

Ladies and Gentlemen,

I am proud to present the results of the Inter Cars Group for the year 2025. It was yet another year when we increased our market share and came closer to becoming number 1 in Europe. It was also a year during which we increased the profitability of our business. We put a great deal of work into the efficiency of our internal processes, automating both logistics and office work. Our effort in this regard began to bear fruit already in 2025, but the results will also be visible in the years to come.

In 2025, the Group's sales grew by 9%, amounting to PLN 21,216 million (EUR 5,007 million). The Capital Group's profit was PLN 806 million (a 12% compared to 2024) and EBITDA was PLN 1,424 million (up 12.5% compared to 2024). Relative to the announced incentive programme for top management, this represents 97.6% of the revenue target and a 99.2% of the EBITDA target achieved. I would like to thank all employees for their commitment, which contributed to these results.

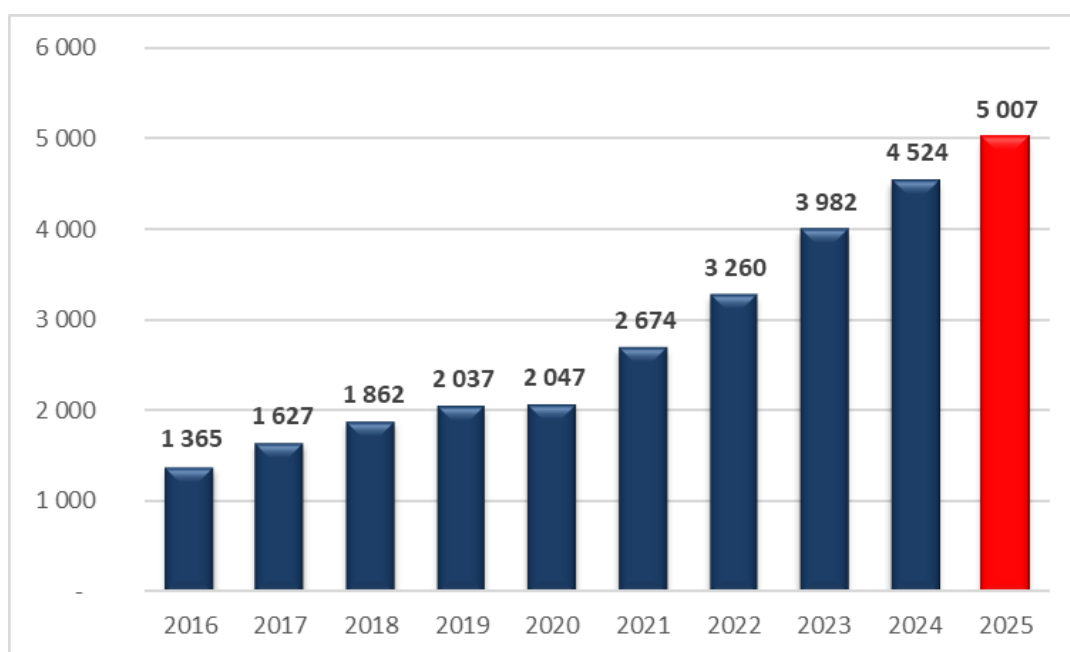


fig. Inter Cas sales in EUR million (2014-2025)

The year 2025 saw the launch of the next phase of automation at our central warehouse outside Warsaw. Another 350 robots (bringing the total to 555 at that warehouse) have been working day and night to serve our customers. The year also marked the launch of a new logistics centre in Romania - the first fully automated warehouse built from scratch (currently featuring 309 robots). The project in Romania was a special challenge not only because of the level of automation, but also because of the new WMS (Warehouse Management System), which will allow us to streamline our processes in more warehouses outside PL. Both projects came with a slight delay, but without any additional complications during the start-up, which is a quite a success for this type of project.

The construction of the new warehouse outside Poznań is progressing according to plan (it is scheduled for launch on 20.03.2027), and soon we intend to choose the location and the developer for a new logistics centre in southern Poland (approximately 150,000 m<sup>2</sup>).

The robots in operation meet our expectations in terms of efficiency and operating cost. The facilities already in operation have allowed us to reduce the number of warehouse staff by 900,



resulting not only in lower costs, but also in a significant simplification of operations with regard to continuous recruitment and training of new staff, which, given the current manpower shortage, gives us a sense of stability. We are ready to scale our operations within our logistics network. We continue to launch new points of sale and upgrade the existing network of branches and regional warehouses. Our main strength and competitive advantage across all our markets continue to lie in our broad product range, availability, selling complete repair sets and a range of added values for the professionals who repair vehicles.

The segments in which we operate provide us with many opportunities for growth, as well as resilience to economic fluctuations in different areas of the economy. The currently observed limited growth in the truck parts market is largely offset by dynamic growth in the agricultural and construction vehicle segments.

Due to the persistent cold weather in many countries, the beginning of 2026 brought exceptionally high sales results in the segment of truck batteries and other spare parts particularly sensitive to winter conditions. This proves the validity of our multi-segment strategy, which we have consistently pursued, aiming for leadership in every segment across all our markets.

We also continue to develop our product range. We are currently focused on expanding our catalogues and ensuring the availability of parts for vehicles launched by new manufacturers from China. The number of enquiries for these vehicles has been growing significantly, and we expect them to account for a noticeable share of the vehicle fleet in our countries of operation within a few years.

Electromobility remains a trend that has been developing relatively slowly in our markets, but we expect a gradual increase in the share of electric vehicles both regarding the vehicle fleet structure and the garages - i.e. our key customers. For years, the Inter Cars Group's greatest asset has been the widest range of products in the market, and we have consistently invested in maintaining and strengthening this competitive advantage.

Developing our offer is the main pillar of our growth, but geographical expansion is also at the centre of our focus. In every country in which we launch sales we plan to bring our services to the highest level to ensure that we become the first-choice distributor for the professionals. In the near future we will primarily be expanding in Western Europe. We currently see a large space for us in these markets and happen to have the resources and capabilities to expand in this forward-looking direction.

The geopolitical situation in the region remains unstable, with March 2026 bringing additional destabilisation related to the escalation of the conflict in the Middle East and its consequences. Constraints in the supply of raw materials have impacted the automotive oil market, fuel prices (and associated transport costs), but also supply chains and producers of spare parts and accessories. The impact will vary depending on the manufacturers and product groups. I am convinced that Inter Cars is very resilient to this type of market volatility. This was clearly shown by both by the pandemic and the war in Ukraine and will also be demonstrated by the war in the Middle East. Our multi-supplier policy, focus on high availability, and the scale of our operations allow us to offer a higher availability than our competitors. It is at Inter Cars that a mechanic has the best chance of finding all the parts needed to repair or service a vehicle. Also, our organisational structure and culture of fast decision-making by managers responsible for the processes give us the flexibility we need to compete in this volatile environment.

Independent garages are becoming ever stronger, and we anticipate this trend to continue. Authorised car service centres are unable provide the same flexibility and cost efficiency. An



independent garage gives the customer the ability to choose the price and the quality level of both the parts selected and the service.

Our sustainability reporting for 2025 is presented for the second time under a new regulatory framework. In line with our strategy and announcements, we are committed to ensuring that our new warehouse developments are built with zero-carbon technology. We consistently pursue our ambitious sustainability targets, also in cooperation with the banks that co-finance the Group's operations.

The Inter Cars Foundation, of which we are the main donor, continues its activities, focusing primarily on two of its internally developed programmes: the Drogowskaz grant programme, which supports the education of children and young people in road safety, and the Accelerator educational and scholarship programme, dedicated to technical high school students. More and more Accelerator programme alumni are finding employment or apprenticeships within Inter Cars, which proves that we open the door to further development for these young people. The Inter Cars Foundation promotes volunteerism among our employees and business partners.

As we enter 2026, we focus not only on the external environment, our customers and business partners, but also on our staff. We want to constantly improve our competences, develop processes and tools that will enable us to provide an enhanced customer service standard Inter Cars - Saving time, powering progress

Yours sincerely

Maciej Oleksowicz

President of the Management Board.