Eurocash Group

Strategy 2026–27 execution update and H1/Q2 2026 Results

27 August 2026

Eurocash Group Q2/H1 2026 Highlights

Q2 2026 ADJUSTED EBITDA	SAVINGS SECURED	ADJUSTED OPERATING CASH FLOW	ADJUSTED NET DEBT / EBITDA
PLN 251m	**PLN 279m**	**PLN 343m**	**1.6x**
Reported Q2 2026: PLN 202m vs Q2 2025 of 229.5m	*PLN 200m delivered; PLN 79m in active implementation / out of PLN 400m planned*	*Adjusted for PLN 30m of restructuring-related cash outflows; vs PLN 242.9m in Q2 2025*	*vs 1.8x at the end of Q1 2026*

STRATEGY EXECUTION

- **Initiatives representing 69% of the PLN 400m savings target have either been delivered or are in active implementation**, corresponding to PLN 279m of annualised EBIT impact.

SALES

- **Overall sales** impacted by deflation (PLN 126m), wholesale market performance (PLN 430m), but also, management actions related to the implementation of the strategy and one-offs (PLN 100m).

SEGMENTS

- **Retail:** underlying profitability improved following accelerated store closures and franchise conversions.
- **Wholesale:** performance was temporarily affected by the strategy implementation, including customer-portfolio optimization.
- **Growth Platforms:** Frisco maintained double-digit growth and turned EBITDA-positive.

PROFITABILITY & CASH

- **Adjusted EBITDA amounted to PLN 251m**, excluding one-off items related to the Group's restructuring process that reduced reported EBITDA by PLN 49m.
- **Adjusted operating cash flow of PLN 343m,** supported by improved net working capital.
- **Adjusted Net Debt/EBITDA decreased to 1.6x**, from 1.8x at the end of Q1 2026.

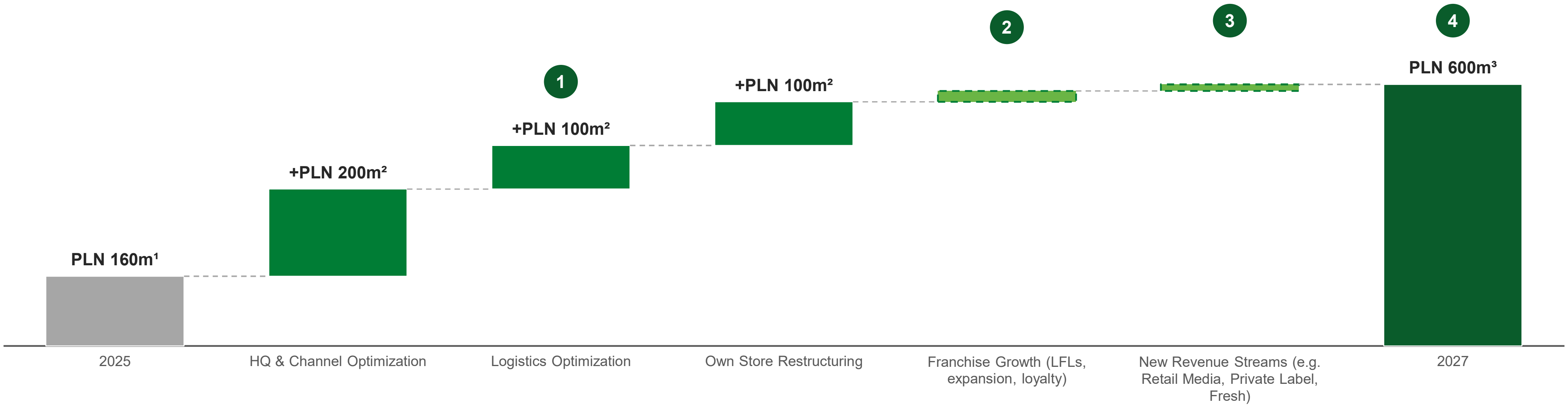
MARKET CONTEXT

- **Market growth slowed to 0.5% y/y** in Q2 2026 (1.6% y/y in H1), from 5.9% a year earlier, reflecting accelerating disinflation and weaker LfL performance.
- **Deflation** significantly weighed on several key Eurocash categories, including fresh, fats (PLN 126m impact on sales).
- **LfL sales across our franchise banners broadly tracked market trends**, supporting the strategic shift towards a franchise-led model.

2026–27 Strategy Execution

We Aim to Deliver a Fourfold Increase in EBIT Value over the Next Two Years, Reaching PLN 600m EBIT by 2027

Financial milestones to achieve PLN 600m pre-IFRS EBIT



1 COST SAVINGS

PLN 400m²

Total PLN reduction through strategic restructuring initiatives

2 FRANCHISE LFL GROWTH

Low Single Digit

Driven by price and promo programs, assortment improvements, and local execution excellence

2 NET STORE EXPANSION

1,000+²

In 2026–2027 across formats through franchisee recruitment

3 NEW EBIT POOL

PLN 70m²

Based on retail media, data monetization, services revenue not dependent on product sales

4 EBIT TARGET

PLN 600m³

Ambitious goal driving our strategy and operational focus

1) Value excluding IFRS 16 and restructuring impairments; 2) Based on Company estimates; 3) EBIT PLN 600m is the Management target based on the Management Stock Option Plan (MSOP), approved by the ASM of Eurocash SA on 15-May-2025. Source: Eurocash internals, Eurocash analysis.

Key Group Restructuring Milestones Delivered

One organisation, one operating model — key changes delivered across the Group

AREA	BEFORE	AFTER	EFFECT
1 Buying	5 different buying departments across business units and retail banners (ECD, ECC, DC, DB, ECSP)	One Group-wide Buying Organization consolidating supplier negotiations, governance, category responsibilities	**Ca. 35% reduction in buying headcount, reduced organizational duplication**
2 Operations	5 different operational structures across business units, duplicated processes and management layers (WH, DC, DB, FW, ECSP)	One common operating model with standardized processes, clear accountability and centralized operational support	**20% reduction in operational FTEs; increased organizational effectiveness, a leaner management structure**
3 Logistics	15 logistics warehouses – a dense logistics footprint with overlapping warehouse coverage	10 logistics warehouses – a rightsized network aligned with regional demand and required service levels	**5 distribution centres closed (4 in 2026, 1 in 2025); with fixed costs and FTEs reduced, rental outstanding**
4 Assortment (SKU)	Wide assortment with 13,000 SKUs per warehouse, creating a significant long-tail complexity	Long-tail assortment reduced to avg. 10,800 SKUs per warehouse, supporting higher picking productivity and lower operating complexity	**20–25% reduction in unique SKU count; improved picking productivity and reduced operational personnel costs**
5 Consumer	No centralized Consumer Department – marketing and category management capabilities dispersed across 5 BUs (WH, DC, DB, ECSP, FW)	One integrated Consumer & Category function driving Group-wide category strategy and consumer agenda	**One consumer voice and a consistent Group-wide category strategy**
6 Head Office	6 separate head offices (WH, DC, ECSP, FW, DB) with overlapping management and support functions	One Group Head Office operating under a common governance model	**PLN 118m in overhead savings; ~30% reduction in support function headcount with 600 out of 2100 positions already eliminated**
7 Expansion	4 different expansion teams (WH, ECSP, DC, DB) pursuing network growth independently	One integrated expansion platform leveraging common market intelligence and site-selection capabilities	**50% increase in FTEs, one streamlined process covering the entire banner portfolio**
8 Own retail stores operations	330 stores identified to transfer or closure due to structurally underperforming and fragmented economics across the network	Owned-store footprint significantly reduced through transfers to franchisees (53 completed in 2026) and the closure of structurally underperforming locations (69 in 2025 and 106 in 2026 to date)	**~73% of closure programme completed; PLN ~80m EBITDA uplift delivered**
9 Cash&Carry optimisation	167 C&C stores including low-productivity locations	14 unprofitable locations closed out of 16 planned for 2026 (Jan–Jul 26), rightsized C&C network, further optimisation is planned for 2027 (23 identified for closure)	**PLN 22m in cost reduction delivered, while retaining ~60–70% of sales recovery through customer migration to the distribution channel**

Transformation Ahead of Plan: PLN 279m Secured, Including PLN 200m Delivered and 79m in Active Implementation

H1 2026 savings exceeded plan, supported by accelerated workforce reduction and own-store restructuring

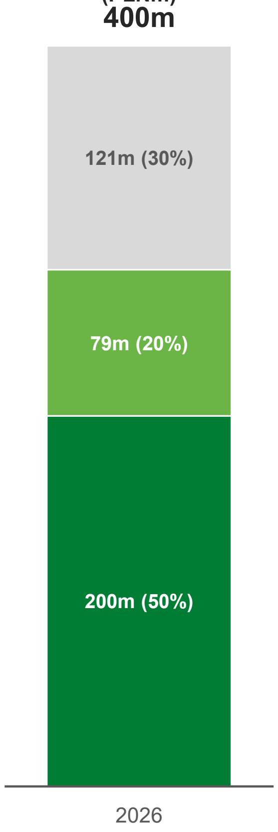
SAVINGS DELIVERY

- **All major strategic initiatives launched on schedule; H1 2026 savings delivery ahead of plan.**
- **Realised P&L savings reached PLN 56m in H1 2026**, PLN 4m above plan, securing c. PLN 200m of annualised run-rate savings. A further PLN 79m is in active implementation, with management confident in delivery on schedule.

KEY EXECUTION MILESTONES IN H1 2026

- **659 employment contracts terminated** — 93% of the 707 reductions scheduled for FY2026.
- **4 distribution centres closed** — fully delivering the FY2026 target.
- **105 Delikatesy Centrum stores closed (70 in Q2)** — 31 ahead of plan; 73% of the FY2026 target of 144.
- **53 stores transferred to franchise partners (49 in Q2)** — in line with plan; 37% of the FY2026 target of 145.
- **12 Cash & Carry stores closed in H1 (+2 in July)** — 14 of the 16 scheduled for FY2026.

Annualised savings secured vs 2027 target (PLNm)

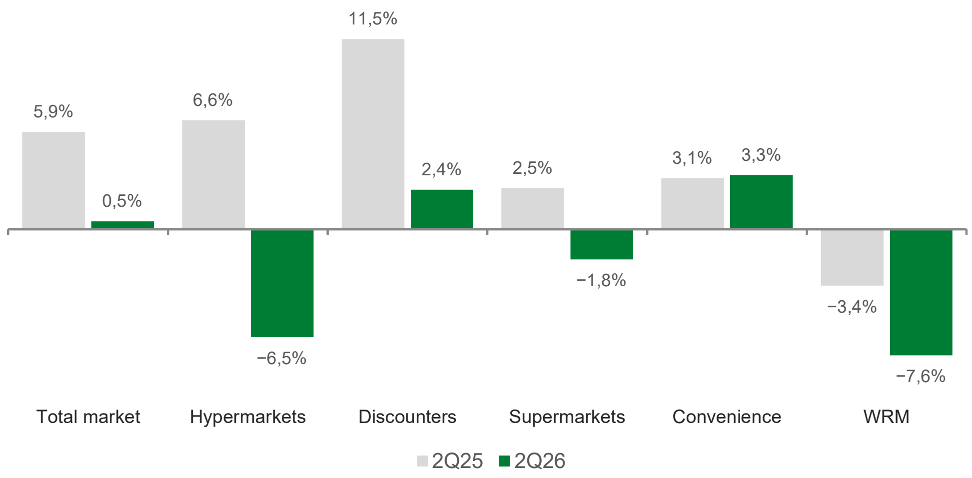


Q2 & H1 2026 Results Update

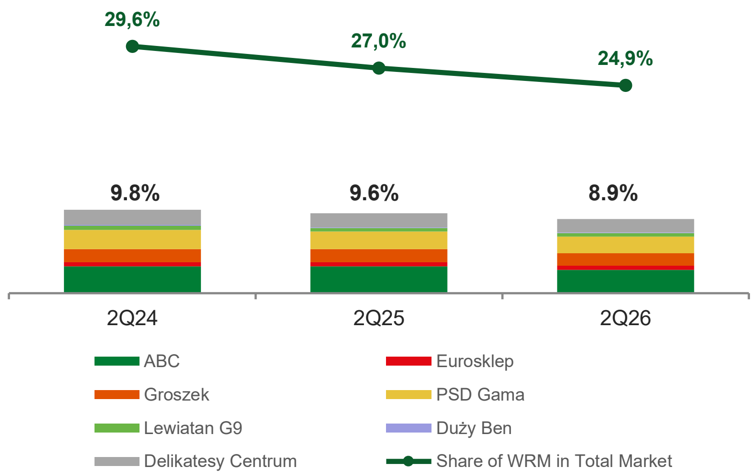
Q2 2026: Eurocash Banners Gained Share within WRM Despite Weaker Market Dynamics

- **Total market growth slowed to 0.5% y/y in Q2 2026 (1.6% y/y in H1 2026)**, from 5.9% y/y a year earlier, reflecting accelerating disinflation and weaker LfL performance across the market.
- **Convenience remained the strongest-performing channel, growing by 3.3% y/y in Q2 2026 (3.6% y/y in H1 2026)**, followed by discounters at 2.4% y/y (4.1% y/y), while hypermarkets returned to decline at −6.5% y/y (−2.7% y/y).
- **The Eurocash Wholesale Relevant Market (WRM) contracted by 7.6% y/y in Q2 2026 (−6.0% y/y in H1 2026)**, driven by store closures and negative LfL trends, compounded by changing consumer behaviour, alcohol excise tax increases and DRS implementation.
- **Eurocash soft-franchise banners continued to outperform the declining WRM:** their share of the total market decreased by only 0.9pp between Q2 2024 and Q2 2026, compared with a 4.7pp contraction in the WRM, **increasing their implied share of the WRM by +2.5pp since Q2 2024.**

Q2 Market Growth by Channel (% y/y)



Eurocash Soft-Franchise Banners Continue to Gain Share within WRM (% of total market)

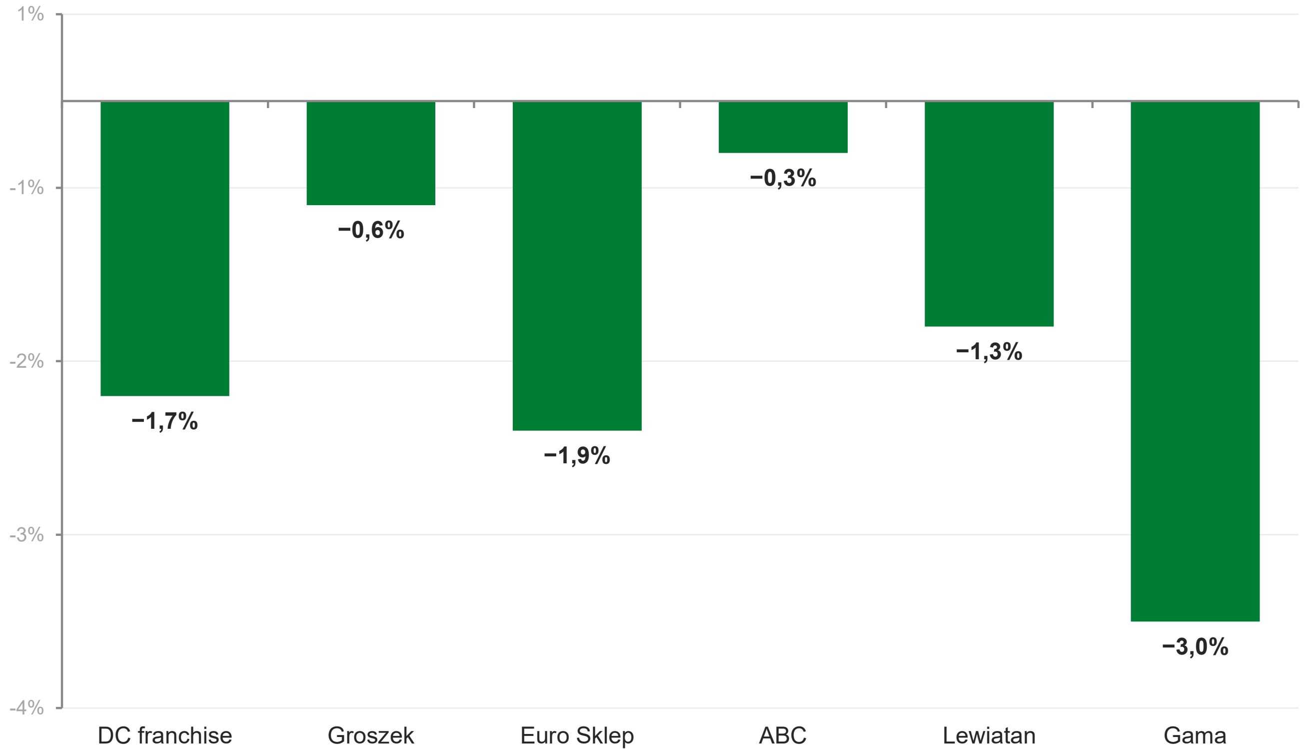


EC Share of WRM:
33.2% → 35.7%

Source: Eurocash based on CMR Panel.

Q2 2026: Franchise Banners Broadly Tracked the Market

Eurocash Franchise Chains – LFLs in 2Q26 (%)

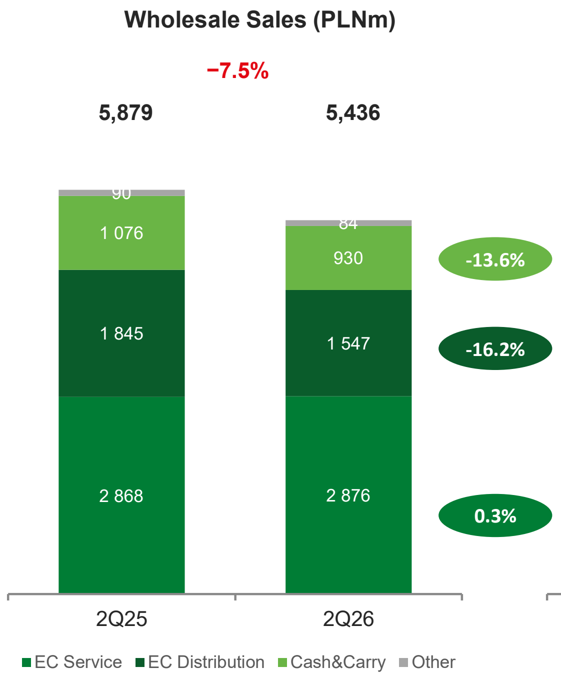


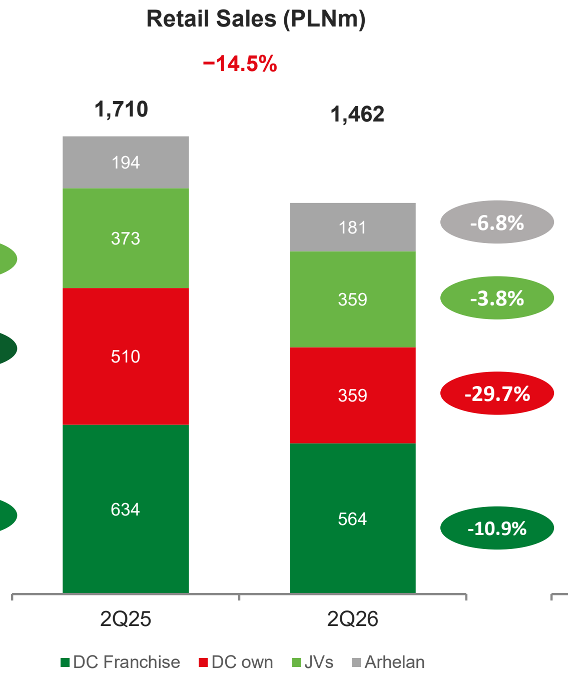
READING THE LFLs

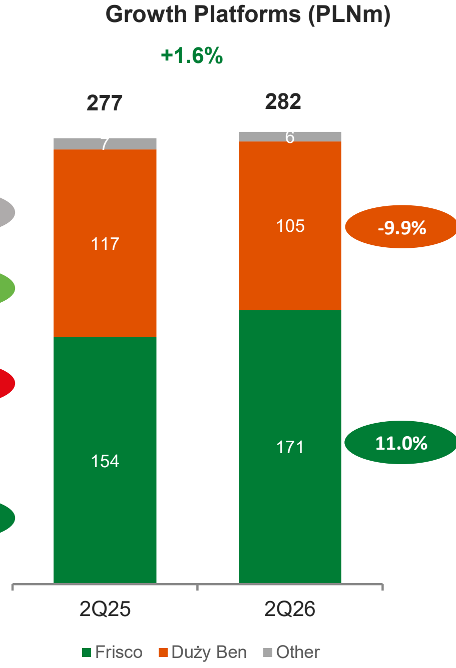
- **Franchise-banner LfL sales ranged from −0.3% to −3.0% in Q2 2026**, broadly reflecting weaker market dynamics and deflationary pressure in fresh categories, to which proximity formats have relatively higher exposure.
- **DC franchise stores significantly outperformed the own-store portfolio**, recording LfL sales of −1.7% y/y.

Q2 2026: Eurocash Group Segments and Business Units

- **Wholesale:** sales decreased by 7.5% y/y, as stable EC Service sales (+0.3% y/y) were more than offset by declines in EC Distribution (–16.2% y/y) and Cash & Carry (–13.6% y/y, with LFLs at −10.9%).
- **Retail:** sales declined by 14.5% y/y, primarily reflecting the continued optimisation of the company-owned store network, where sales decreased by 29.7% y/y. Sales declined by 3.8% in JV formats, -10.9% in DC Franchise and -6.8% in Arhelan.
- **Growth Platforms:** sales increased by 1.6% y/y, as continued growth at Frisco (+11.0% y/y) more than offset weaker sales at Duży Ben (–9.9% y/y).





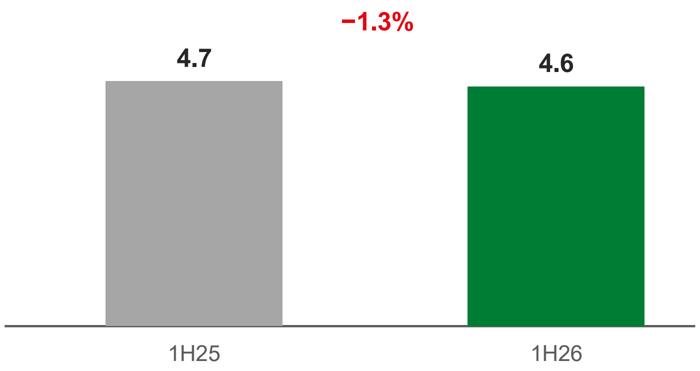


Format deltas y/y — Wholesale: EC Service +0.3%, EC Distribution −16.2%, Cash&Carry −13.6%, Other −7.2%. Retail: DC Franchise −10.9%, DC own −29.7%, JVs −3.8%, Arhelan −6.8%. Growth: Frisco +11.0%, Duży Ben −9.9%.

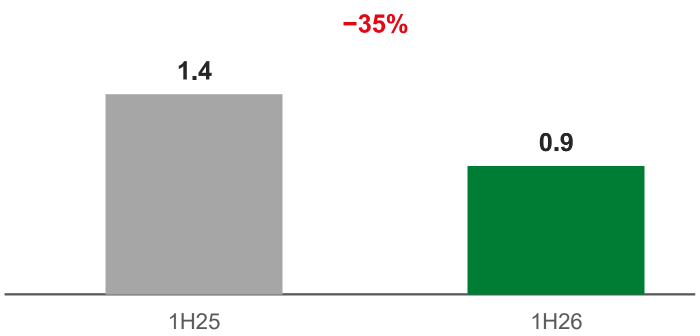
H1 2026: New Strategy Focused on a Sustainable Franchise Core

- **In 1H26, sales to Eurocash core franchise clients** (ABC, Delikatesy Centrum Franchise, Euro Sklep, Groszek, Lewiatan and PSD) **declined by just 1.3% y/y (blended).**
- **Delikatesy Centrum own-store sales declined by 24.4% y/y**, mainly reflecting franchise conversions and store closures implemented as part of the ongoing restructuring programme – based on strategic decision.
- **Eurocash's sales to independent customers decreased by 35% y/y**, driven primarily by the strategic optimisation of the independent customer portfolio – based on strategic decision.
- Eurocash's strategy focuses on strengthening its stable and profitable Franchise "core", **while retaining approximately 50% of selected independent customers** as a potential pipeline for future franchise conversion.

Core Franchise Partner Wholesale Sales H1 2025 vs H1 2026 (PLNbn)



Independent Customer Wholesale Sales H1 2025 vs H1 2026 (PLNbn)



H1 2026 Sales Bridge: ~59% of the Decline Is Deliberate Management Action

EC Group sales by market effects and management decisions, H1 2025 → H1 2026 (mPLN)

MANAGEMENT DECISIONS (−533m)

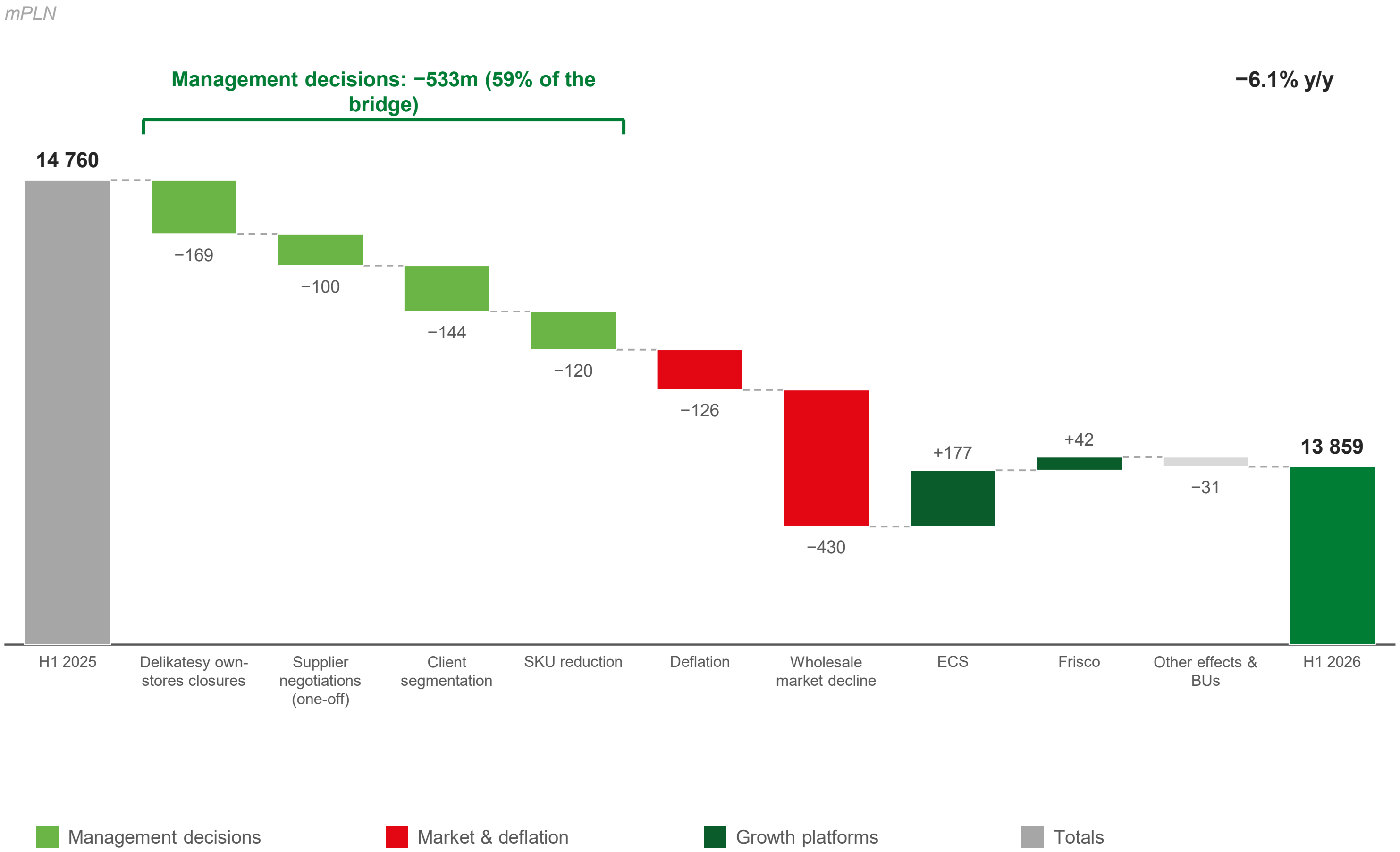
- Closure of unprofitable Delikatesy own stores (−169m) — retail exit per strategy.
- One-off supplier negotiations in Q2 (−100m).
- Client segmentation of low-margin independent clients (−144m).
- SKU rationalisation (−120m) — assortment reset.

MARKET (−556m)

Deflation −126m; wholesale market volume decline, related to a decline in the number of TT PoS −430m — in line with the shrinking Wholesale Relevant Market.

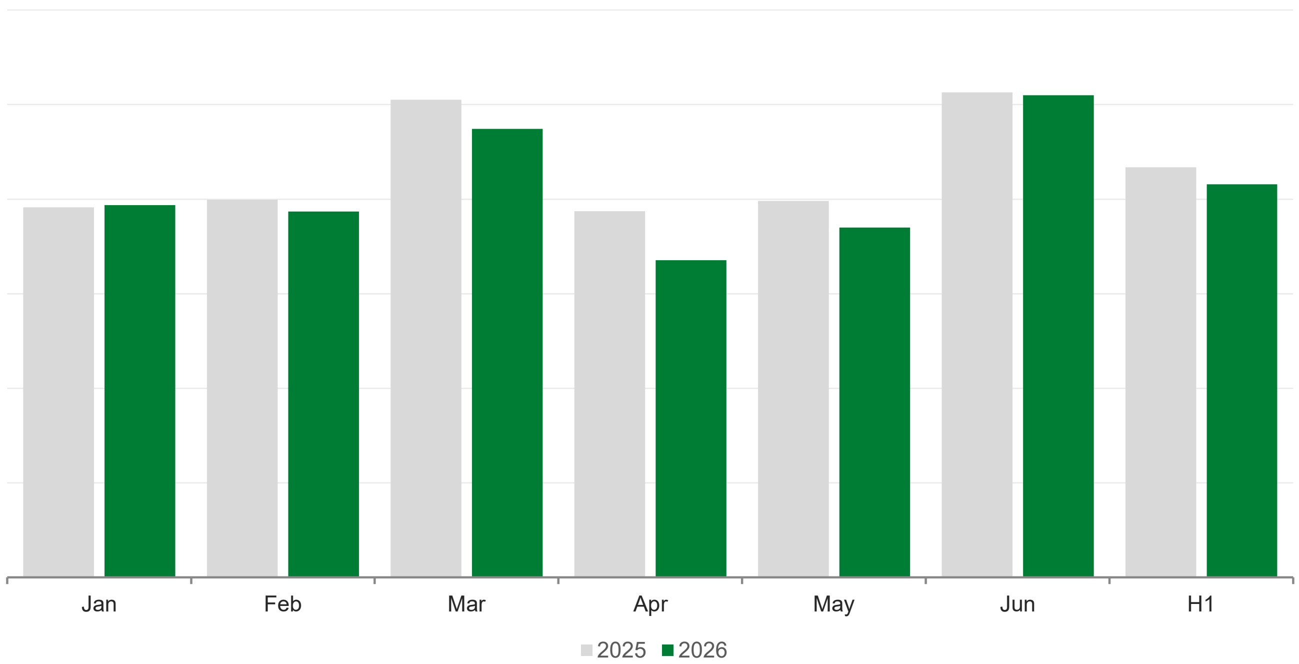
GROWTH (+188m)

ECS +177m and Frisco +42m continue to grow through the transition (other effects & BUs −31m).



A V-Shape Margin Trajectory: Contribution Margin Recovered from the April Disruption, Returning Close to Prior-Year Levels by June

Integrated One Firm – monthly contribution margin for the core franchise business (%)



Δ y/y (p.p.)	Jan	Feb	Mar	Apr	May	Jun	H1
	+0.07	**−0.38**	**−0.93**	**−1.54**	**−0.85**	**−0.09**	**−0.54**

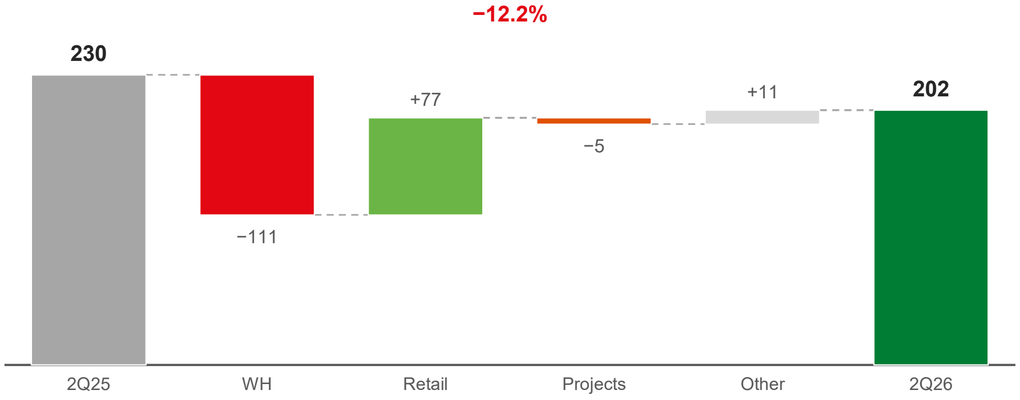
THE V-SHAPE TELLS THE STORY

- The contribution margin reached its trough in April, at 1.54pp below the prior-year level, reflecting temporary effects related to the commercial integration, including assortment changes.
- Recovery was rapid, with the year-on-year gap narrowing to 0.85pp in May and only 0.09pp in June.
- The June contribution margin was broadly in line with the prior-year level, supporting management's assessment that the effect was temporary rather than structural.
- PLN 36.4m of the H1 (PLN 25m in Q2) shortfall was attributable to one-off effects related to the commercial integration.
- Additionally, the closure of company-owned stores reduced contribution margin by PLN 20m.

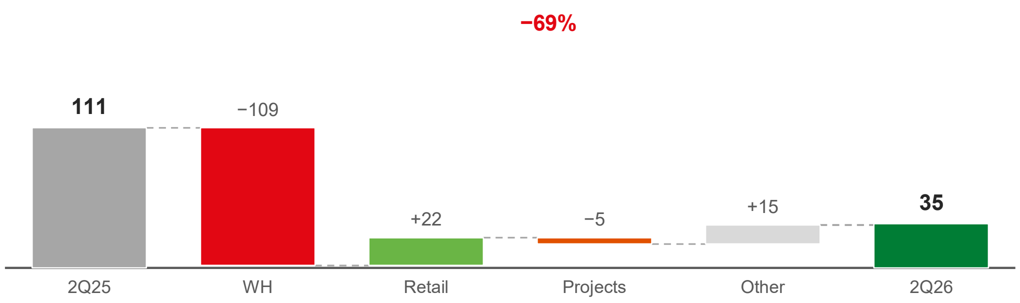
Q2 2026: Wholesale Transformation Weighed on EBITDA, Partly Offset by Retail and Central-Cost Improvements

- **Reported EBITDA (post-IFRS 16) declined by 12.2% y/y to PLN 202m**, reflecting the Wholesale business model transition and strategy implementation in 2Q as well as continued pressure at Duży Ben. This was partially offset in the Projects Segment by improvement EBITDA at Frisco, an underlying improvement in Retail and lower costs in the Other Segment. The result included a PLN 59m IFRS impact.
- **Wholesale: EBITDA declined by PLN 111m y/y.** Approximately 40% of the decline reflected the strategic reduction in sales to independent customers, while the remainder was primarily driven by temporary gross margin disruption during the integration of buying organizations and a c. 30% workforce reduction. Performance normalized towards the end of the quarter, although fixed-cost savings will materialize with a lag.
- **Retail: EBITDA improved by PLN 77m y/y,** including a PLN 59m one-off IFRS 16 gain resulting from the faster-than-anticipated reduction in lease liabilities following accelerated store closures. These actions are expected to generate c. PLN 110m of cumulative rental savings in future periods, equivalent to c. PLN 6m per quarter. Excluding the one-off gain, EBITDA improved by PLN 18m, with the initial benefits from store closures and franchise conversions becoming visible.
- **Growth Platforms:** EBITDA declined by PLN 5m y/y. Frisco improved EBITDA by PLN 3.6m y/y and remains on track to reach break-even in 2026, while Duży Ben was hit by a continuous weakness in the alcohol categories, EBITDA declined by PLN 7.3m.
- **Other:** EBITDA improved by PLN 11m y/y, reflecting organizational streamlining and lower Central Head Office costs.

Reported EBITDA (post-IFRS 16) by segment (PLNm)

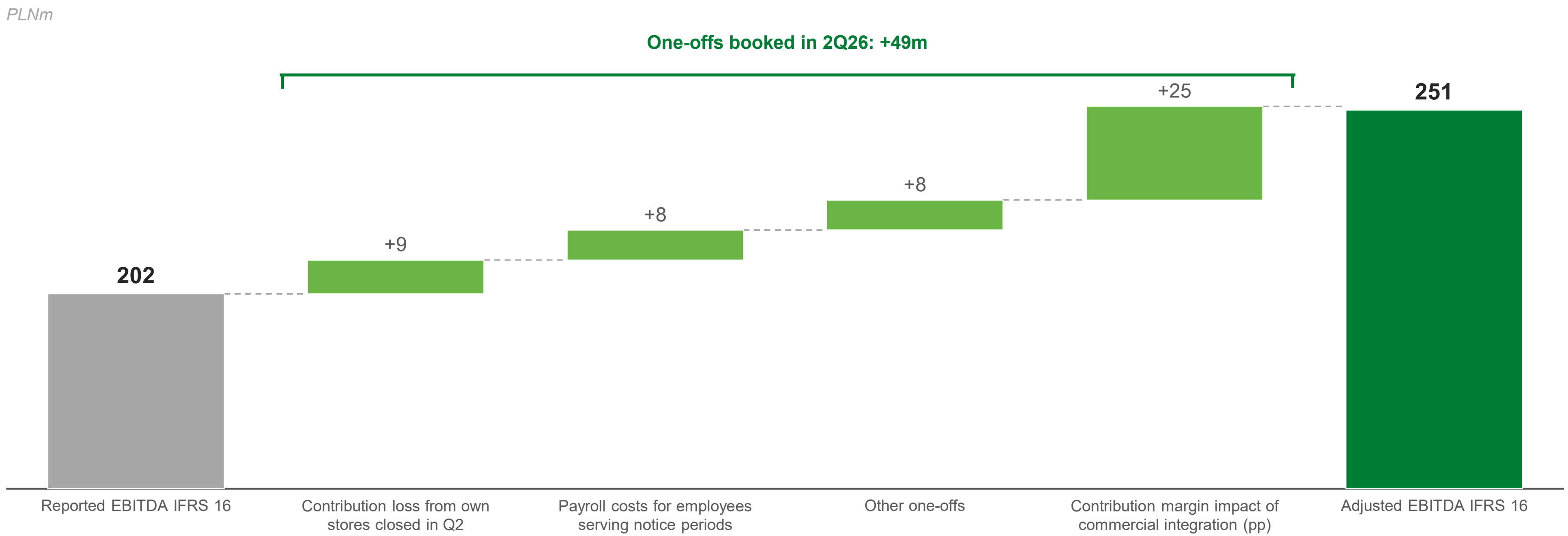


Reported EBITDA (pre-IFRS 16) by segment (PLNm)



Q2 2026 EBITDA Adjusted for Restructuring-Related One-Offs

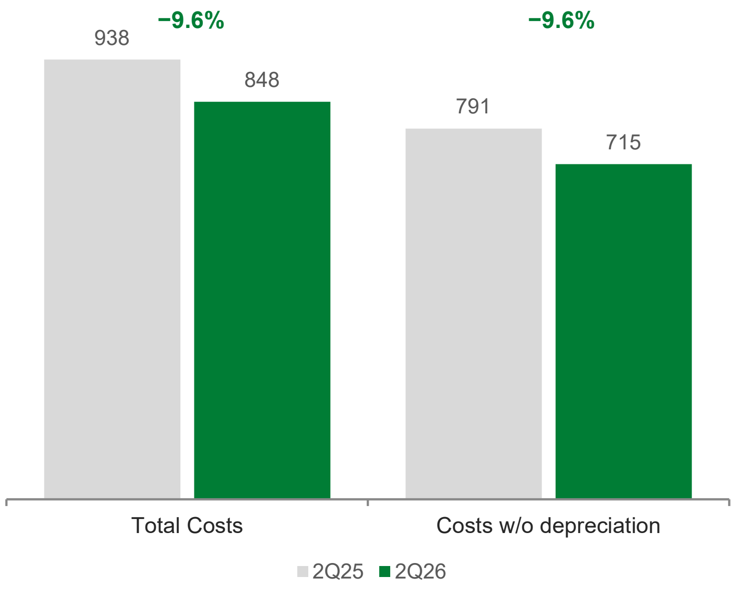
Adjusted EBITDA excludes restructuring-related one-off items recognised in Q2 2026 and not covered by previously booked provisions



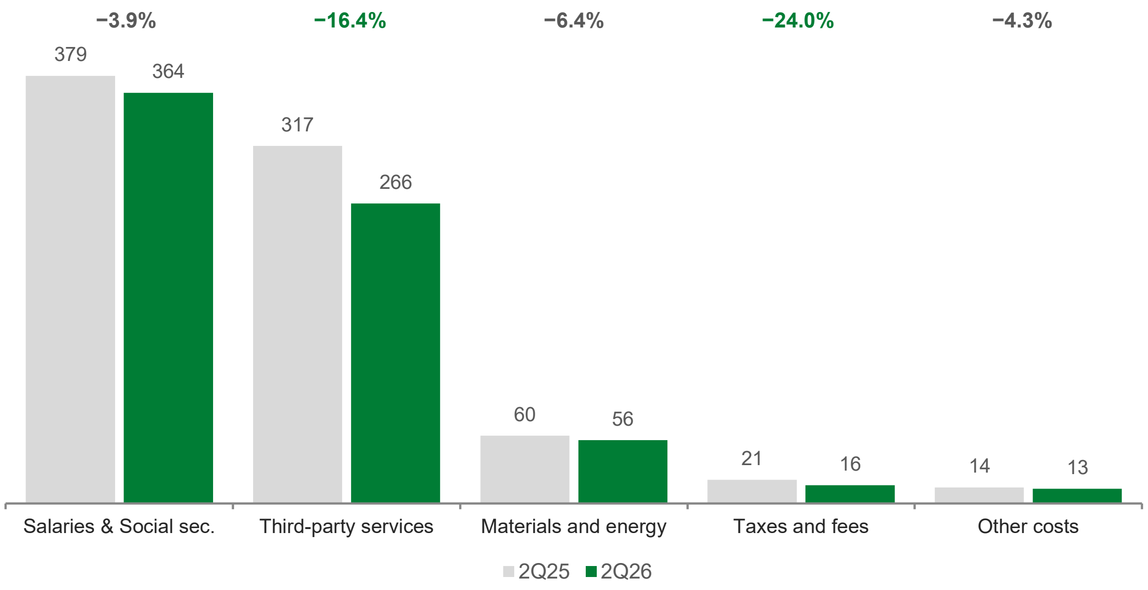
Q2 2026: Continued Cost Optimisation Reflected in Results

- **Total reported costs decreased by 9.6% y/y (vs 10.1% y/y in Q1)**, mainly driven by: **third-party services – decrease by 16.4% y/y**, vast majority of cost reduction associated with own stores closure and logistic optimisation.

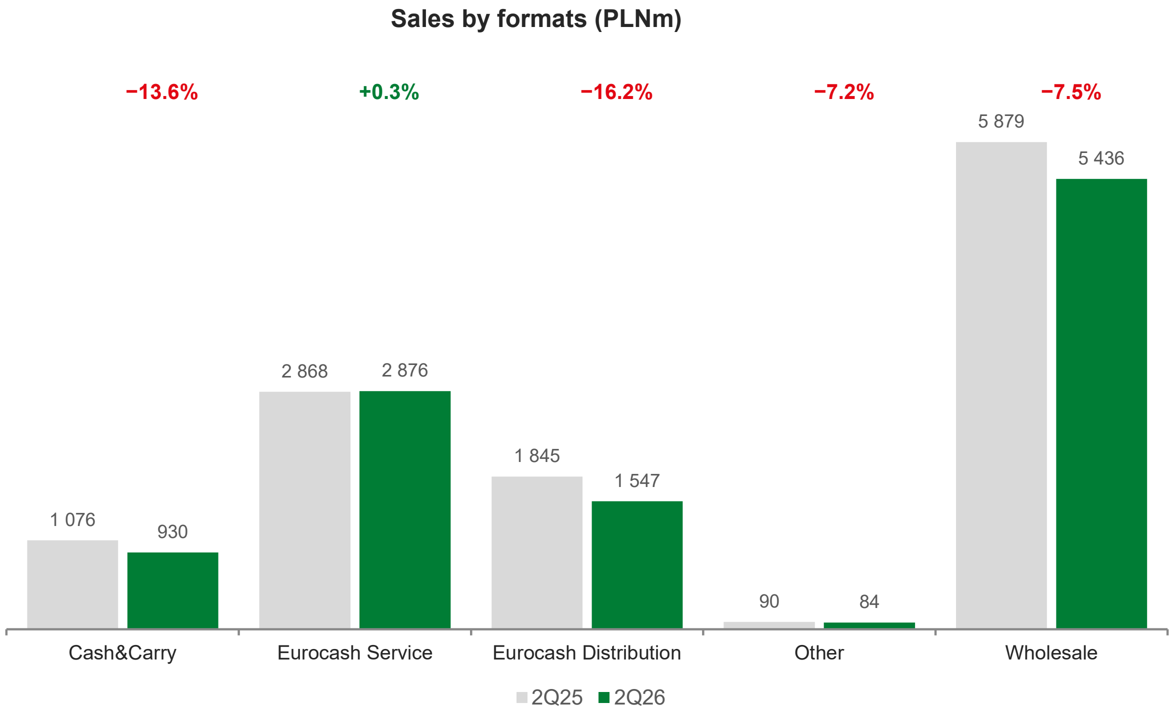
2Q26 Total Costs Dynamics (PLNm)

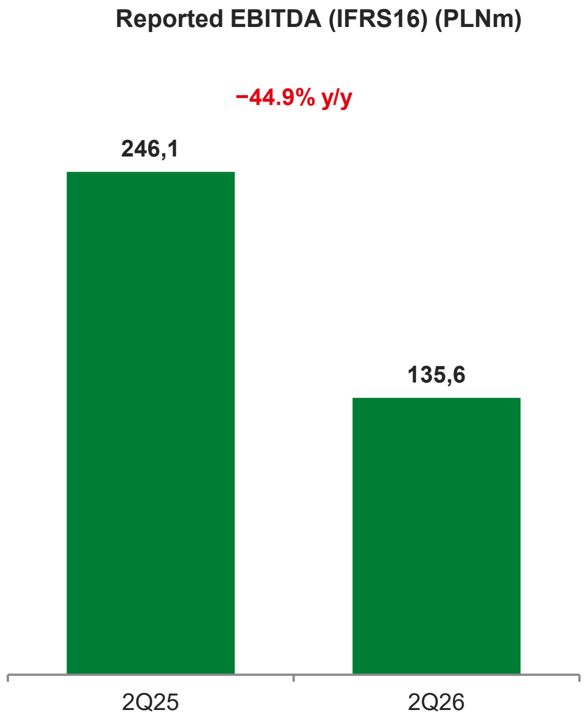


2Q26 Costs by Type Analysis (PLNm)



Q2 2026: Wholesale Impacted by Ongoing Optimisation, with Tobacco Remaining Resilient

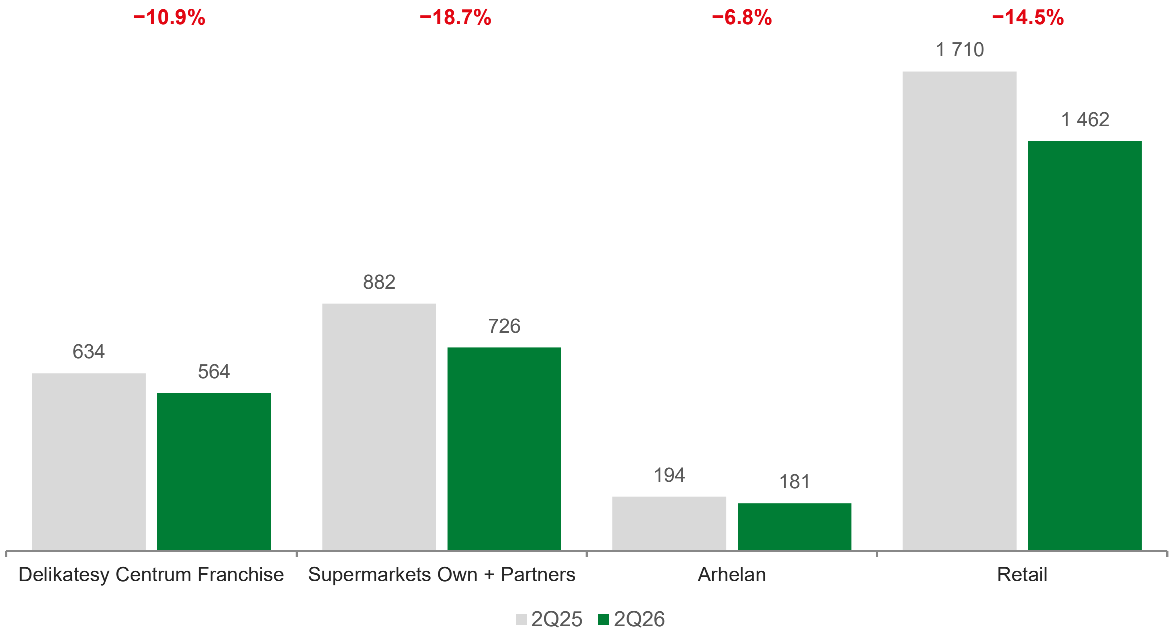




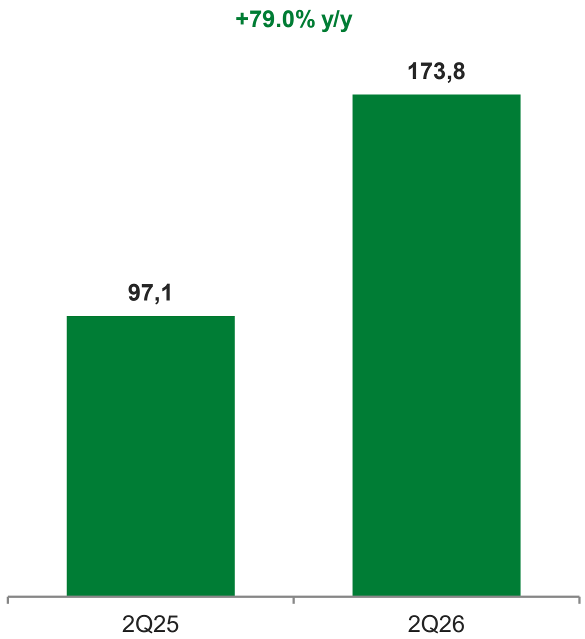
- **In 2Q26, wholesale sales declined by PLN 443m y/y (−7.5% y/y)**, driven by Distribution (PLN −298m), following an unprofitable client portfolio optimisation, and Cash & Carry (PLN −146m), due to ongoing network optimisation (−8 C&C stores y/y; −12 in 1H) and fewer ABC stores served. Eurocash Service remained resilient (PLN +8m).
- **Reported EBITDA declined by PLN 110.5m y/y (−44.9% y/y) to PLN 135.6m**, reflecting lower sales (c. 40% of the decline), temporary gross margin effect (c. 45%), a higher share of lower-margin tobacco sales, and weaker performance in foodservice. EBITDA pre-IFRS16 declined by PLN 109m y/y to PLN 87.9m from PLN 196.6m in 2Q25.

Q2 2026: Retail Segment – Portfolio Optimisation Reduced Retail Sales but Improved Underlying Profitability

Sales by formats (PLNm)



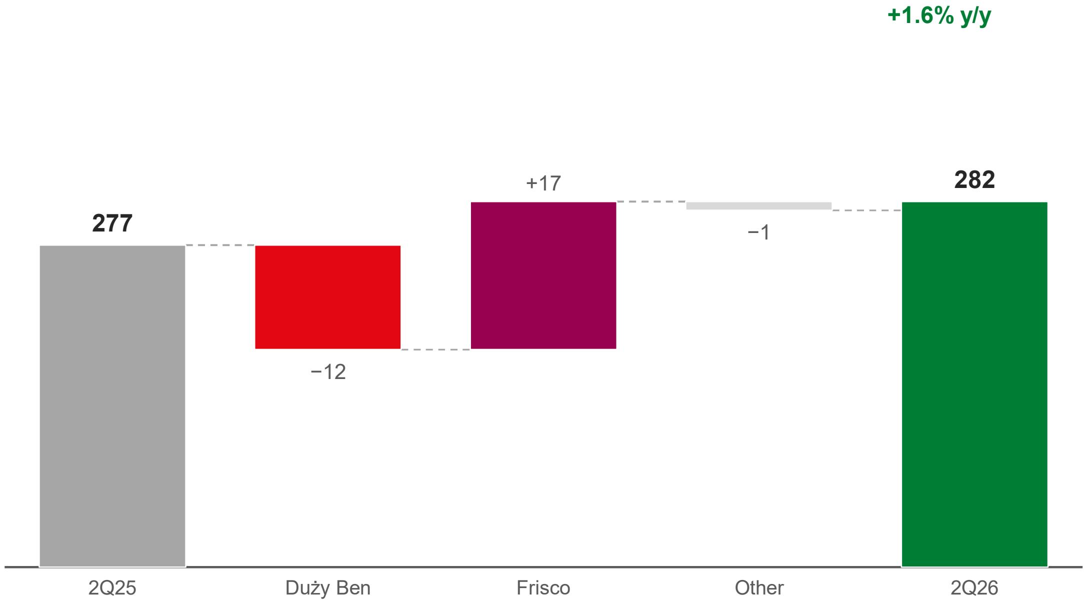
Reported EBITDA (IFRS16) (PLNm)



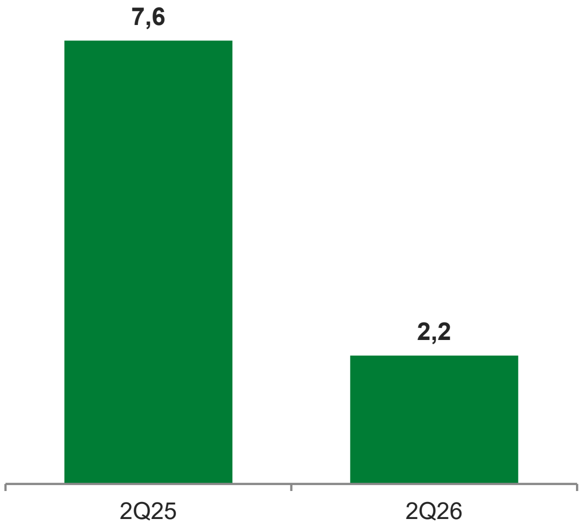
- **In 2Q26, retail sales declined by PLN 248m y/y (−14.5% y/y)**, driven by the closure of unprofitable own supermarkets (70 stores closed in the Q2 2026; 105 in H1 2026; −136 stores y/y), alongside further optimisation of the Delikatesy Centrum Franchise business (35 stores less y/y). Arhelan remained flat y/y.
- **Reported EBITDA margin increased by 6.2pp to 11.9% (PLN 174m) vs. 5.7% (PLN 97m) a year ago.** Retail EBITDA improved by PLN 77m y/y, including a PLN 59m one-off IFRS impact. Excluding this item, EBITDA improved by PLN 18m y/y, with the first benefits from store closures and franchise conversions becoming visible. EBITDA pre-IFRS16 increased to PLN 66m from PLN 43m a year ago (PLN +23m y/y).

Q2 2026: Growth Platforms Sales Grew 1.6%, While the Segment Remained EBITDA-Positive Despite Duży Ben Pressure

Sales bridge by format (PLNm)



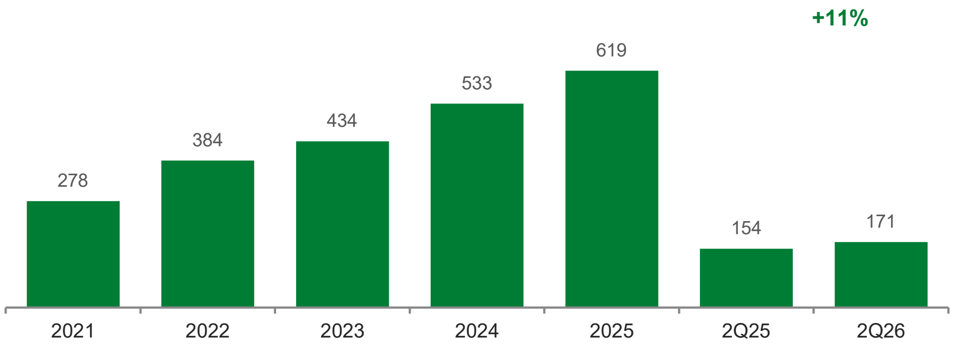
Reported EBITDA (post-IFRS16) (PLNm)



- **Segment sales increased by PLN 4.5m, or 1.6% y/y, to PLN 282m**, as continued growth in Frisco (+11% y/y) more than offset weaker sales in Duży Ben (−9.9%) and a marginal decline in other activities.
- **Reported EBITDA remained positive at PLN 2.2m in Q2 2026**, compared with PLN 7.6m in Q2 2025.
- **Frisco EBITDA improved by PLN 3.6m y/y to PLN 1.5m**, from a PLN 2.1m loss in Q2 2025, supported by continued sales growth and improving operating leverage.
- **Duży Ben's EBITDA loss widened by PLN 7.3m y/y to PLN 11.3m**, from PLN 4.0m in Q2 2025, reflecting continued pressure in the alcohol category — compounded by the January 2026 +5% excise increase and the October 2025 deposit-return (DRS) launch.
- Pre-IFRS16 EBITDA loss widened by PLN 4.7m y/y to PLN 11.8m (7.1m in Q2 2025).

Q2 2026: Frisco Sustained Double-Digit Growth and Turned EBITDA-Positive, While Duży Ben Remained Under Pressure

Frisco Sales development (PLNm)



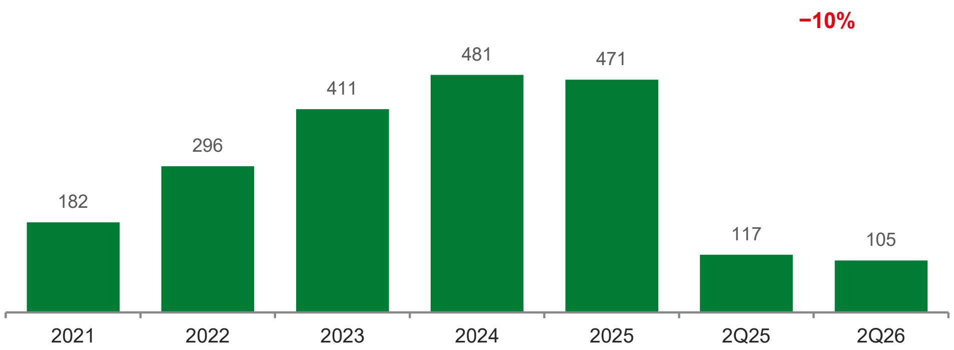
Sales 2Q26: +11% y/y

Active customers: +2% y/y; Orders +9% y/y

Average Basket in 2Q26: +2% y/y to 343 PLN

Frisco: double-digit sales growth was driven by higher order frequency and a larger average basket, supported by assortment optimisation, expansion into new product categories and deeper customer penetration.

Duży Ben Sales development (PLNm)



Sales 2Q26: −9.9% y/y

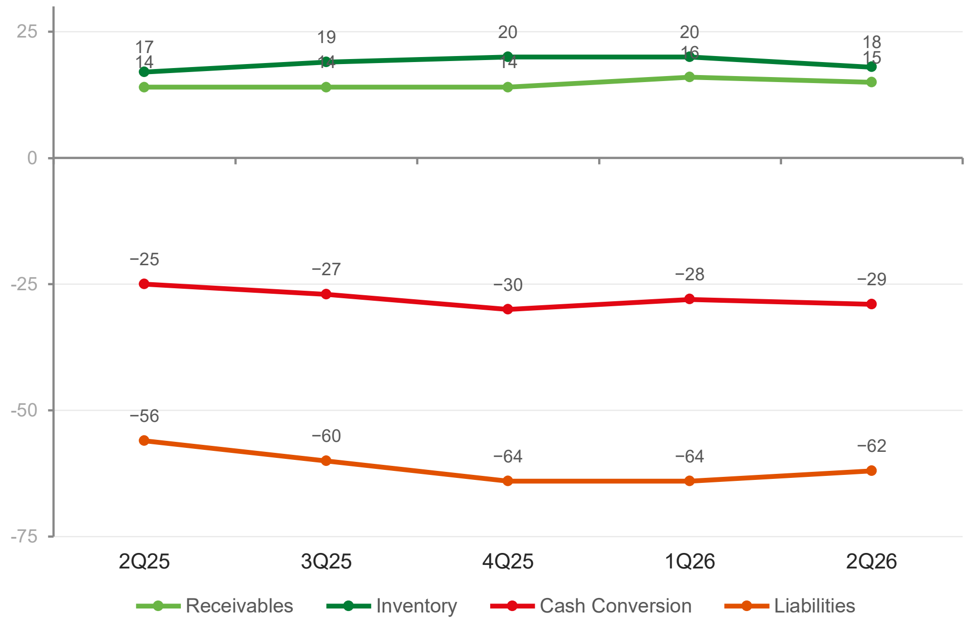
LFL 2Q26: −8.9% y/y

#388 stores, down 9 y/y

Duży Ben: performance remained under pressure due to continued weakness in the alcohol market, particularly in beer, compounded by the ongoing transition towards a franchise-led operating model.

Q2 2026: Healthy Cash Conversion Cycle and Lower Net Financial Expenses

Cash conversion cycle (in days)



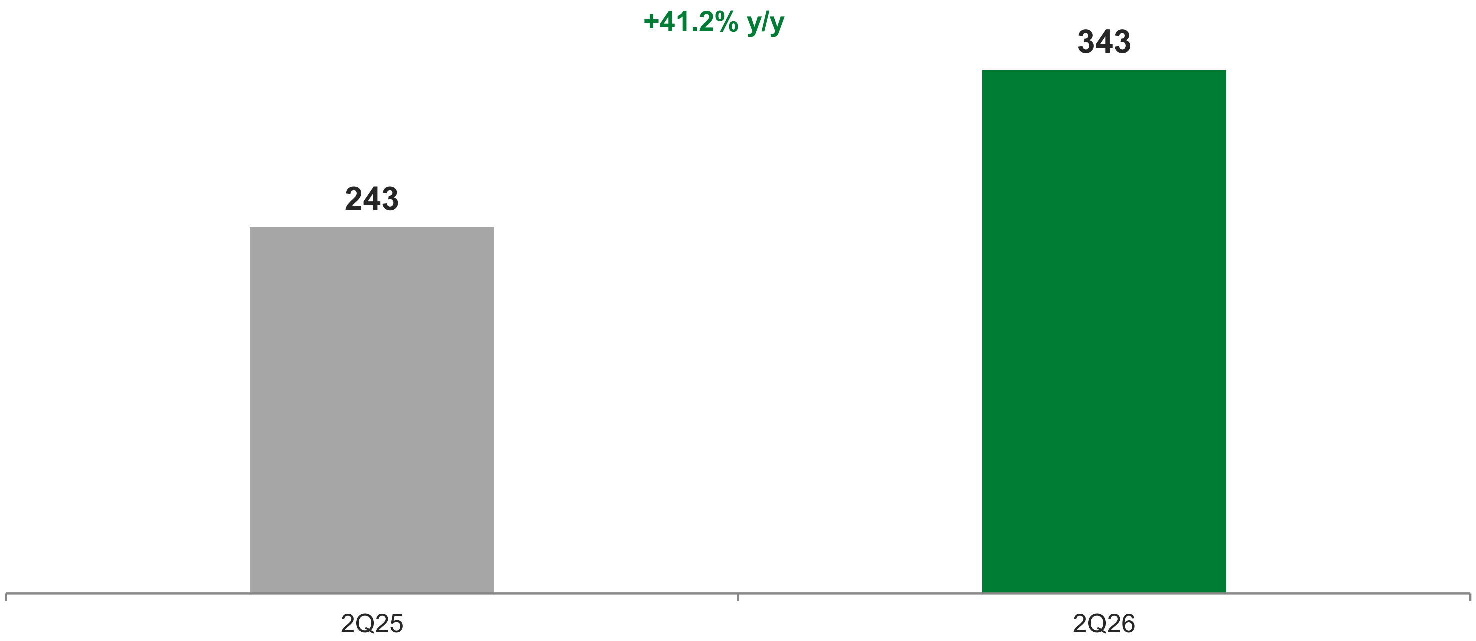
Net financial expenses (PLNm)

- **The Cash Conversion Cycle remained well managed y/y at 29 days,** reflecting the company's continued focus on working capital optimisation.
- **Net financial expenses declined y/y,** supported by lower interest rates and lower sales.

Strong Q2 2026 Cash Generation, with Adjusted Operating Cash Flow Up 43% y/y to PLN 343m

A PLN 140m inventory release in the core franchise business was partly offset by higher inventories in Eurocash Serwis

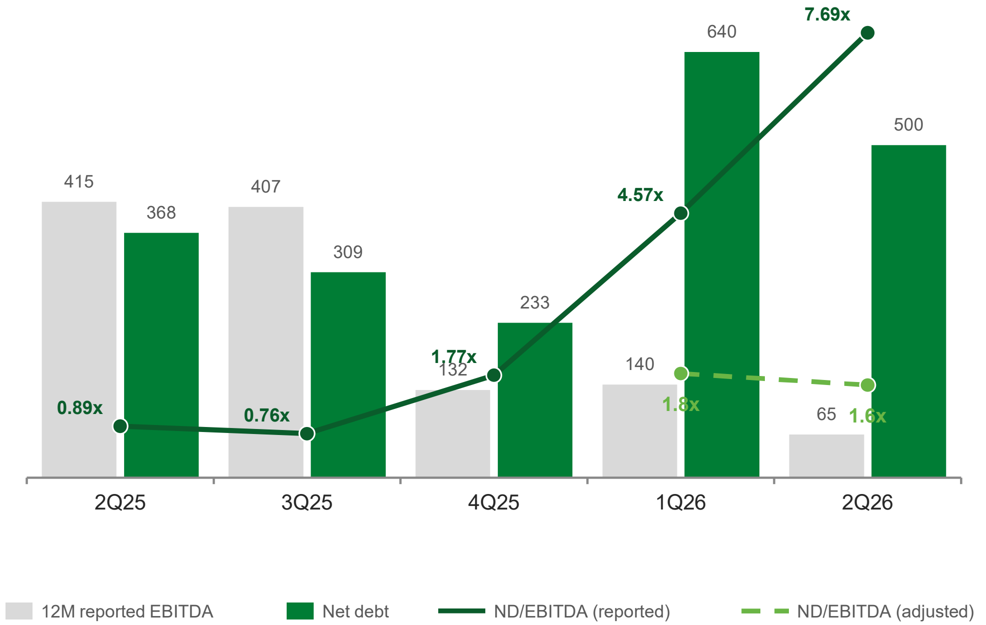
Adjusted operating cash flow, Q2 2025 vs Q2 2026 (PLNm)



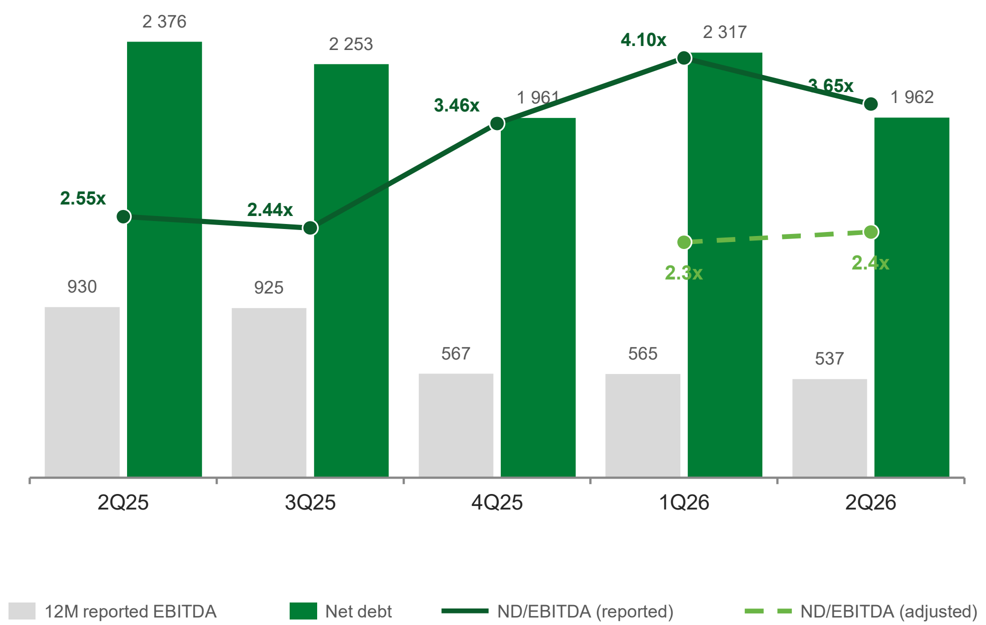
Note: adjusted operating cash flow excludes PLN 30m of restructuring-related cash outflows recognised in Q2 2026.

Q2 2026: Decreased Sales in Q2 Impacted Net Debt / EBITDA

Net debt/EBITDA (before IFRS16) (PLNm) *adjusted: 1.8x → 1.6x*



Net debt/EBITDA (after IFRS16) (PLNm) *adjusted: 2.3x → 2.4x*



- **Net Debt/EBITDA (before IFRS16) adjusted for restructuring provisions and one-offs improved to 1.6x (from 1.8x in 1Q26).**
- Net debt / EBITDA after IFRS16 adjusted for restructuring provisions and one-offs remained stable at 2.4x.
- Net debt pre-IFRS decreased to PLN 500m, while post-IFRS16 net debt also decreased to PLN 1,962m.

Net debt (pre-IFRS16) = loans & borrowings + other financial liabilities + finance leases − cash, incl. held-for-sale; post-IFRS16 adds capitalised operating leases.

Q2 2026: Financials (under IFRS16)

PLN million	Q2 2025	Q2 2026	Change %*
Revenue from sale of products, goods and materials	7,886.48	7,202.27	−8.68%
Gross profit on sales	1,012.67	849.28	−16.13%
Gross profitability on sales	12.84%	11.79%	−1.05 p.p.
Adjusted EBITDA IFRS 16	**229.54**	**250.60**	**+9.20%**
Reported EBITDA IFRS 16	**229.54**	**201.60**	**−12.17%**
(EBITDA IFRS 16 margin %)	*2.91%*	*2.80%*	*−0.11 p.p.*
Reported EBIT IFRS 16	**82.41**	**67.94**	**−17.57%**
(EBIT IFRS 16 margin %)	*1.05%*	*0.94%*	*−0.1 p.p.*
EBT	9.66	14.82	+53.4%
Net profit from continued operations	2.06	10.29	+400.2%
Discontinued operations	−6.42	−3.54	n.m.
Net profit	**−4.36**	**6.75**	**n.m.**
(Net profit margin %)	*−0.05%*	*0.09%*	*+0.15 p.p.*

** Change calculated on unrounded figures. n.m. = not meaningful.*

H1 2026: Financials (under IFRS16)

PLN million	H1 2025	H1 2026	Change %*
Revenue from sale of products, goods and materials	14,760.26	13,859.07	−6.11%
Gross profit on sales	1,952.43	1,713.68	−12.24%
Gross profitability on sales	13.23%	12.37%	−0.86 p.p.
Adjusted EBITDA IFRS 16	**350.65**	**383.41**	**+9.34%**
Reported EBITDA IFRS 16	**350.65**	**323.01**	**−7.88%**
(EBITDA IFRS 16 margin %)	*2.38%*	*2.33%*	*−0.04 p.p.*
Reported EBIT IFRS 16	**53.54**	**56.26**	**+5.08%**
(EBIT IFRS 16 margin %)	*0.36%*	*0.41%*	*+0.05 p.p.*
EBT	−81.24	−56.72	n.m.
Net profit from continued operations	−80.05	−72.52	n.m.
Net profit from discontinued operations	−11.45	−10.13	n.m.
Net profit	**−91.50**	**−82.64**	**n.m.**
(Net profit margin %)	*−0.62%*	*−0.60%*	*+0.02 p.p.*

** Change calculated on unrounded figures. n.m. = not meaningful.*

Q&A

Thank you