OUR CORE OPERATING PLATFORM



H1 FY26 HIGHLIGHTS

**DHL now managing
all DCs with
Bucharest live in
April**

**DC in Spain
continues to deliver
distribution cost
savings in Iberia of
-240bps, as well as
benefitting LFLs**

**Tech upgrades
through our supply
chain are allowing us
to track stock and
manage volumes
more effectively**

**Data lake & CRM live
enabling enhanced
insights on spend
and behaviour**

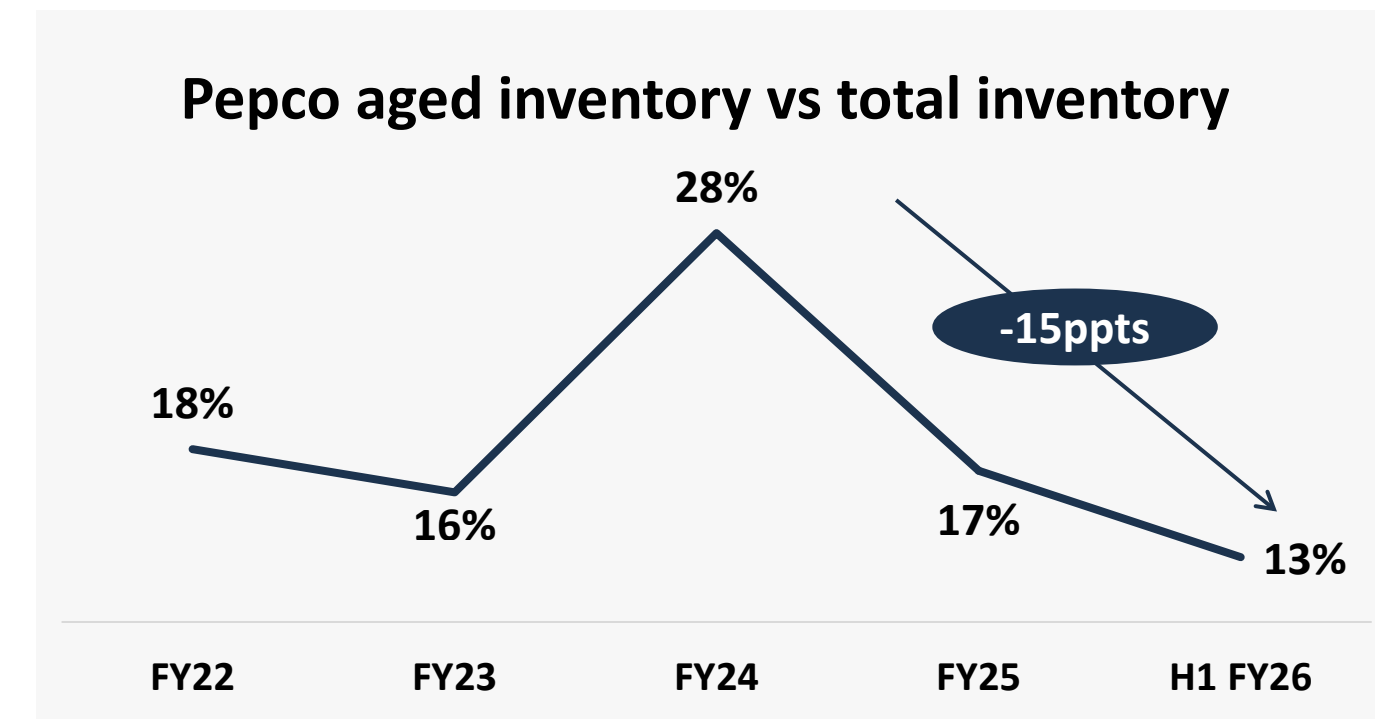
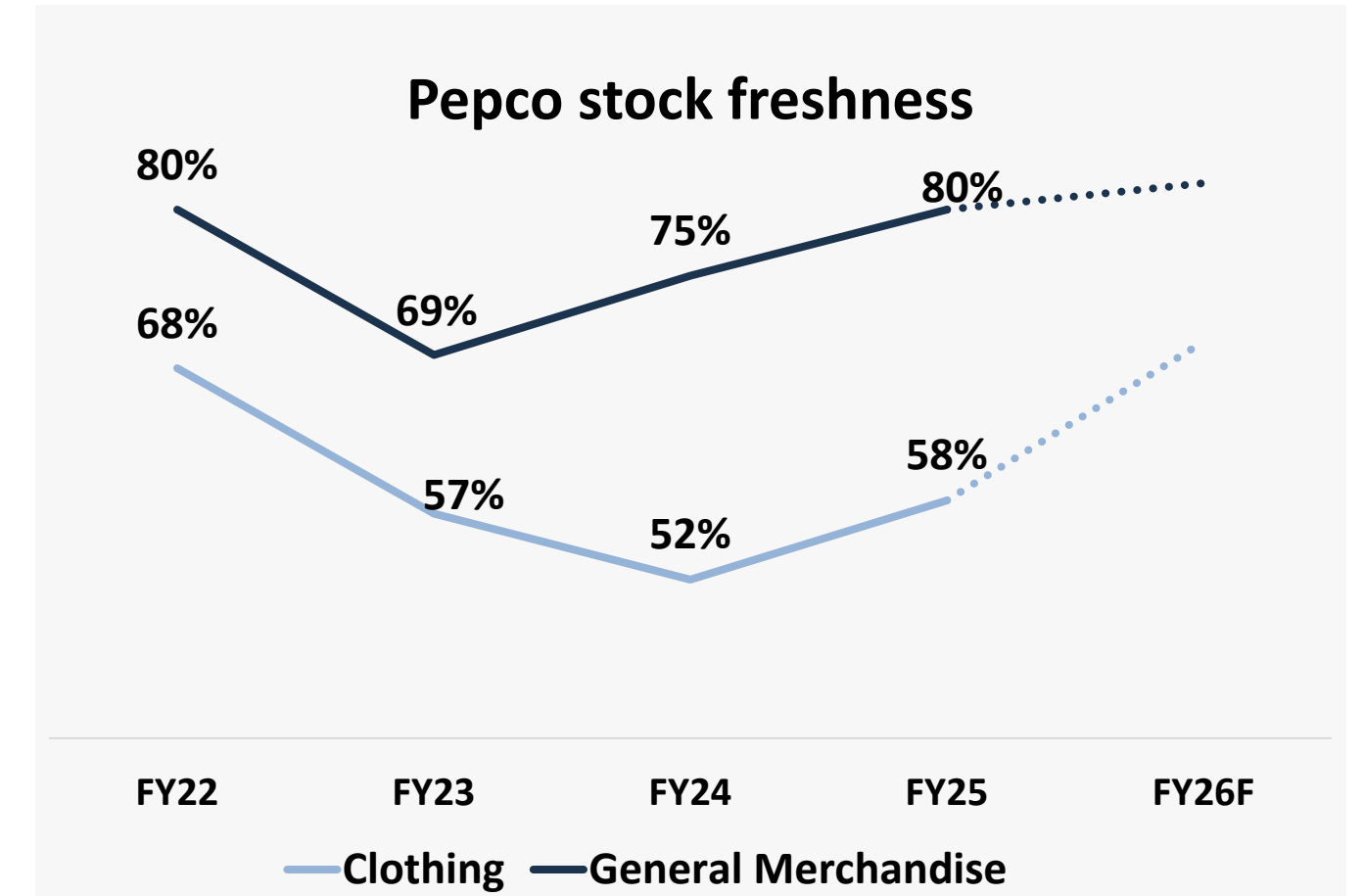




UPGRADED OPERATING PLATFORM ENSURES RESILIENCE

Pepco's enhanced operating model proved resilient in the face of ongoing geopolitical tensions

- **PGS, now fully integrated with Pepco, delivers end to end sourcing** through operations in mainland China, Hong Kong, Bangladesh, Pakistan, India & Europe
 - **92% of our own-label products are sourced through PGS** – a key strategic advantage, enabling Pepco to avoid expensive third-party agents
- **Long lead times, long-term shipping contracts, integrated supply chain and efficient delivery methods put us in a strong position**
 - This strength has been well demonstrated through the global supply chain disruption caused by the Iran War where Pepco has been largely unaffected
- Taken significant steps to **improve stock freshness & reduce aged inventory**
 - Freshness in clothing & GM is up significantly vs FY24. On track in FY26 to deliver further improvements and achieve best levels since FY22 as we continue to prioritise operational excellence



H1 FY26 FINANCIAL REVIEW

Presented by:

Willem Eelman

Pepco Group CFO



H1 FY26 GROUP FINANCIAL HIGHLIGHTS

Revenue
€2,470m
+5.0%

LFL incl FMCG:
+0.5%
LFL excl FMCG:
+3.6%

Gross margin
49.7%
+250bps

Underlying EBITDA
(IFRS16)
€516m
+17.5%

Underlying EBIT
(IFRS 16)
€323m
+53.1%

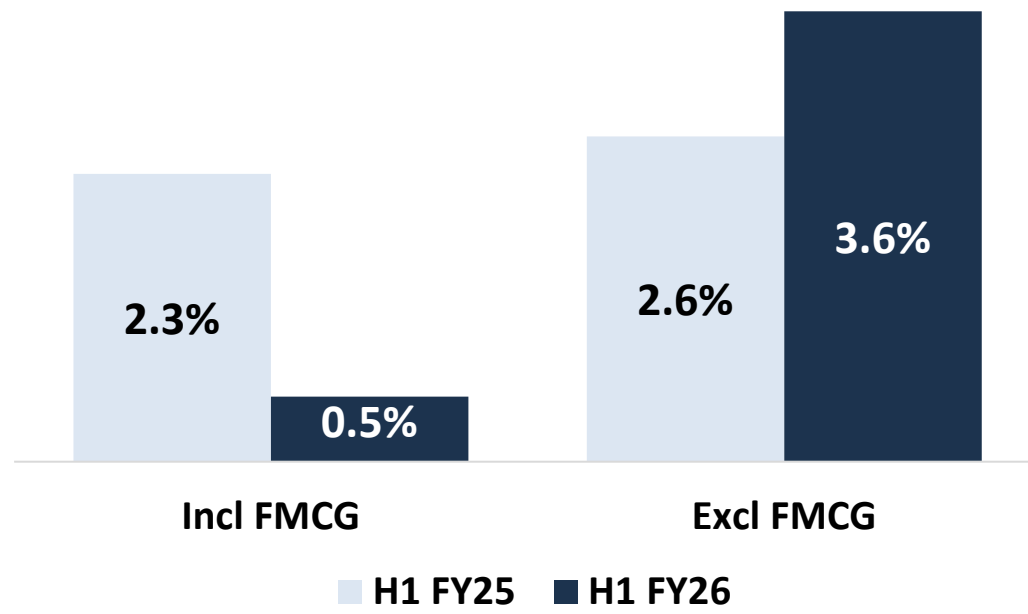
Underlying PAT
(IFRS 16)
€198m
+52.3%

Unlevered FCF
€181m
+255%

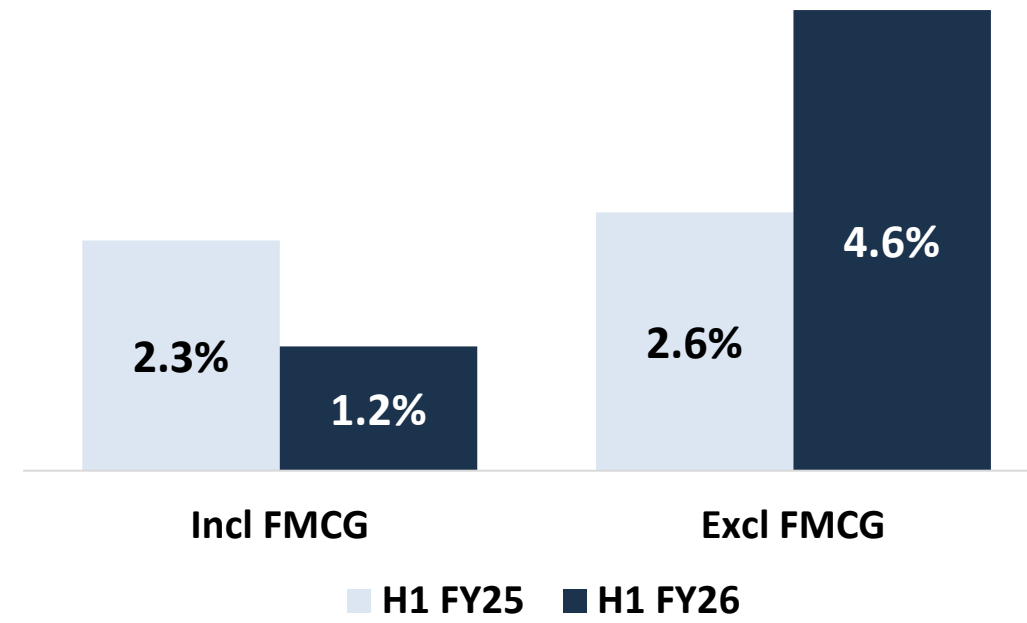
Underlying EPS
35.4c/share
+56.6%

LFL BREAKDOWN

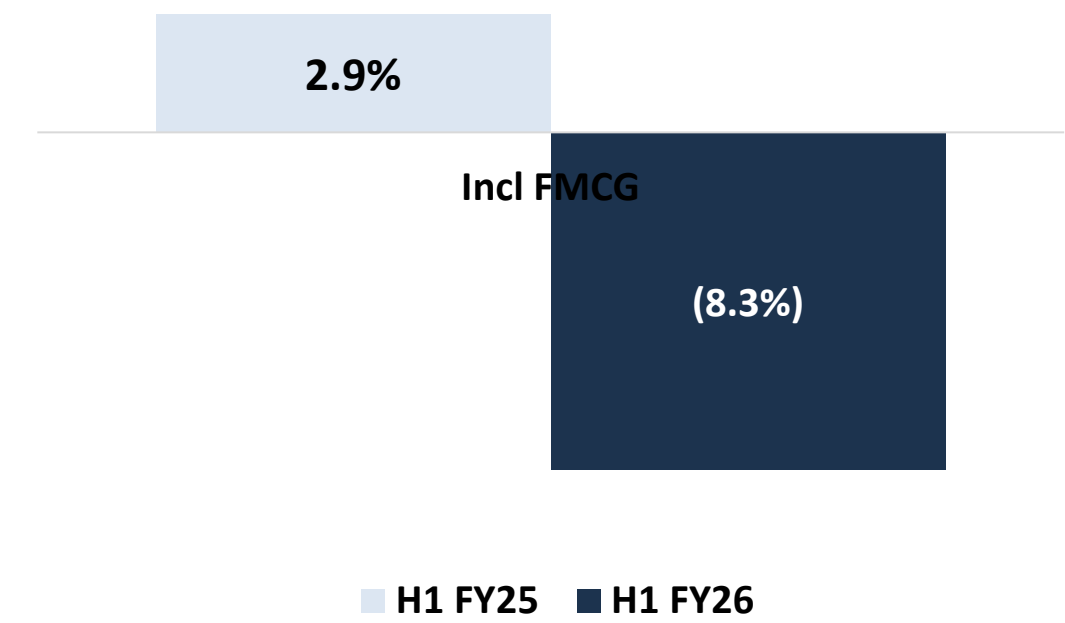
Group LFL %



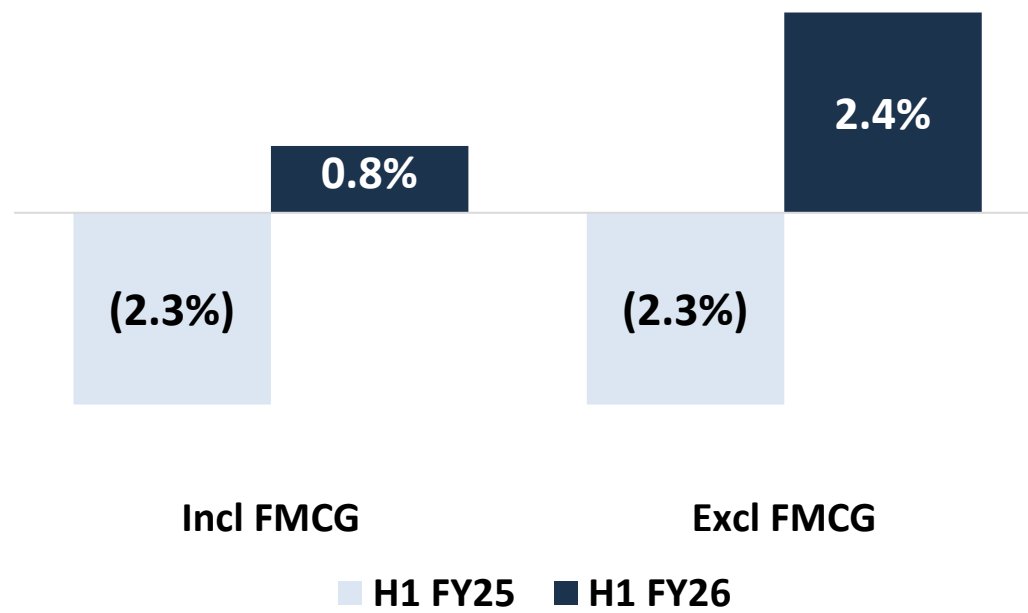
Pepco LFL %



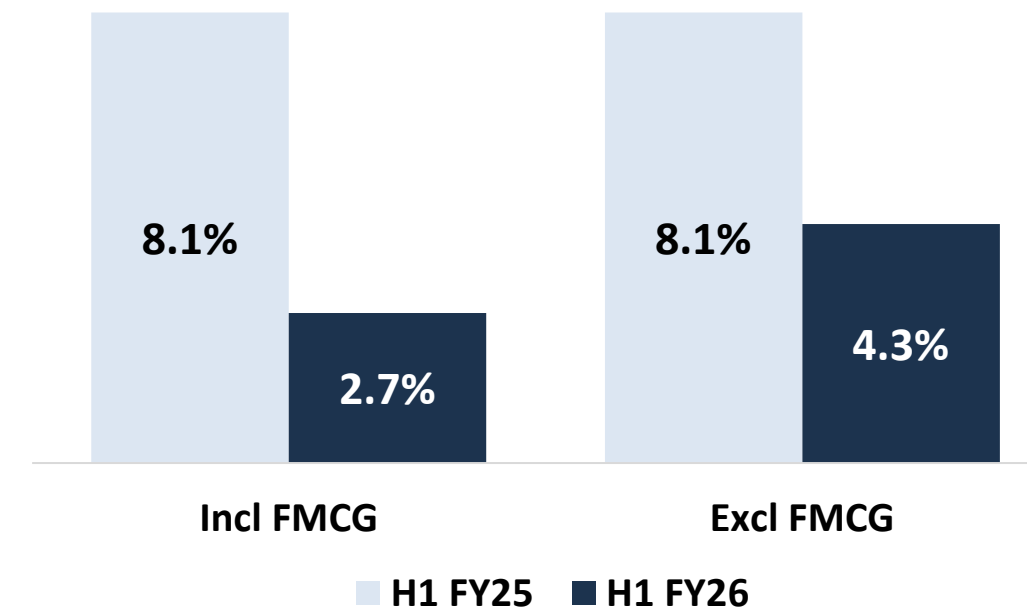
Dealz LFL %



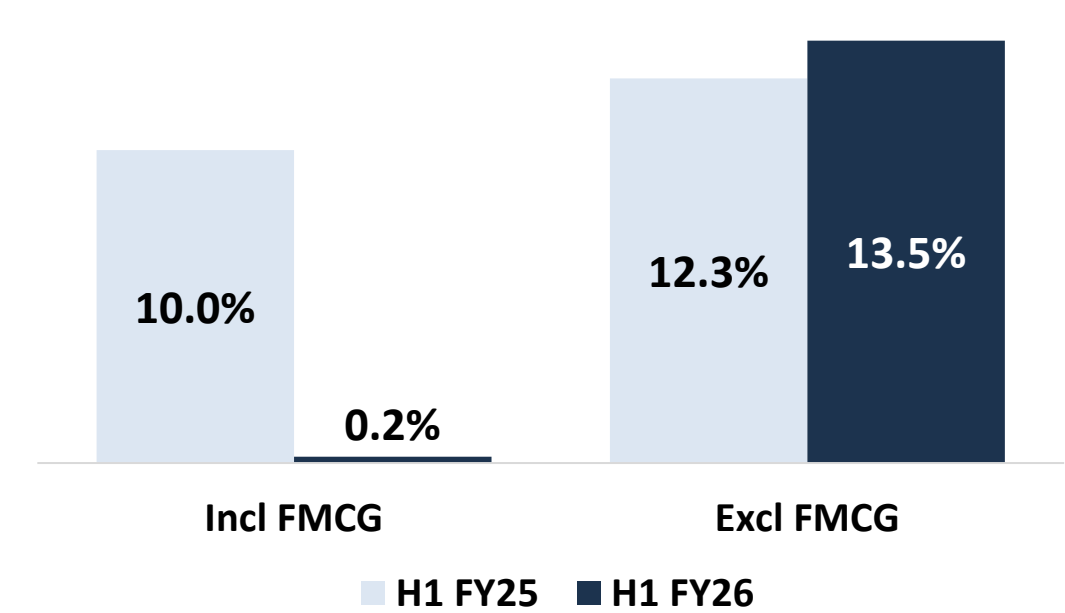
Pepco North CEE LFL %



Pepco South CEE LFL %



Pepco Western Europe LFL %



H1 FY26 PEPCO UPDATE

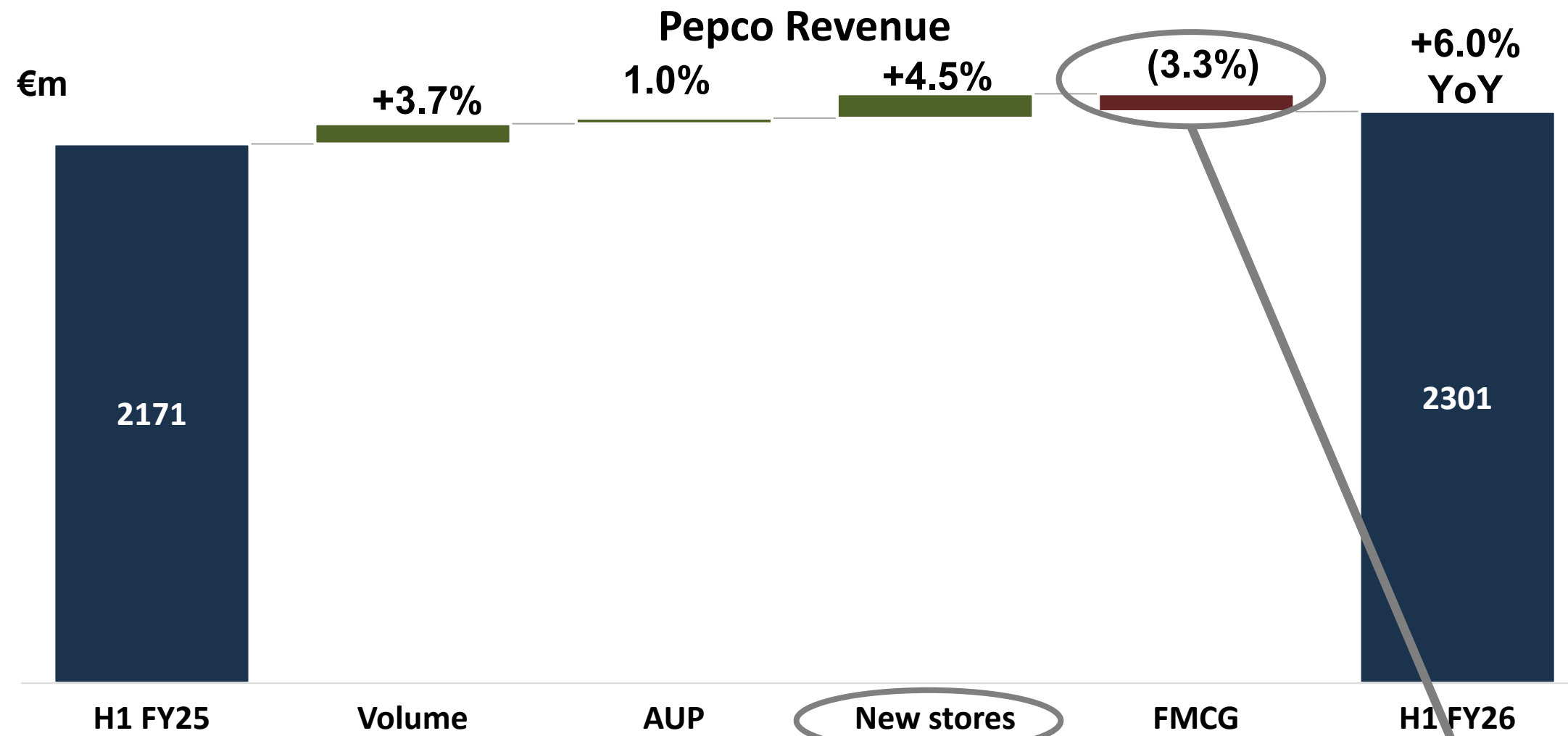
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Hugo van Santen

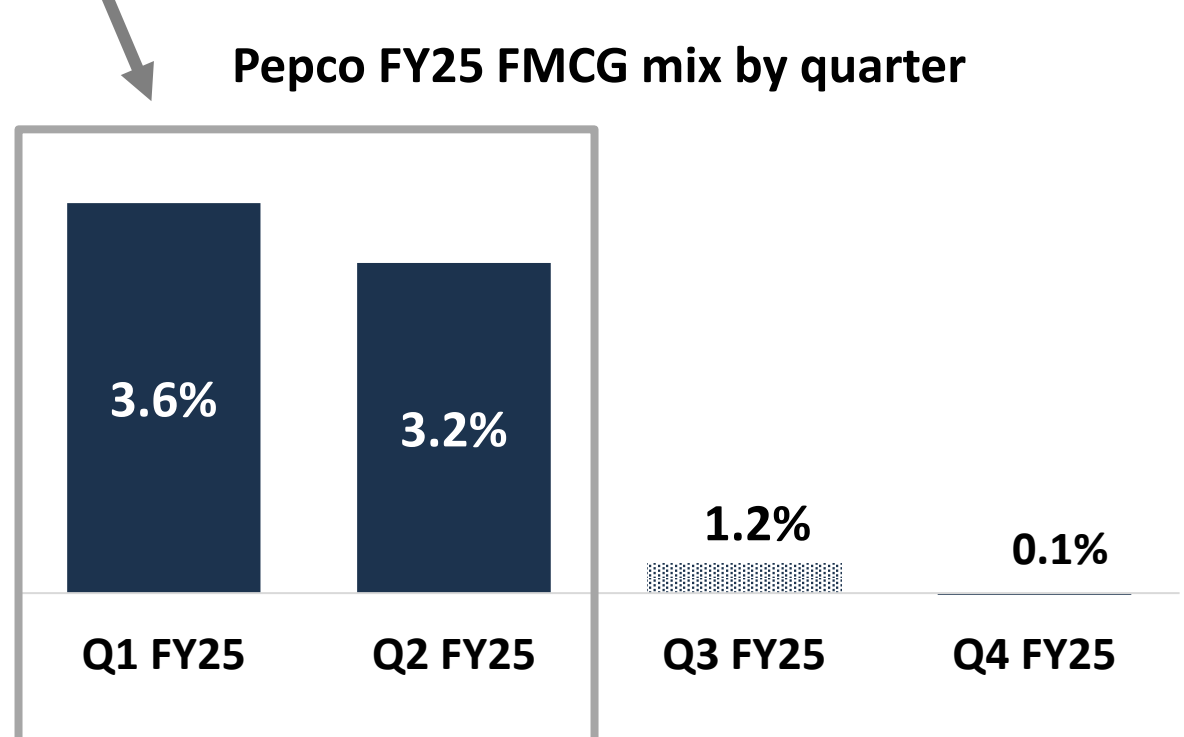
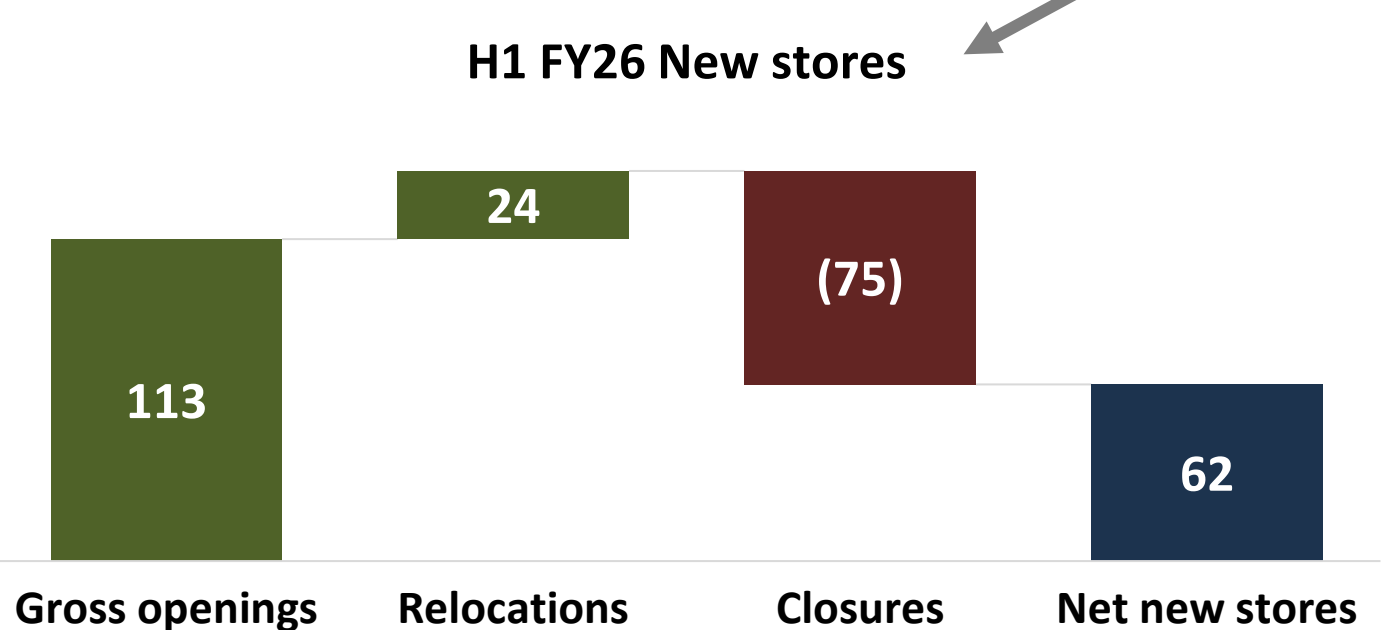
Pepco CFO



PEPCO REVENUE PERFORMANCE

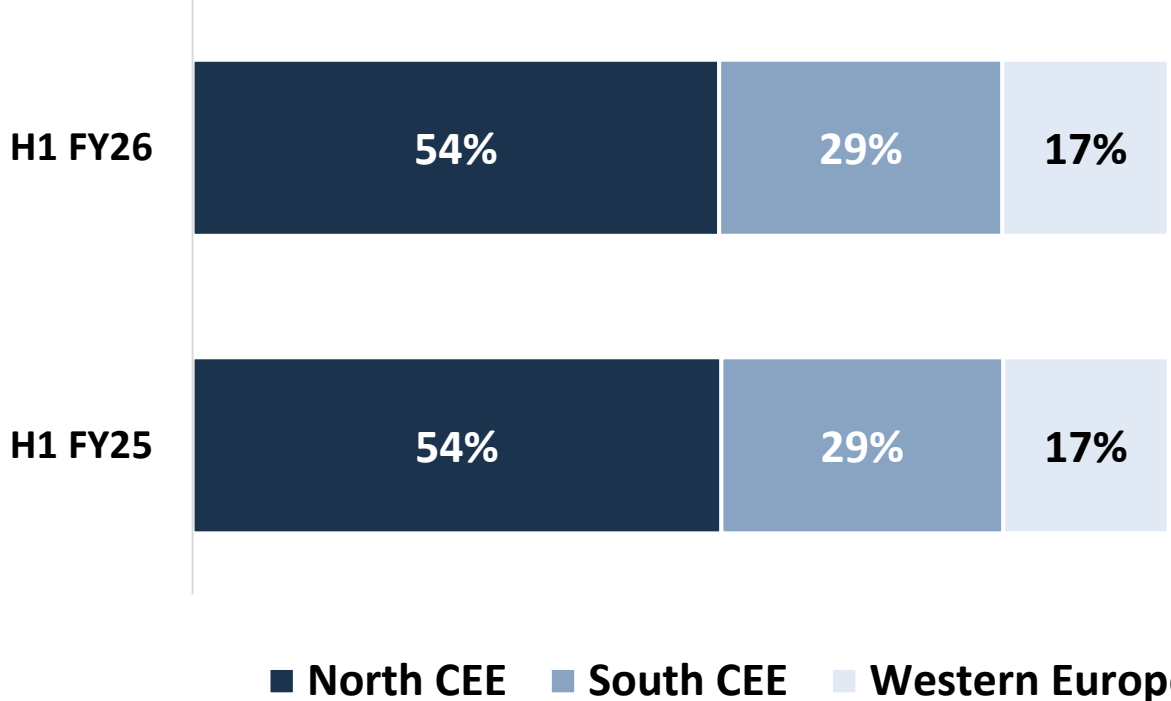


- 6.0% revenue growth generated despite negative 3.3% drag from FMCG-exit
- Growth primarily driven by 62 net new Pepco store openings
- Headwind from FMCG exit continues into FY26 and unwind from 3.6% in Q1 FY26 to 0.1% in Q4 FY26, as we lap our FMCG exit



PEPCO REVENUE BREAKDOWN

Pepco Revenue by Geography

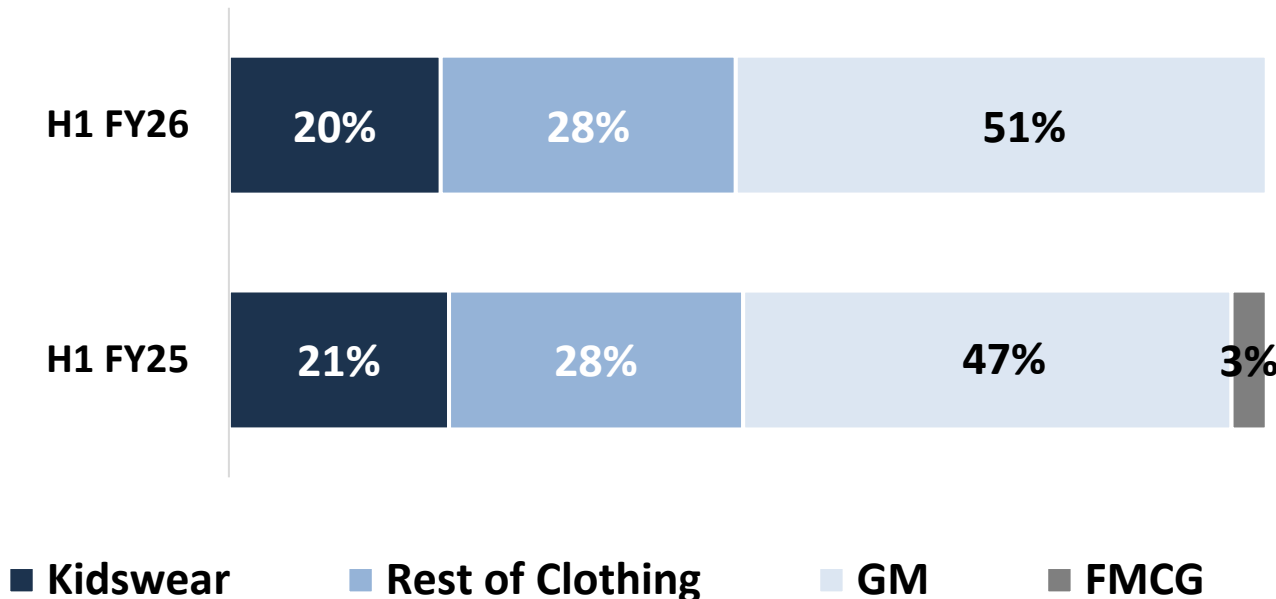


Y-o-Y revenue uplift

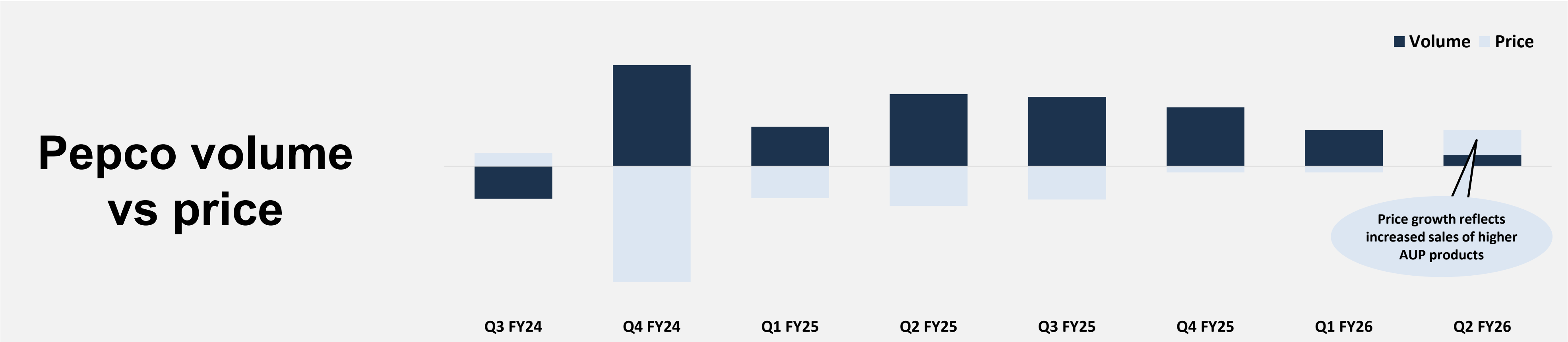
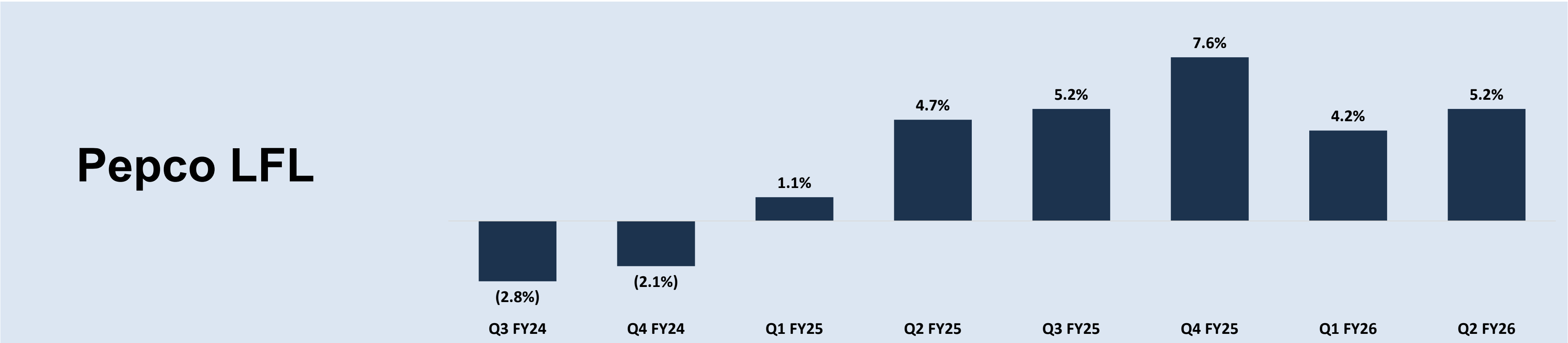
- +3.5% in North CEE
- +7.6% South CEE
- +5.9% Western Europe

Note: Poland represents 32.0% of Pepco revenue vs 32.5% in H1 FY25

Pepco Revenue by Category

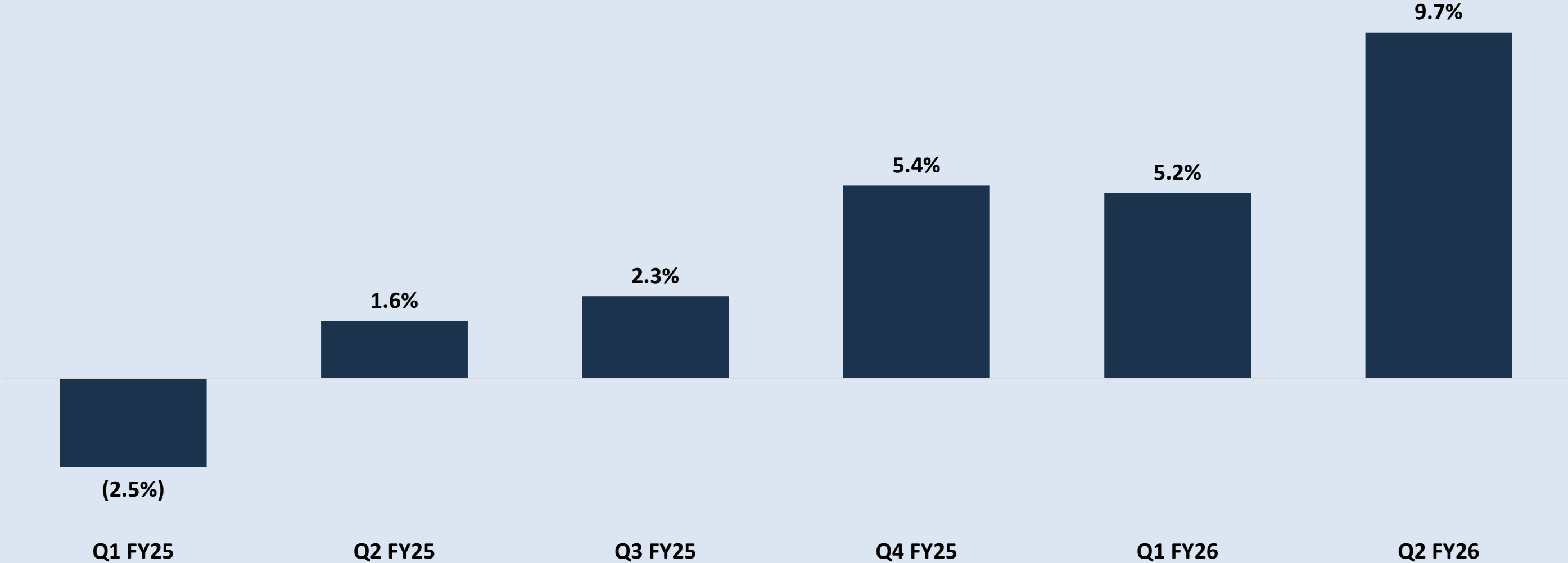


STRONG PEPSCO LFL IMPROVEMENT

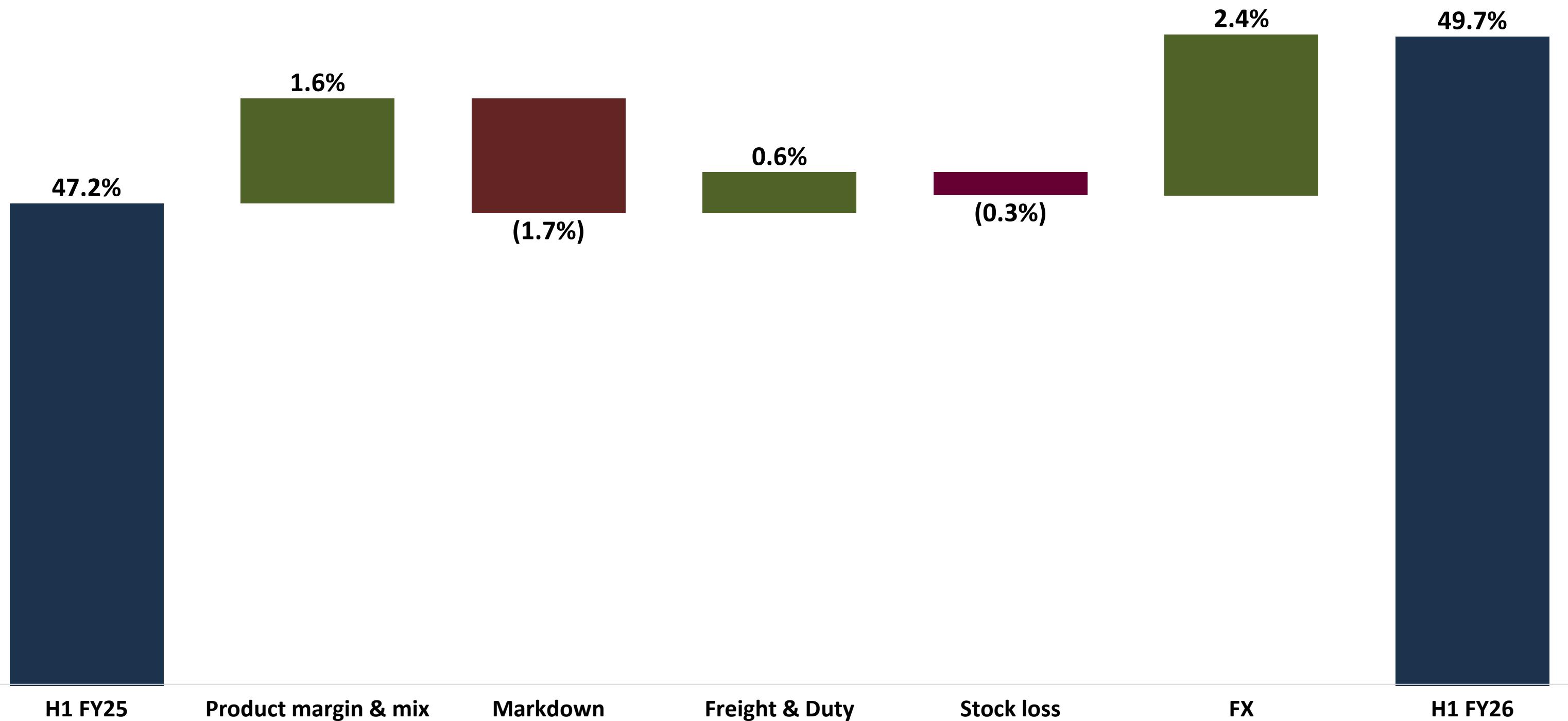


STRONG PEPCO 2-YEAR LFL IMPROVEMENT

**Pepco 2-yr
LFL
(excl FMCG)**



GROUP GROSS MARGIN EXPANSION



- Strong gross margin improvement, up 250bps, driven primarily by Pepco gross margin expansion of 310 bps
- Benefit from improvement in product margin driven by exit of low margin FMCG, shifting sales into higher margin clothing and general merchandise, as well as positive FX gains in buying variances
- Offset by a stock write off in Dealz of €8m and a higher level of markdown

H1 FY26 FINANCIAL REVIEW CONTINUED

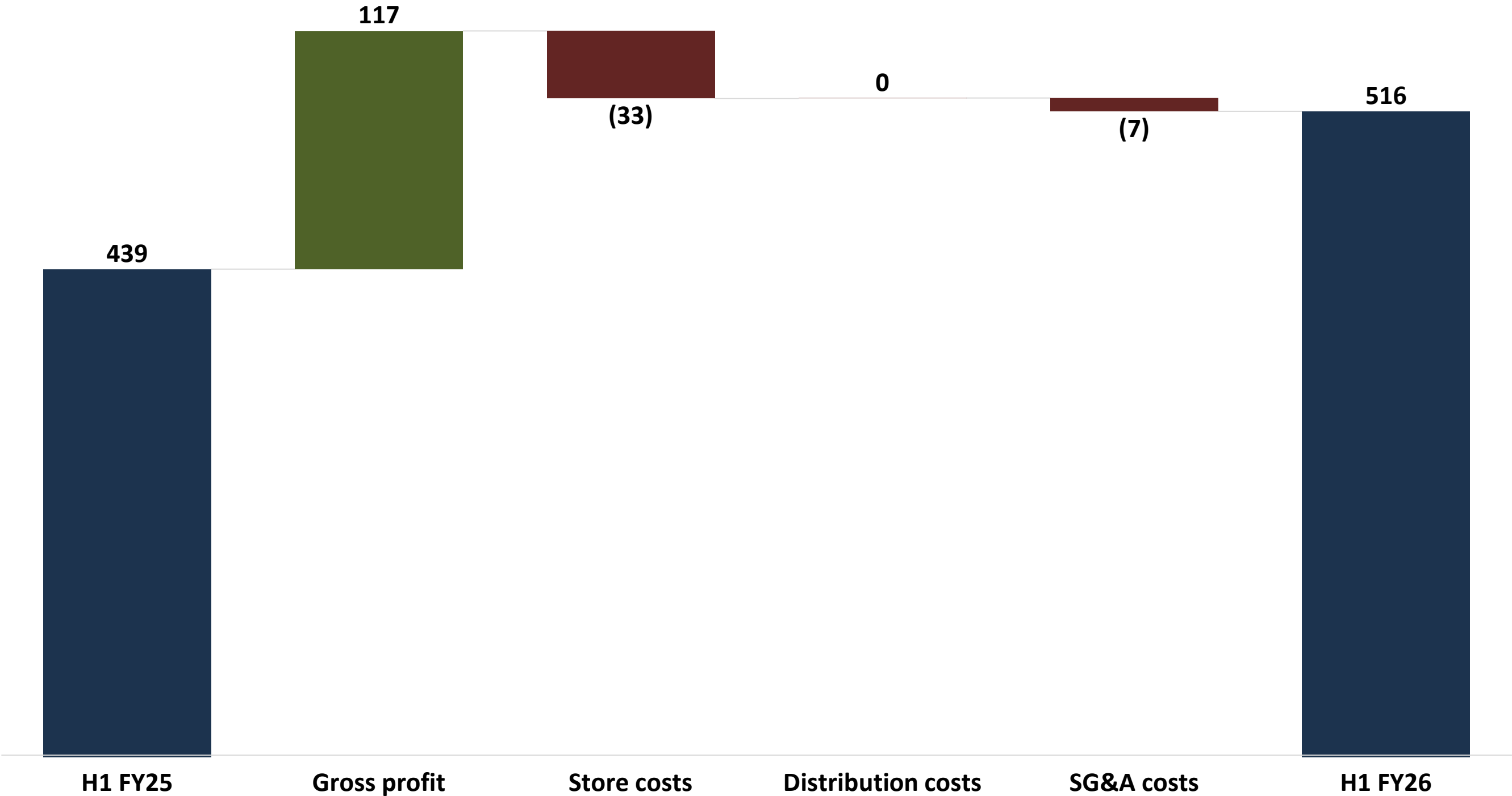
Presented by:

Willem Eelman

Pepco Group CFO

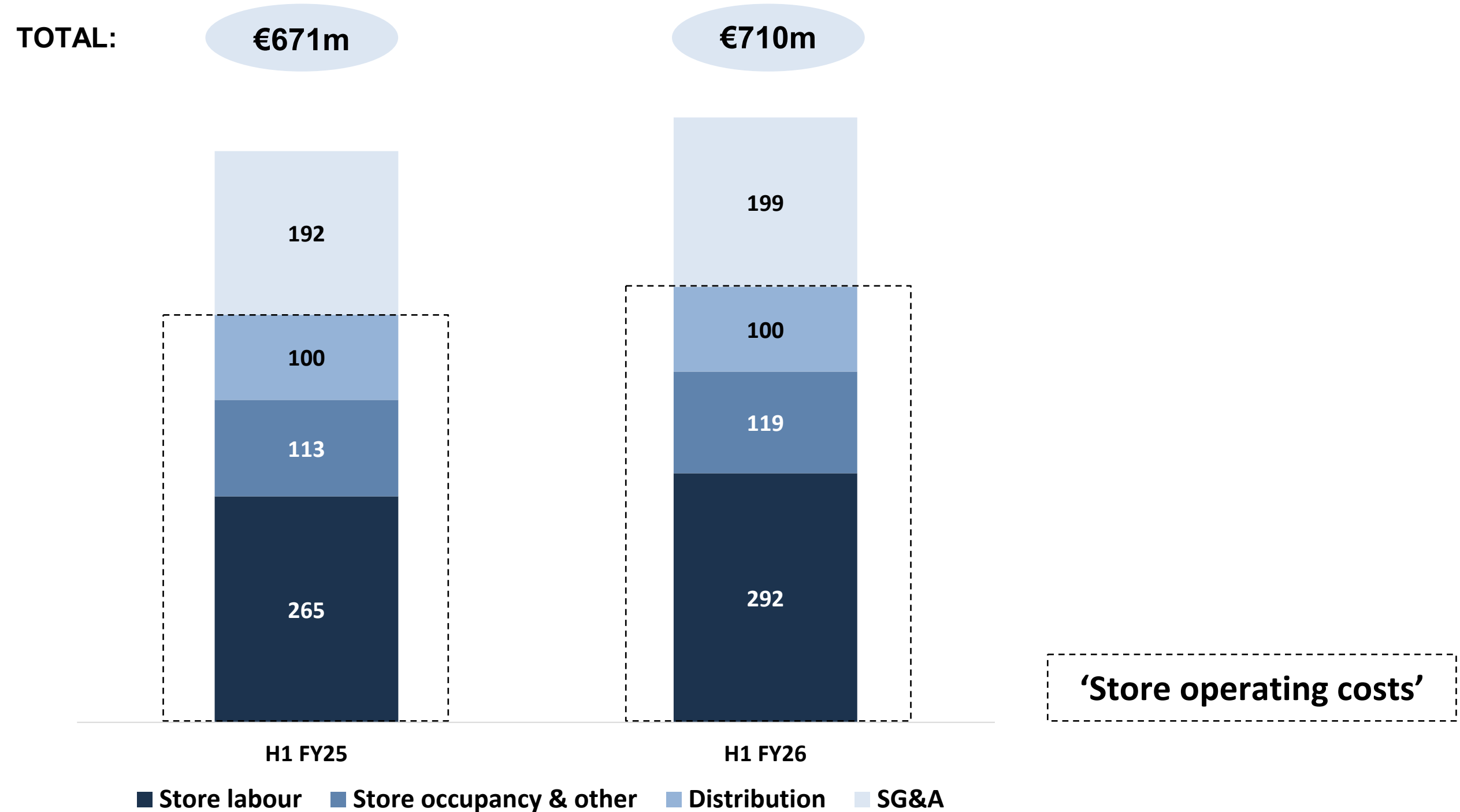


EBITDA BRIDGE



- Group EBITDA up 17.5% to €516m
- Group EBITDA margin grew 230bps to 20.9%
- Improvement in EBITDA driven by topline growth and strong margin expansion achieved in Pepco, slightly offset by inflationary pressure in our store costs

OPERATING COSTS

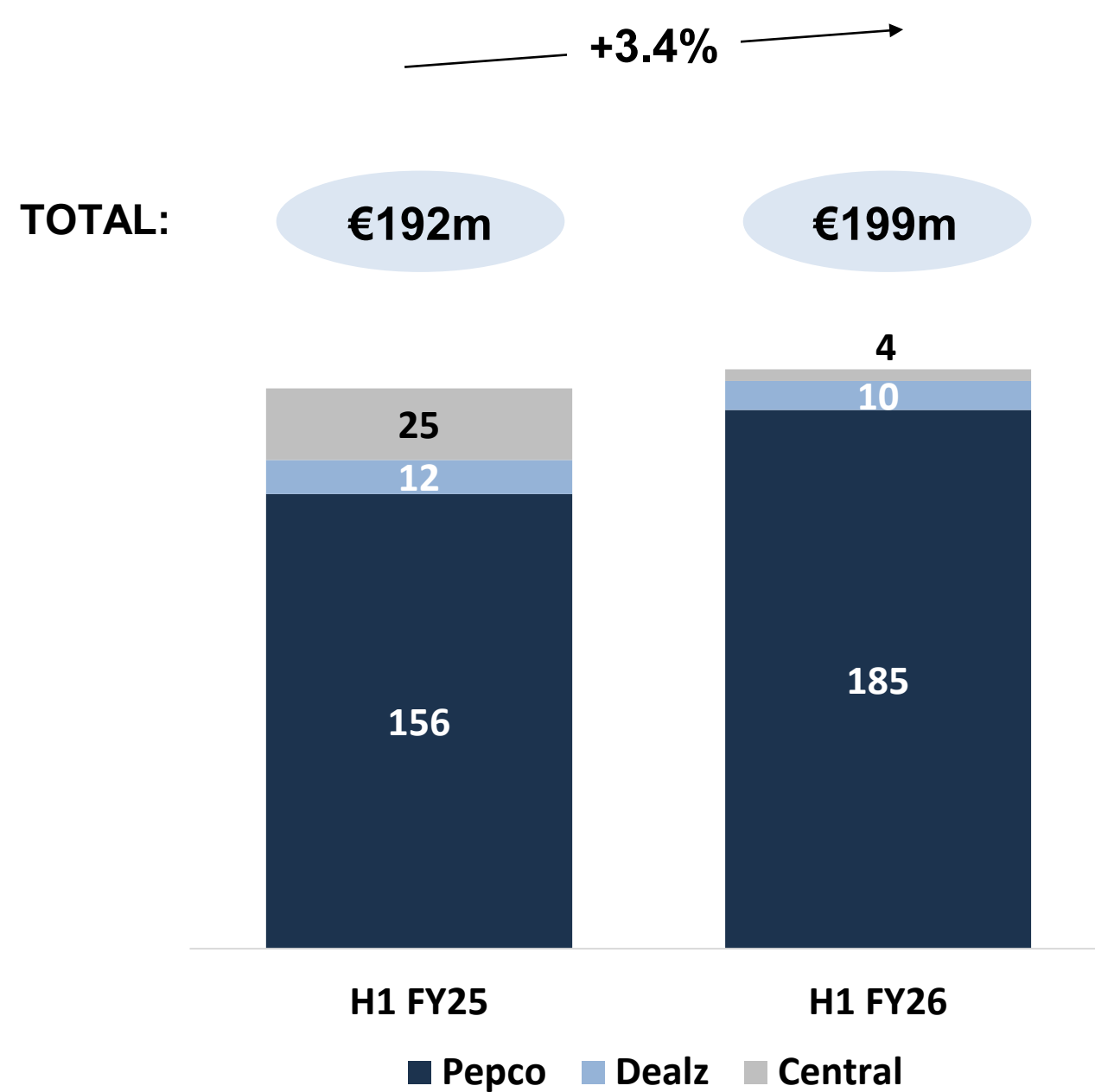


IFRS16

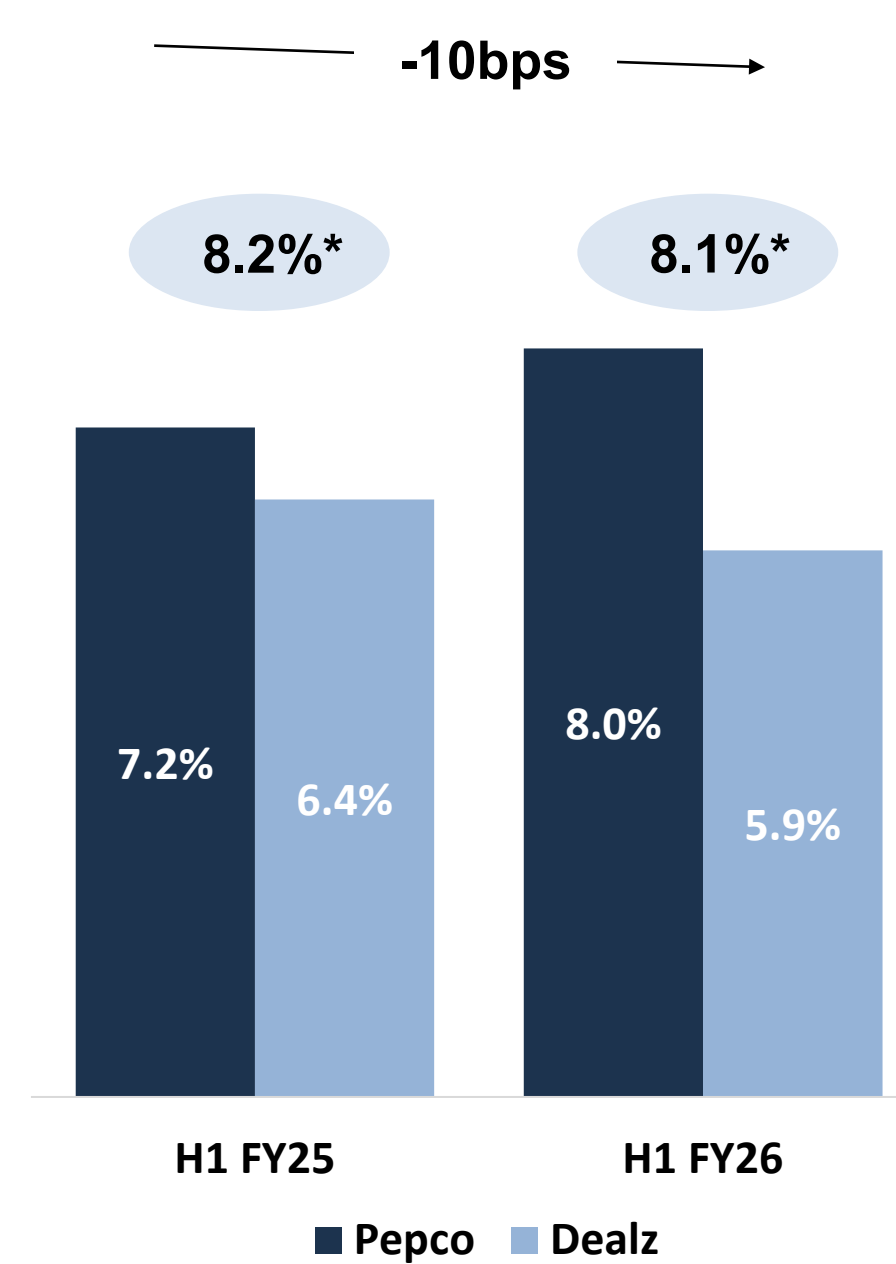
- Group operating costs up 5.8%, driven primarily by store operating costs which were up 6.9%
- Rise in store operating costs primarily reflects the increase in store numbers
- As a percentage of sales, store operating costs increased by just 40bps to 20.7%, driven by store labour inflation, offset slightly by distribution cost savings of 20bps as we focused on driving efficiency across the business

SG&A COSTS

SG&A by OPCO (€m)



SG&A by OPCO % of Sales



*Note: Total includes Central costs

- Increase in SG&A costs primarily reflects higher spending on transformation initiatives such as;
 - Data & digital capabilities
 - Enhancing our IT platform
 - Driving efficiencies in operating, finance and supply chain processes
- Group SG&A includes a one-off benefit of €11.8m from an insurance claim relating to the Blue Yonder outage in Q1 FY25

STORE USEFUL ECONOMIC LIFE CHANGE

FINANCIAL IMPACT

P&L (€m)	H1 FY26		
	Actual	Pre-UEL change	Change
Group			
IAS 17 rent	175	175	0
IAS 17 D&A	45	75	+30
IFRS 16 RoU D&A	151	155	+4
IFRS 16 RoU interest	34	21	(13)
IAS 17 EBIT			+30
IFRS 16 EBIT			+34
IFRS 16 PBT			+21
IFRS 16 PAT			+16

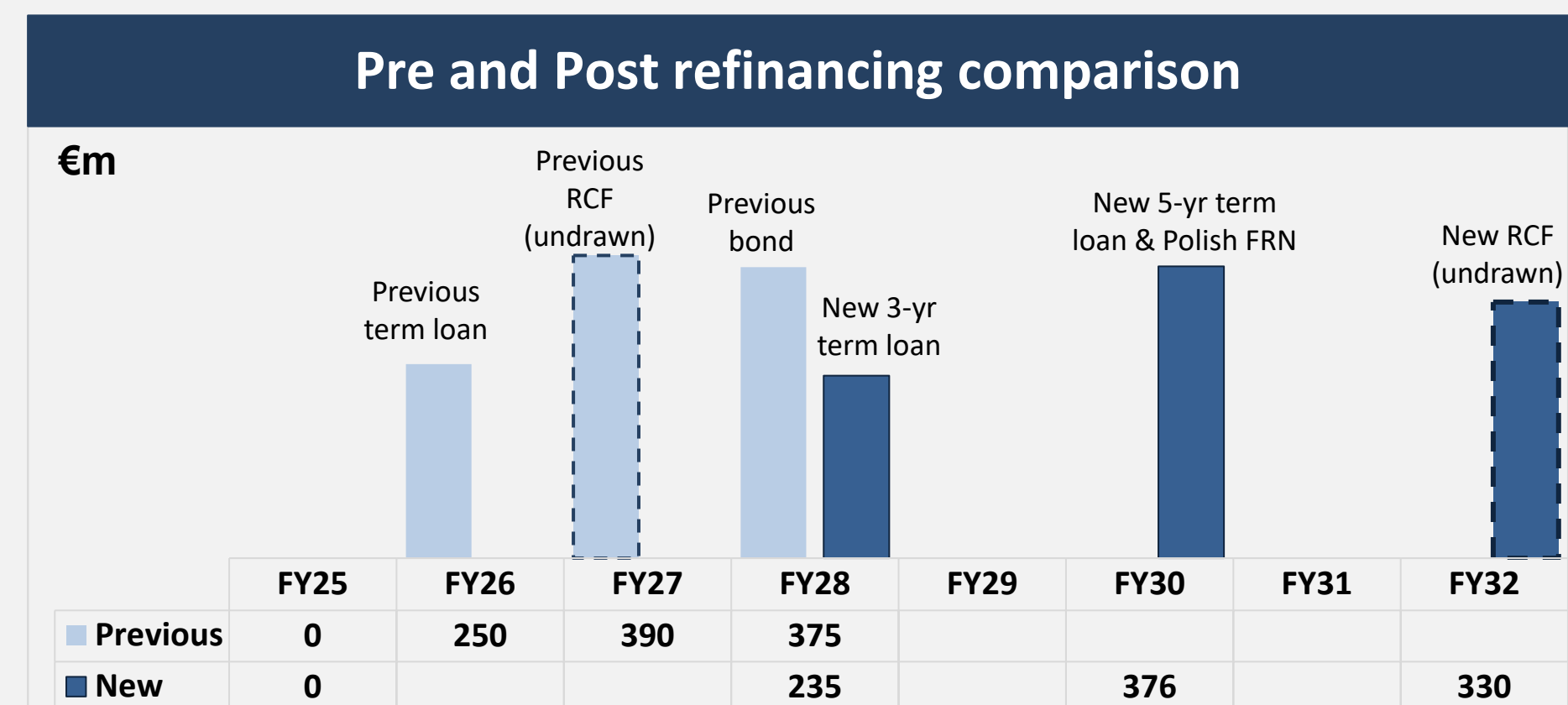
Balance sheet (€m)	H1 FY26		
	Actual	Pre-UEL change	Change
Group			
Right of use assets	1,577	1,021	+556
Lease liability	(1,680)	(1,103)	(577)
Net impact before deferred tax	(103)	(82)	(21)
Impact on deferred tax assets			(5)

- In H1 FY26 our UEL policy was extended from 5 to 10 years to reflect the intention to remain in stores for longer periods
- Future store PPE assets will be depreciated on a 10-year UEL
- For existing store PPE assets, the remaining value will be depreciated over the remaining useful life
- ROU assets have been recalculated on a 10-year useful life, leading to an increase in IFRS16 interest.
- The lease liability will be recalculated using a 10-year life, reflecting the lapsed time for each lease. The liability increases with the interest (IFRS 16) but reduces with the rent payments

REFINANCING

- Refinancing successfully completed on 7 November 2025. This was a dual-track process including **€770m in committed credit facilities (an oversubscribed syndication) and PLN 600m (c. €141m) debut Polish bonds**
- **The Polish bonds are part of a newly established PLN 2bn bond programme.** The proceeds from the bonds are to finance or refinance eligible green projects
- Maturity extended by >3 years
- Intention to undertake a one-time leveraging of the balance sheet in H2 to c.1.0x EBITDA (pre-IFRS) – consistent with our target leverage range

Facility	Amount	Coupon	Maturity
3-year term loan facility	€235m	12m Euribor + 1.55% (2.08% + 1.55% = 3.58%)	5 November 2028
5-year term loan	€235m	12m Euribor + 1.70% (2.08% + 1.70% = 3.23%)	5 November 2030
RCF	€330m	12m Euribor +1.35% (2.08% + 1.35%) = 3.43%)	5 November 2030
Polish Series 1 Bonds	c.€141m	Fixed EUR 4.50%	6 November 2030



Public credit ratings	
FitchRatings	'BB' rating
MOODY'S	'Ba2' rating (upgraded in Nov from Ba3)
Net debt (pre-IFRS 16)	€139m
Leverage (pre-IFRS 16)	0.2x
Net debt (IFRS 16)	€1,818m
Leverage (IFRS 16)	1.9x
CMD leverage guidance	0.5-1.5x (pre-IFRS 16) EBITDA

FINANCE COSTS

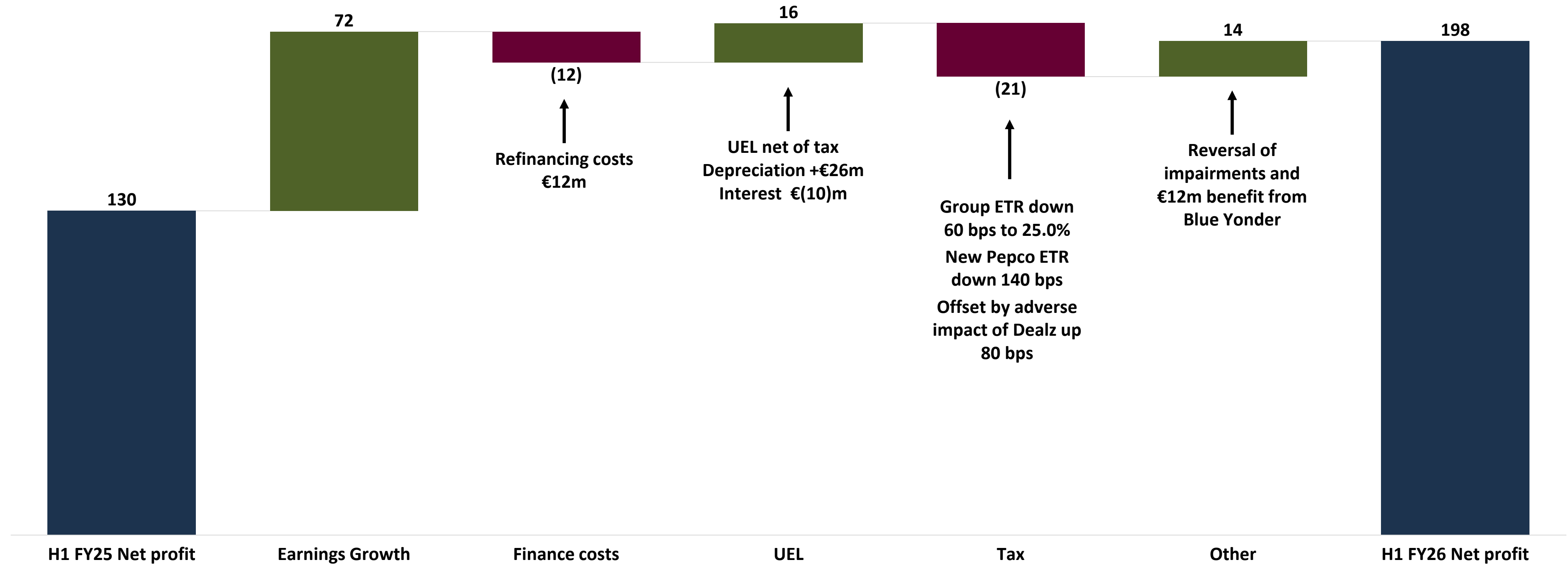
Continuing operations (€m)	H1 FY26	H1 FY25	change
Net external interest	12	21	(9)
Cost of refinancing	12	0	12
IFRS 16 interest	34	20	13
Foreign exchange losses / (gains)	1	(5)	6
Total net interest	58	36	22

Total net interest increased by €22m to €58m in H1 FY26. This was driven by:

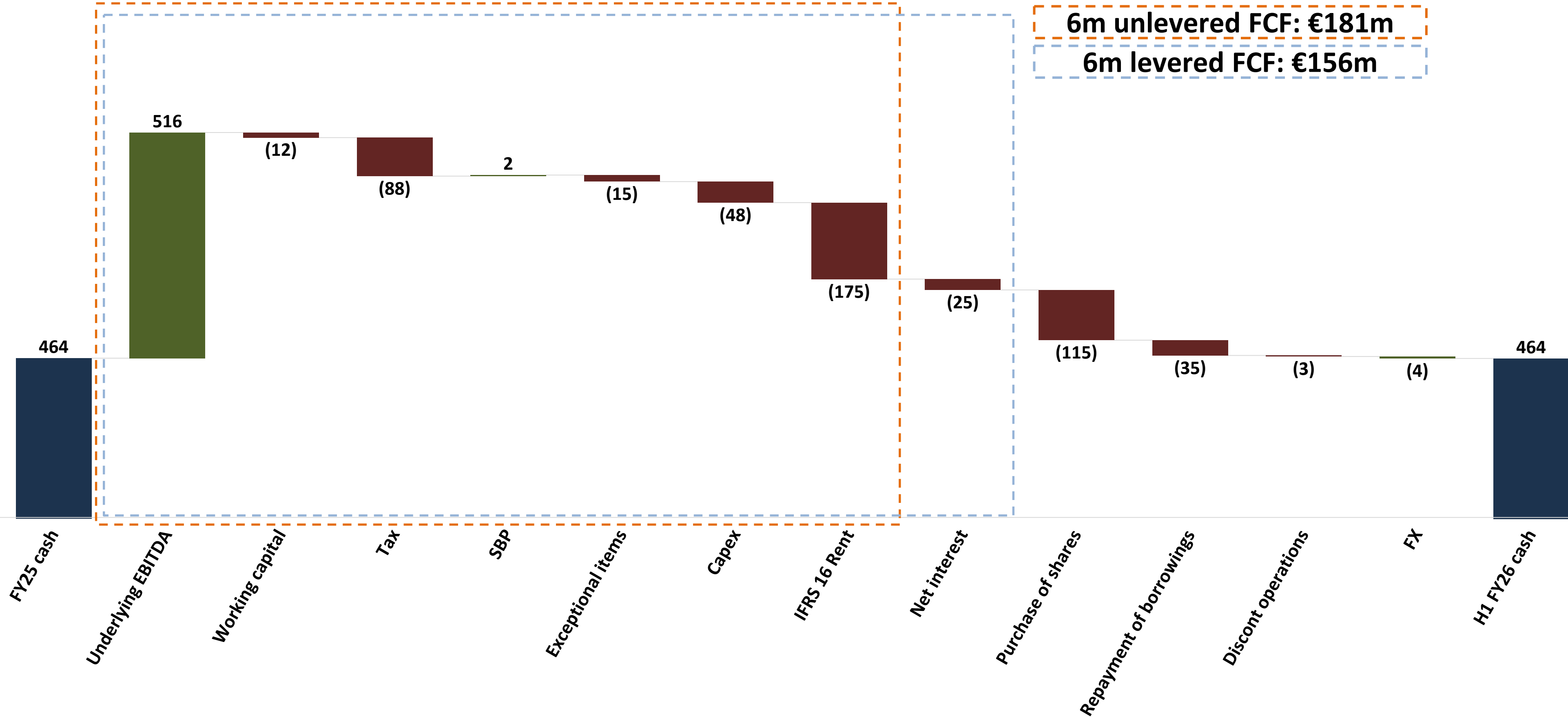
- **€9m reduction in net external interest reflecting the impact of the refinancing (reducing average coupon from 6.4% to 4%).** H1 FY25 also benefitted from €6m in FX gains which did not recur in H1 FY26
- External interest improvement was **offset in H1 by the one-off refinancing cost of €12m.** Benefit will show from FY27
- **€13m increased IFRS 16 interest expense** is due to our UEL change from a 5 to a 10 year lease length for Pepco stores

STRONG NET PROFIT GROWTH

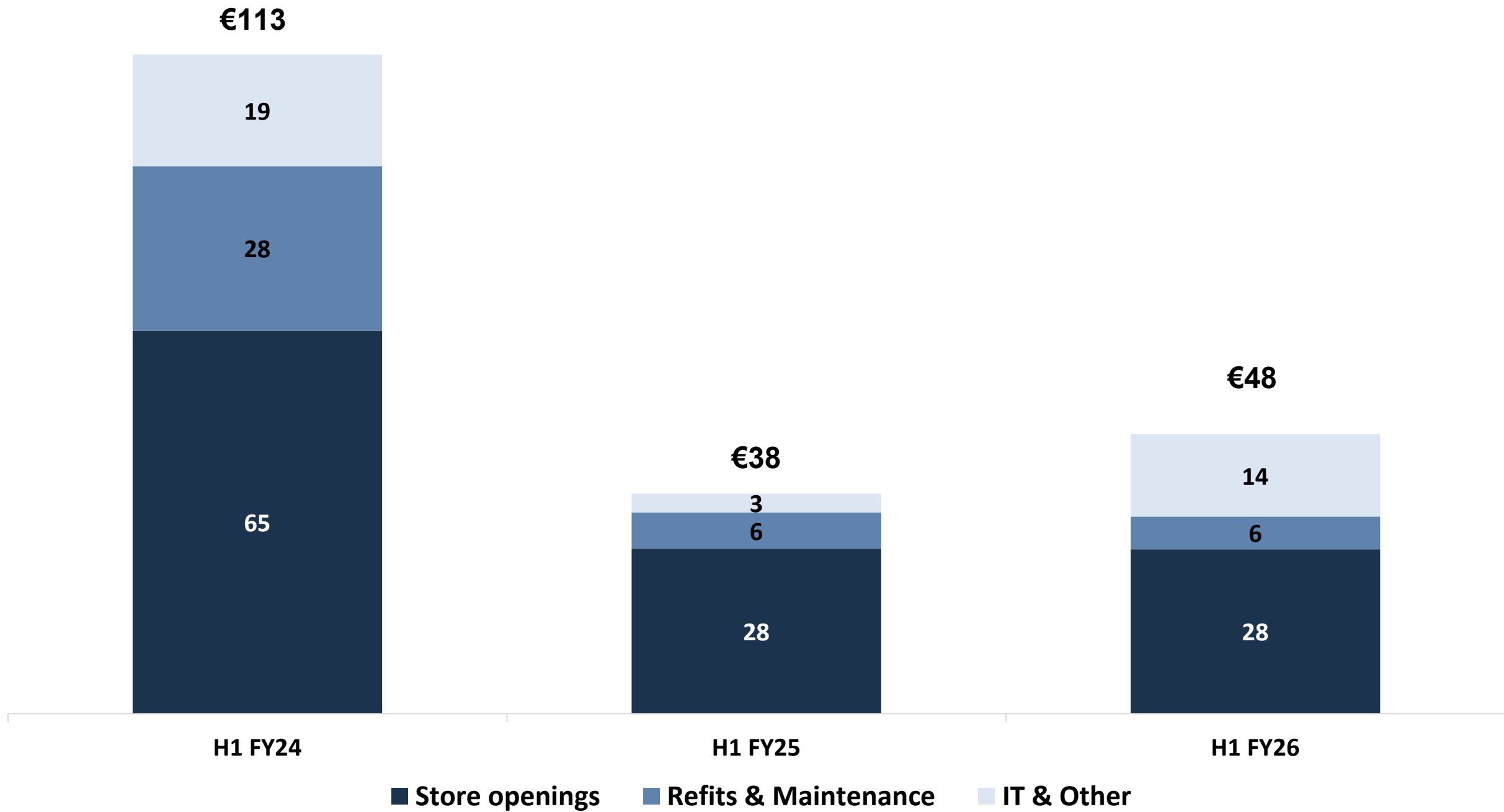
€m



CASH FLOW SUMMARY 6M (IFRS 16)



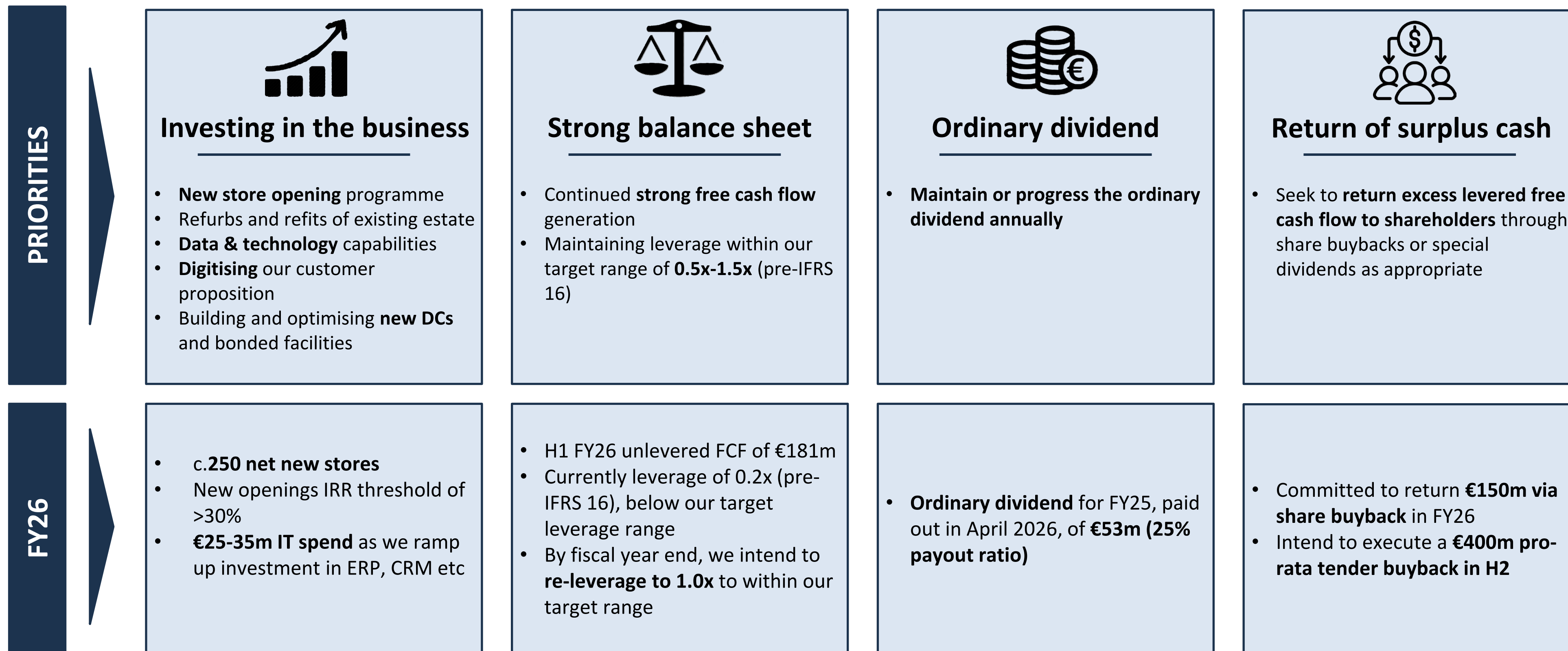
CAPEX



- Store openings broadly flat vs H1 FY25 as we continued our disciplined approach (138 gross new openings in H1 FY26 vs 144 in H1 FY25)
- Significant increase in IT spend half on half as we accelerated our technology investment in a new ERP system, CRM etc further our digital aspirations
- This elevated technology spend will continue over the coming two to three years, as previously guided, before reverting back to more normalised levels

CAPITAL ALLOCATION FRAMEWORK

Disciplined investment in the business will ensure we continue to provide a market-leading proposition to our customers and drive profitable growth across the Group, enabling sustainable returns and enhanced value for all our stakeholders



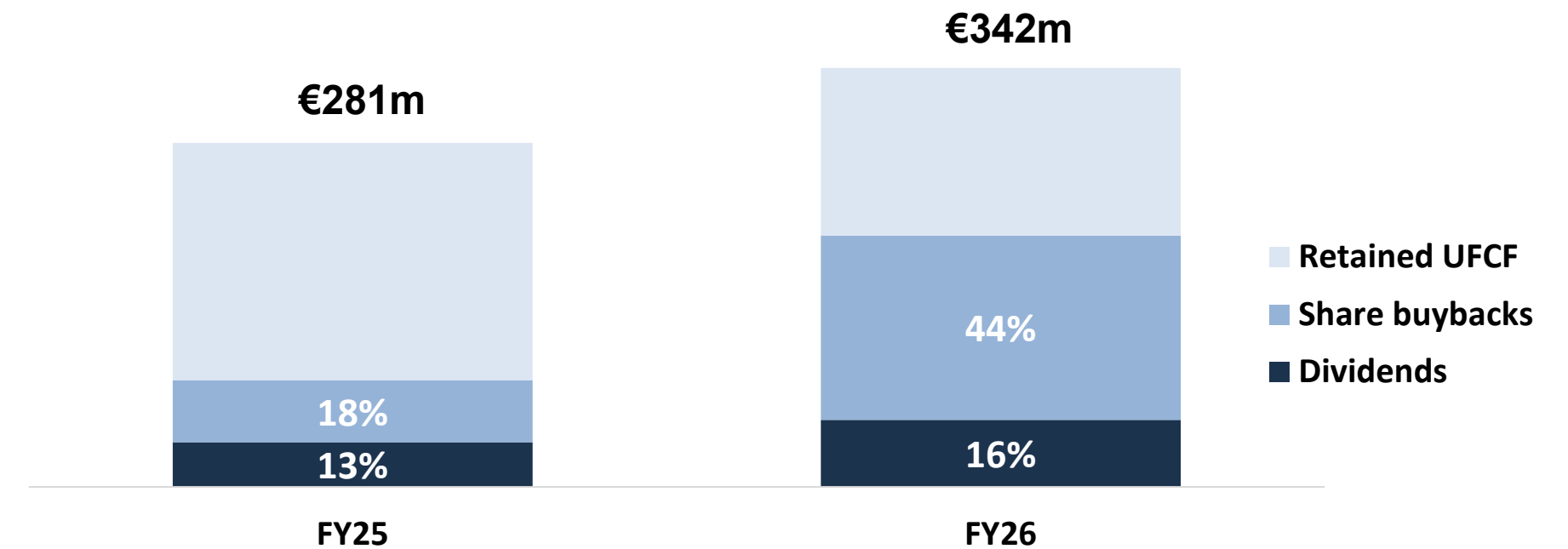
DELIVERING ENHANCED RETURNS TO SHAREHOLDERS

Aligning our leverage with our mid-term goals



- At CMD in March 2025, we committed to operating the business with leverage between **0.5-1.5x pre-IFRS 16 Net debt/EBITDA**
- We are currently below the range and therefore **intend to undertake a one-time leveraging**
- **This will bring us to c.1.0x within our target range** (pre-IFRS 0.5-1.5x)

Upgrading our capital returns framework



- At CMD, we committed to returning excess cash to shareholders and have **already returned €255m** via dividends (€53m) and SBBs (€200m)
- Intend to **return a further up to €400m** via a pro-rata tender buyback in H2
- **Capital returns going forward:**
 - From FY27, we plan to **return all levered FCF** via dividends and SBBs
 - Expect to **increase our dividend payout ratio from 25% to 40%** over time

SHARE COUNT ANALYSIS FOR EPS CALCULATIONS

	Six months to 31 March 2026 €000	Six months to 31 March 2025 €000	Twelve months to 30 September 2025 €000
Weighted ordinary shares in issue	577,452	576,000	577,452
Weighted average number of shares held in treasury ¹	(18,414)	-	(2,164)
Weighted average number of shares for basic EPS	559,038	576,000	575,288
Weighted average of dilutive potential shares (restated) ²	5,275	414	5,419
Weighted average number of shares for diluted EPS	564,313	576,414	580,707

- **As at the end of March 2026, the total number of shares held in treasury was 26,363,452**
- This results in **ordinary shares outstanding of 551,088,483 as at the end of H1 FY26** (down from 576,000,000 as at the end of H1 FY25)

PEPCO GROUP GUIDANCE

FY26			
	FY25 base	Previous FY26 guidance	Updated FY26 guidance
Revenue growth	€4,523m	6-8%	6-8%
Gross margin %	48.0%	≥48.4%	≥49.4%
EBITDA growth (IFRS 16)	€865m	≥9%	Low-teens %
Net Earnings (IFRS 16)	€219m	≥25%	≥50%
Capex	€96m	€160-180m	€160-180m p.a
FCF (unlevered)	€342m	>€200m	>€250m



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SUMMARY & OUTLOOK

Stephan Borchert

CEO

H1 FY26 SUMMARY

Strong financial results in line with significantly improved profitability in line with upgraded FY26 guidance

Accelerated store rollout in Western Europe with store count set to double by FY30

>1m downloads of the Pepco app with club customers spending 2x more

€200m SBB now complete. Updated capital allocation policy announced

ON TRACK TO DELIVER FY26 IN LINE WITH GUIDANCE



CURRENT TRADING & OUTLOOK

- **Q3 to date** (6 weeks to 16 May 2026):
 - **Pepco LFL +1.5% (excl FMCG)**. April trading impacted by cold weather in some core CEE markets and earlier timing of Easter. Looking at March & April combined, Pepco delivered LFL growth of +2.1% (excl FMCG)
 - **Pepco 2-year LFL +10.2% (excl FMCG)**
 - **Western Europe delivering double-digit LFL growth**
- Significantly **improved momentum in Pepco** in the 2 weeks to 16 May with **LFL growth of +11.6%** (excl FMCG)
- Intended up to €400m pro rata tender buyback in H2 FY26 and commitment to return all levered FCF to shareholders from FY27 via dividends and share buybacks
- **On track for FY26 guidance. Underlying EBITDA growth expected to be low-teens % and underlying net earnings growth at least 50%**
- Confident in delivering the successful separation of Dealz in FY26



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Q&A

Appendix

OUR INVESTMENT CASE

1

High-margin model drives profit expansion

Category focus, proprietary sourcing agency (PGS) and ongoing efficiency initiatives drive high margins vs sector and increasing Group profitability

2

Significant store growth opportunity

Large whitespace opportunity in existing markets, particularly Western Europe which has limited competition. Upside potential from new markets. Proven low-risk rollout at attractive returns (30% IRR)

3

Sustained and growing free cash flow profile

>€250m recurring uFCF driven by LFL revenue growth and expanding margins

4

Enhanced shareholder returns

Minimum 25% dividend payout ratio progressing to 40% over time. All excess levered FCF to be returned via buybacks or special dividends

PEPCO NEW STORE GROWTH

	H1 FY26			H1 FY25		
	# of stores	Net new stores	SQM selling space	# of stores	Net new stores	SQM selling space
North CEE	2363	19	998,410	2296	55	964,927
<i>of which Poland</i>	1,403	6	592,590	1,367	28	572,545
South CEE	1,128	40	503,139	1,026	35	458,729
Western Europe	586	3	290,739	565	16	284,137
Total	4,077	62	1,792,288	3,887	106	1,707,793

PRE-IFRS 16 VS IFRS 16 PROFIT COMPARISON

All results below are presented on an underlying basis

€m	Pepco Group Pre-IFRS 16	Pepco Group IFRS 16
Revenue	2,470	2,470
Gross profit	1,227	1,227
Operating expenses	(931)	(904)
Operating profit	296	323
Net finance costs	(24)	(58)
PBT	273	264
EBITDA	341	516

PRE-IFRS 16 VS IFRS 16 ANALYSIS

All results below are presented on an underlying basis

€m	Pepco Group
Depreciation, amortisation & impairment: Non-IFRS 16	(45)
Depreciation, amortisation & impairment: IFRS 16	(149)
Total depreciation, amortisation & impairment	(194)
Net financial expense: Non-IFRS 16	(24)
Net financial expense: IFRS 16	(35)
Total net financial expense	(58)

P&L SUMMARY

€m	H1 FY26	H1 FY25	%chg
Revenue	2,470	2,353	5.0%
<i>Like-for like revenue (%)</i>	<i>0.5%</i>	<i>2.3%</i>	
Gross profit	1,227	1,110	10.5%
<i>Gross profit margin (%)</i>	<i>49.7%</i>	<i>47.2%</i>	<i>250bps</i>
Underlying EBITDA (IFRS-16)	516	439	17.5%
<i>Underlying EBITDA margin (%) (IFRS-16)</i>	<i>20.9%</i>	<i>18.6%</i>	<i>230bps</i>
Depreciation, amortisation & impairment	(194)	(228)	(14.9)%
Net financial expense	(58)	(36)	61.1%
Underlying PBT	264	175	50.9%
Underlying PAT	198	130	52.3%
Exceptional items	(27)	(12)	125.0%
Reported PBT	237	163	45.4%
Tax	(65)	(43)	51.2%
Reported PAT on cont. ops	172	120	43.3%
Basic EPS (cents) on cont. ops	30.8	20.8	48.1%

FREE CASH FLOW SUMMARY

€m	H1 FY26	H1 FY25	chg
Underlying EBITDA IFRS 16	516	439	77
Exceptional items	(15)	(7)	(7)
Working capital	(12)	(146)	134
Share based payments (non-cash)	2	4	(1)
Tax paid	(88)	(43)	(45)
Operating Cash Flow	404	246	158
Capex	(48)	(38)	(10)
Rent paid	(175)	(158)	(17)
Free Cash Flow (unlevered)	181	51	130
Interest after tax	(25)	(20)	(5)
Free Cash Flow (levered)	156	31	125

CASH FLOW SUMMARY

€m	H1 FY26	H1 FY25	%chg
Underlying EBITDA pre-IFRS 16	341	273	24.9%
Working capital	(12)	(137)	(91.2)%
Share based payments (non-cash)	2	4	(50.0)%
Tax paid	(88)	(43)	104.7%
Operating cash flow (pre-exceptional items)	244	96	154.2%
Exceptional items	(15)	(7)	114.3%
Capex	(48)	(38)	26.3%
Free cash flow (unlevered)	181	51	254.9%
Net interest paid	(25)	(20)	25.0%
Free cash flow (levered)	156	31	403.2%
External borrowing	(35)	-	n/a
Purchase of own shares	(115)	-	n/a
Cashflows from discontinued operations	(3)	(66)	(95.5)%
Net cash flow	4	(35)	n/a
Effect of exchange rate fluctuations	(4)	12	n/a
Cash and cash equivalent at beginning of period	464	363	27.8%
Cash and cash equivalent at end of period	464	341	36.1%
Net debt (pre-IFRS 16)	139	279	(50.2)%
Leverage (pre-IFRS 16, x EBITDA)	0.2x	0.6x	(0.4)x

BALANCE SHEET SUMMARY

€m	H1 FY26	H1 FY25
Assets		
Property, plant and equipment	468	628
Right of Use Asset	1,577	1,290
Intangible assets	21	36
Loans receivable	4	-
Trade and other receivables	58	103
Derivative financial instruments (assets)	58	32
Deferred tax asset	100	87
Inventories	760	1,082
Cash and cash equivalents	464	341
Total assets	3,509	3,599
Liabilities		
Trade and other payables	871	1,163
Dividends payable	53	36
Lease liabilities	1,680	1,427
Borrowings	602	615
Provisions	80	77
Derivative financial instruments (liabilities)	22	48
Total liabilities	3,308	3,365
Net assets	202	234

SHARE BUYBACK SUMMARY

	SBB tranche 1	SBB tranche 2	IBEX Placing (tranche 3)	SBB tranche 4
Period	17 Jul – 10 Sept 2025 (FY25)	28 Oct 2025 – 16 Jan 2026 (FY26)	27 Jan 2026 (FY26)	12 Mar – 22 May 2026 (FY26)
Volume	9,382,732	6,979,046	7,574,149	7,883,913
Average price (PLN)	22.64	28.60	27.75	28.55
Capital deployed (EURm)	50.0	47.0	49.5	52.9