LPP Factbook

JULY 2026

RESERVED CROPP HOUSE MOHITO sinsay

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01

Group overview

A GLOBAL BRAND, A POLISH COMPANY

We are an international retail company based in Gdańsk with over 30 years of experience in designing and selling clothes and accessories.

WE OWN FIVE FASHION BRANDS:

sinsay

RESERVED

CROPP

HOUSE

MOHITO

46 countries
offline + online

PLN 23.1 bn
revenues

3,748
stores

ca 63,000
employees

e-commerce 28%
of revenues

LPP ON THE WORLD STAGE

OMNICHANNEL CLOTHING RETAILER

LPP is successfully developing on the core Polish market and consistently expanding on foreign markets.

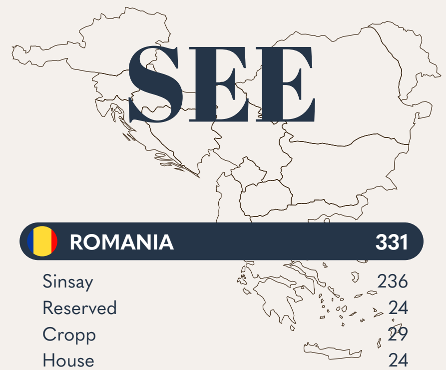
As at 31 January 2026 (FY2025 year-end) we had 3,748 stores in 35 countries and on 3 continents.

POLAND	1,321
Sinsay	656
Reserved	158
Cropp	189
House	201
Mohito	117

CZECH REPUBLIC	230
Sinsay	130
Reserved	22
Cropp	30
House	29
Mohito	19

SLOVAKIA	163
Sinsay	104
Reserved	16
Cropp	15
House	18
Mohito	10

HUNGARY	146
Sinsay	88
Reserved	16
Cropp	13
House	15
Mohito	14



BULGARIA	131
Sinsay	97
Reserved	9
Cropp	11
House	8
Mohito	6

CROATIA	104
Sinsay	68
Reserved	7
Cropp	8
House	11
Mohito	10

SLOVENIA	38
Sinsay	22
Reserved	3
Cropp	5
House	3
Mohito	5

NORTH MACEDONIA	46
Sinsay	37
Reserved	3
Cropp	2
House	2
Mohito	2

ROMANIA	331
Sinsay	236
Reserved	24
Cropp	29
House	24
Mohito	18

SERBIA	147
Sinsay	118
Reserved	7
Cropp	9
House	7
Mohito	6

BOSNIA & HERZEGOVINA	81
Sinsay	73
Reserved	1
Cropp	3
House	3
Mohito	1

GREECE	62
Sinsay	62

KOSOVO	29
Sinsay	25
Reserved	1
Cropp	1
House	1
Mohito	1

ALBANIA	11
Sinsay	11

MOLDOVA	2
Sinsay	2

Baltics

LITHUANIA	**67**
Sinsay	45
Reserved	7
Cropp	5
House	5
Mohito	5
LATVIA	**44**
Sinsay	28
Reserved	4
Cropp	4
House	4
Mohito	4
ESTONIA	**49**
Sinsay	27
Reserved	4
Cropp	7
House	6
Mohito	5

WE

FINLAND	**23**
Sinsay	12
Reserved	1
Cropp	5
House	4
Mohito	1
GERMANY	**18**
Reserved	18
UNITED KINGDOM	**5**
Reserved	5
ITALY	**48**
Sinsay	42
Reserved	4
Mohito	2

EE&CA

UKRAINE	**501**
Sinsay	396
Reserved	25
Cropp	33
House	33
Mohito	14
BELARUS	**28**
Sinsay	15
Reserved	3
Cropp	4
House	4
Mohito	2
KAZAKHSTAN	**75**
Sinsay	62
Reserved	3
Cropp	6
House	2
Mohito	2
UZBEKISTAN	**21**
Sinsay	21
AZERBAIJAN	**8**
Sinsay	8
GEORGIA	**3**
Sinsay	3

ME

EGYPT	**2**
Reserved	2
QATAR	**1**
Reserved	1
ISRAEL	**7**
Reserved	7
KUWAIT	**2**
Reserved	2
UNITED ARAB EMIRATES	**2**
Reserved	2
SAUDI ARABIA	**1**
Reserved	1
BAHRAIN	**1**
Reserved	1

02

History of growth

1991
COMPANY FOUNDED BY MAREK PIECHOCKI AND JERZY LUBIANIEC

1993
Sale of goods imported from Asia.

1994
First in-house clothing designs

1995
Mistral transformed into LPP.

1997
Opening of office in Shanghai.

1998
Launch of Reserved first retail store opened.

2001
IPO on the Warsaw Stock Exchange (debut at PLN 48.4 share price).

2002-03
Start of international expansion (Russia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Ukraine, Slovakia).

2004
Launch of Cropp brand.

2005
Creation of Esotiq brand.

2008
Launch of the modern Distribution Center in Pruszcz Gdanski.

Acquisition of Artman, owner of House and Mohito brands.

2010
Payment of first dividend.

Divestment of the Esotiq brand

Start of e-commerce store (Poland).

2013
Launch of Sinsay brand.

2014
Entry into MSCI and WIG20 indices.

2015
Entry into the Middle East.

2016
Launch of Tallinder brand (closed down in 2017).

2017
Opening of Reserved London flagship (Oxford Street).

Start first Fulfillment Center (dedicated for e-commerce sales).

2018
LPP becomes a family company after shareholder structure changes.

2019
Strategic change of Sinsay brand.

2020
Acquisition of a controlling interest in LPP by Semper Simul Foundation, securing the family character of the company.

2021
Launch of Reserved application in Polish language version.

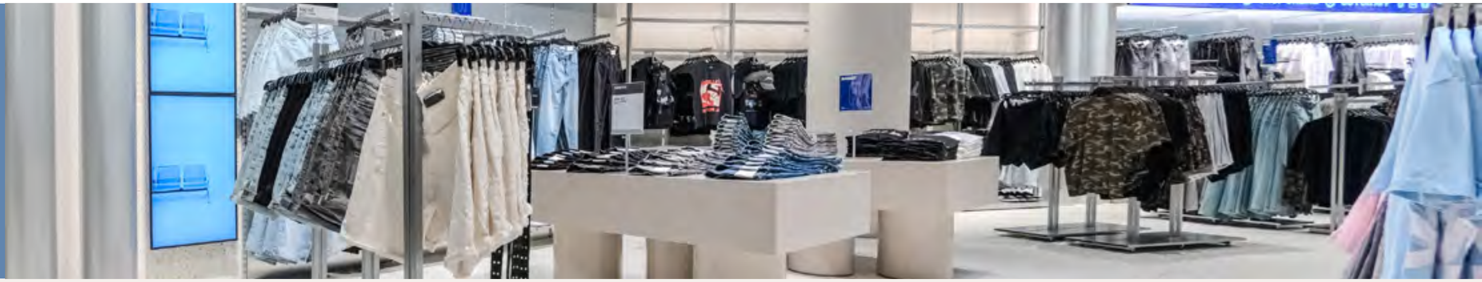
2022
Exit from the Russian market.

2023
LPP decarbonisation plan approved by SBTi.

2024
Implementation of first robotic solutions at the Fulfillment Center.

2025
Announcement of LPP's strategy for 2025–2027 (Sinsay – LPP's growth engine).

Since its foundation in 1991, LPP has evolved from a local apparel distributor into one of the largest fashion retailers in Central and South-Eastern Europe through organic growth, international expansion and continuous development of its brand portfolio.



Expansion by countries

OFFLINE

1998	**Poland**
2002	Russia, Latvia, Estonia, Czech Republic, Hungary
2003	Ukraine, Slovakia, Lithuania
2008	Romania
2009	Bulgaria
2014	Croatia, Germany
2015	Egypt, Qatar, Kuwait, Saudi Arabia
2016	United Arab Emirates
2017	UK, Belarus, Serbia
2018	Kazakhstan, Slovenia, Israel
2019	Bosnia and Herzegovina, Finland
2021	North Macedonia
2022	Italy, Russia (-)
2023	Greece
2024	Bahrain
2025	Kosovo, Albania, Uzbekistan, Azerbaijan, Moldova, Georgia

ONLINE

2011	**Poland**
2014	Germany
2015	Czech Republic, Slovakia, Romania
2016	Hungary
2017	Latvia, Lithuania, Estonia, UK, Russia
2018	Middle Eastern countries by franchise partner: Bahrain, Kuwait, United Arab Emirates, Saudi Arabia, Oman
2019	Croatia, Ukraine, Reserved online pan-European shop – European Union countries (12 countries)
2020	Slovenia, Israel
2021	Bulgaria, Qatar
2022	Serbia, Lebanon, Russia (-)
2023	Bosnia and Herzegovina
2024	North Macedonia

03

Strategy

LPP's strategy is focused on long-term profitable growth through the expansion of its international footprint, continuous enhancement of its customer offering and the development of an integrated omnichannel business model.

The Group's growth strategy is based on the organic development of its existing brands rather than acquisitions. The priority is to strengthen and scale the current brand portfolio, with Sinsay remaining the key growth engine, while Reserved, Cropp, House and Mohito continue to build their market positions and deliver profitable growth.

Sinsay represents a unique retail concept combining fashion and non-apparel categories under the Design&Value proposition. Its broad family-oriented assortment, attractive price positioning and fully integrated omnichannel ecosystem create a scalable business model that can be successfully replicated across international markets. Supported by a rapidly expanding store network, mobile application, Sinsay Club loyalty programme and strong digital capabilities, the brand is well positioned to grow both in smaller cities and underpenetrated markets. This combination makes Sinsay the Group's primary driver of future revenue growth.

The strategy is built on three complementary pillars: omnichannel growth, technology&logistics and sustainable development.

3.1. OMNICHANNEL GROWTH

LPP operates as an integrated omnichannel organisation, combining physical stores, e-commerce and mobile applications into one customer ecosystem.

The Group continues to expand both its store network and online presence, providing customers with a consistent shopping experience across all sales channels. Mobile applications, loyalty programmes and digital services further strengthen customer engagement.

Geographical expansion is focused primarily on Central and South-Eastern Europe and the countries of Central Asia, with particular emphasis on the further rollout of the Sinsay brand. In mature markets, including Poland and the Baltic States, the priority is to strengthen market positions and expand Sinsay in smaller cities. Expansion in Western Europe continues selectively, while the Middle East remains a franchise market.

3.2. TECHNOLOGY AND LOGISTICS

Technology is one of the key enablers of the Group's strategy. LPP continues to invest in proprietary IT solutions, automation and artificial intelligence to improve operational efficiency, support business scaling and enhance the customer experience.

Artificial intelligence is becoming an integral part of LPP's operating model, supporting employees in decision-making and enabling faster, more data-driven processes across the organisation. AI solutions are increasingly used throughout the value chain, including product development, merchandising, demand forecasting, pricing support, e-commerce, customer service and store network planning. The Group continues to expand the use of AI-powered analytics and automation to improve inventory allocation, optimise processes and increase organisational productivity.

Alongside investments in digital technologies, LPP continues to develop its logistics infrastructure and warehouse automation. New fulfilment capabilities, automated distribution centres and proprietary technology solutions support the growing omnichannel business while increasing efficiency, improving scalability and maintaining cost discipline.

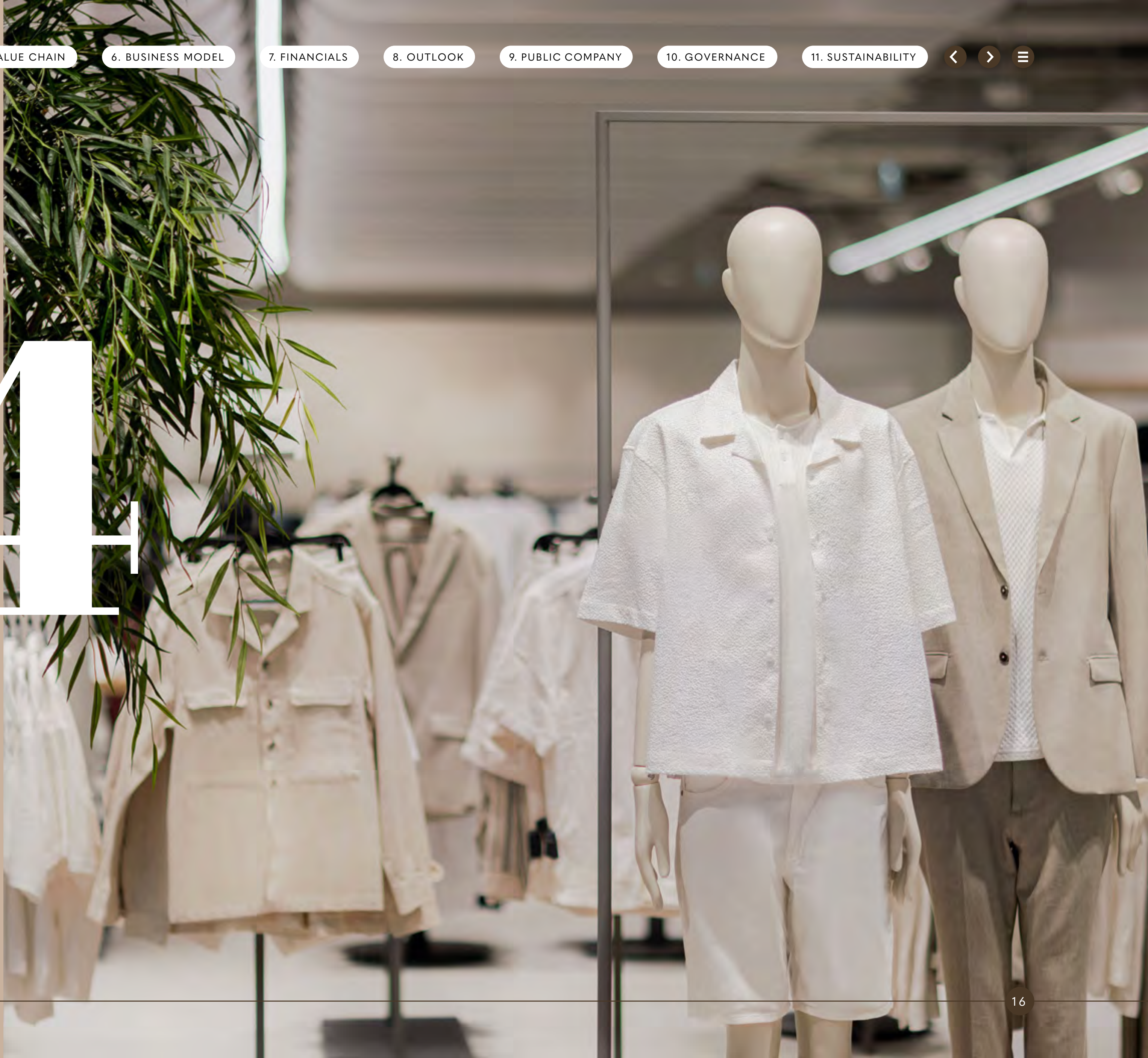
3.3. SUSTAINABLE DEVELOPMENT

Sustainability is an integral part of the Group's long-term strategy. LPP focuses on reducing the environmental impact of its operations, increasing supply chain transparency and developing circular solutions for the fashion industry.

The Group has committed to science-based climate targets validated by the Science Based Targets initiative (SBTi) and continues to implement measures aimed at reducing greenhouse gas emissions across its operations and supply chain.

At the same time, LPP promotes responsible sourcing, respect for human and labour rights and supports local communities through the activities of the LPP Foundation.

04 Brands



Our brands are our value and we put a lot of effort not only in creating but also in developing them. Each of our five brands stands out from the others, offering not only different types of clothes, but different stores and shopping experience.

Two pillars:

DESIGN&VALUE BRAND (SINSAY)

MAINSTREAM-PRICED BRANDS (RESERVED, CROPP, HOUSE, MOHITO)

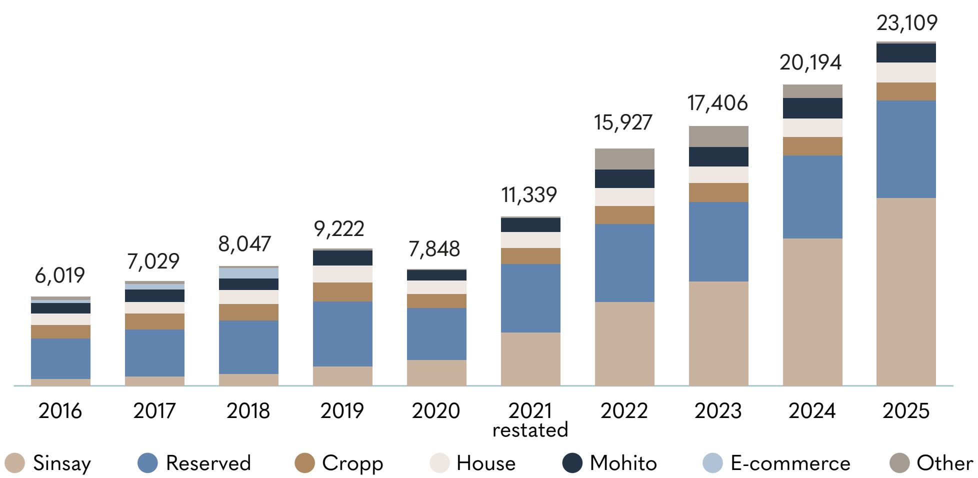
	Sinsay	RESERVED	CROPP	HOUSE	MOHITO
KEY BRAND FEATURES	The latest trends at affordable prices.	Leading global trends (formal and casual styles).	Casual, urban, sporty style inspired by the hip-hop and pop culture.	Style inspired by the pop culture (music, films, art and sport).	Comfort and elegance for business and informal meetings.
TARGET CUSTOMERS	Women, men, teenagers, children, newborn	Women, men, child ren, newborn	Teenagers (boys and girls)	Teenagers (boys and girls)	Women
YEAR OF LAUNCH	2013	1998	2004	2001 (at LPP since 4Q08)	2008 (at LPP since 4Q08)
#STORES/ FLOORSPACE	2,388 1,948 ths m^2	357 625 ths m^2	379 188 ths m^2	380 187 ths m^2	244 111 ths m^2
AVERAGE STORE SIZE	816 m^2	1,751 m^2	497 m^2	493 m^2	455 m^2

REVENUES BY BRANDS

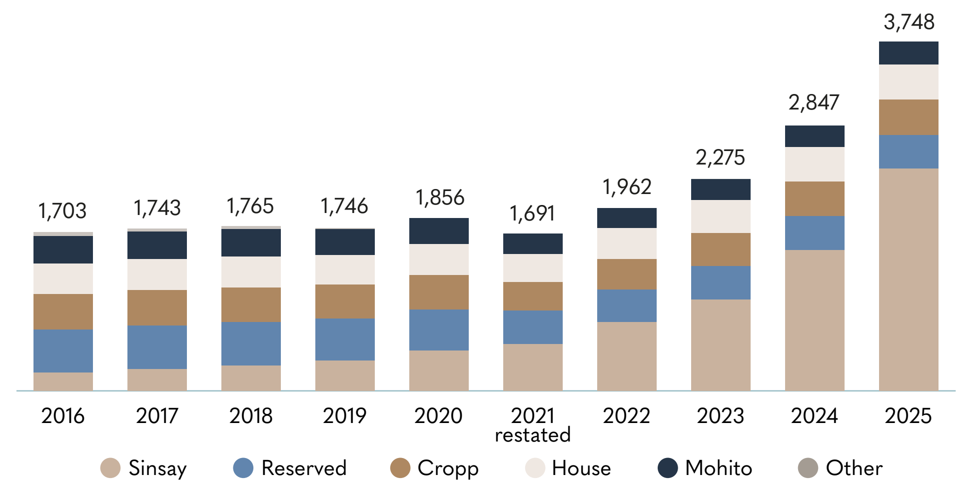
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2019	2020	2021	2021 restated	2022	2023	2024	2025
Revenues	**6,019**	**7,029**	**8,047**	**8,756**	**9,899**	**9,222**	**7,848**	**14,030**	**11,339**	**15,927**	**17,406**	**20,194**	**23,109**
Sinsay	461	610	789	851	1,208	1,282	1,738	4,587	3,579	5,610	6,995	9,875	12,589
Reserved	2,693	3,160	3,578	3,881	4,047	4,370	3,467	5,386	4,574	5,261	5,342	5,587	6,564
Cropp	915	1,064	1,120	1,206	1,300	1,289	972	1,526	1,103	1,193	1,247	1,239	1,175
House	767	805	920	993	1,117	1,135	875	1,295	1,053	1,194	1,137	1,230	1,347
Mohito	737	829	782	846	897	987	708	1,144	957	1,266	1,304	1,357	1,299
E-commerce	173	361	712	802	1,174	-	-	-	-	-	-	-	-
Other	261	200	146	178	156	159	88	92	72	1,403	1,380	906	134
Tallinder	12	1	-	-	-	-	-	-	-	-	-	-	-
Floorspace (m^2)	**920,724**	**1,000,611**	**1,091,320**	**1,075,639**	**1,230,860**	**1,230,860**	**1,435,402**	**1,888,149**	**1,888,149**	**1,673,360**	**1,993,664**	**2,448,676**	**3,059,173**

2019 (13m) represents 13-month long audited data, 2019 represents 12-month long data created for comparison purposes. Since 2019 there was a change in data presentation. E-commerce revenues are now allocated among brands. 2021 data restated (excludes Russia). Other sales in 2022 – 2024 includes sales to trade agents.

REVENUES BY BRANDS (PLN M)



STORES BY BRANDS



4.1. SINSAY

Sinsay is the youngest brand in the LPP Group's portfolio. It debuted with its first shops in Poland on 1 March 2013. Originally targeted at teenagers. At present, the brand's offer also includes comfortable and functional clothing for women, men as well as products and accessories for children. Sinsay's offer is complemented by home and interior design products, pet accessories and a line of make-up and beauty products.

Sinsay is the Design&Value brand where price is one of the key determinants in the shopping process. It operates on the basis of an extensive traditional sales network of 2,388 traditional stores located in 26 countries, mainly in small towns in retail park formats. The brand's operation is based on an omnichannel model. Its widespread accessibility in the online channel is a factor distinguishing Sinsay from its competitors in this segment. Its current revenue of ca 54% accounts for the highest share of the Group's total portfolio.

18
#online markets

26
#offline markets

2,388
#stores

PLN 12.6 bn
revenues

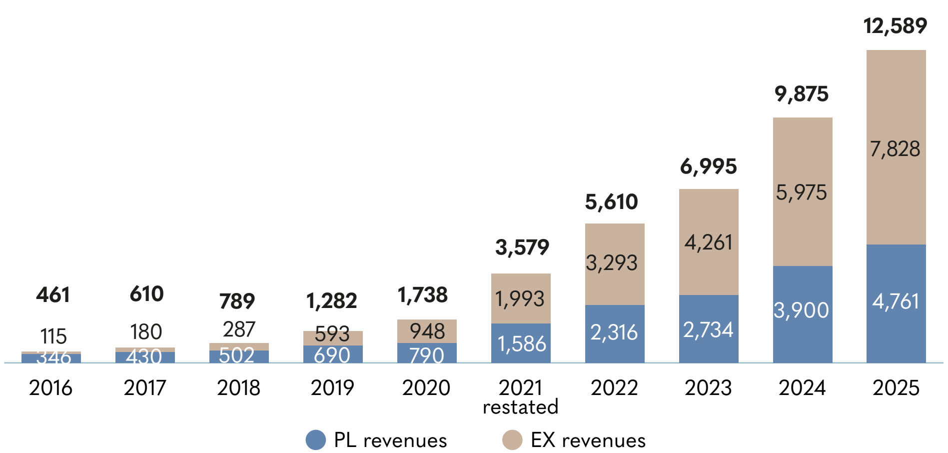
2013
year of launch

1,948 ths m²
floorspace

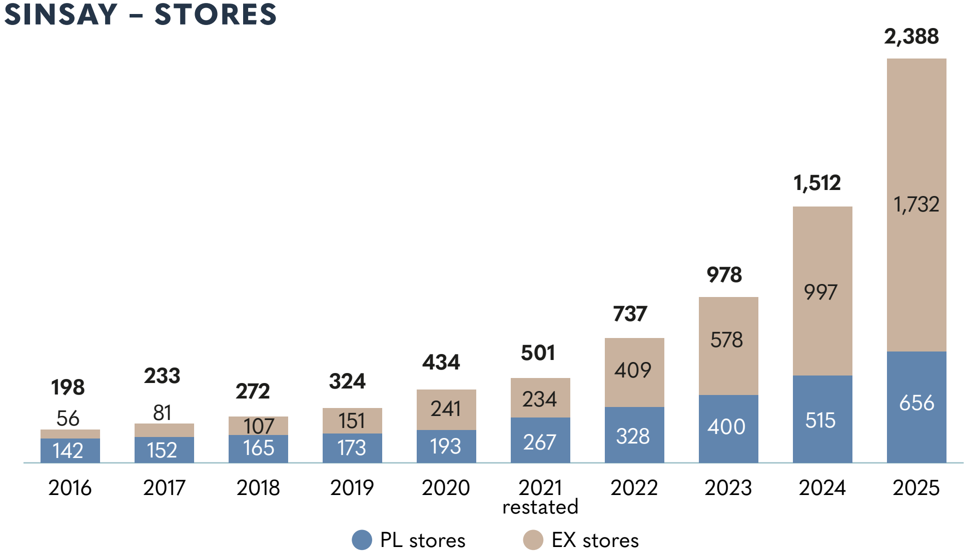
SINSAY – BASIC FIGURES

PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated	2022	2023	2024	2025
Revenues	**461**	**610**	**789**	**851**	**1,282**	**1,738**	**4,587**	**3,579**	**5,610**	**6,995**	**9,875**	**12,589**
No. of stores	198	233	272	271	324	434	743	501	737	978	1,512	2,388
Store size (m^2)	352	363	379	379	535	760	927	879	949	976	904	816
Floorspace (eop, ths m^2)	70	85	103	103	173	330	689	440	700	955	1,367	1,948
Omnichannel sales/m^2 monthly	607	690	719	709	728	615	790	912	841	711	742	659
% of floorspace in PL	*70%*	*63%*	*58%*	*58%*	*45%*	*35%*	*30%*	*47%*	*39%*	*37%*	*33%*	*28%*
No. of countries offline	11	13	15	15	17	18	19	18	20	20	20	26
No. of countries online	6	10	10	10	12	13	14	13	17	18	18	18

SINSAY – REVENUES (PLN M)



SINSAY – STORES



4.2. RESERVED

The Group's first brand, launched in 1998 and over the years operating as the flagship brand in the LPP portfolio. Its network of traditional stores currently comprises 357 stores located in 29 countries, especially in Europe, but also in Africa and Asia, mainly in large cities, shopping centers and along the streets of fashion capital cities.

In addition to the traditional network, the brand's assortment is also available online, where sale in selected markets is supported by, among others, a mobile application. Reserved collections represent the global leading trends. The brand's offer comprises both assortment dedicated to formal and casual styles. Although Reserved's customer is a more demanding client who appreciates fashionable collections, the brand's proposals fall into the middle price range. In addition to its own fashion collections, Reserved is also known for establishing co-operation with external designers or craftsmen, forming limited edition capsules. Its collections are dedicated to women, men and children.

Reserved's share in LPP's portfolio amounts to ca 28%, ranking it the second brand in terms of revenue generated in the Group.

35
#online markets

29
#offline markets

357
#stores

PLN 6.6 bn
revenues

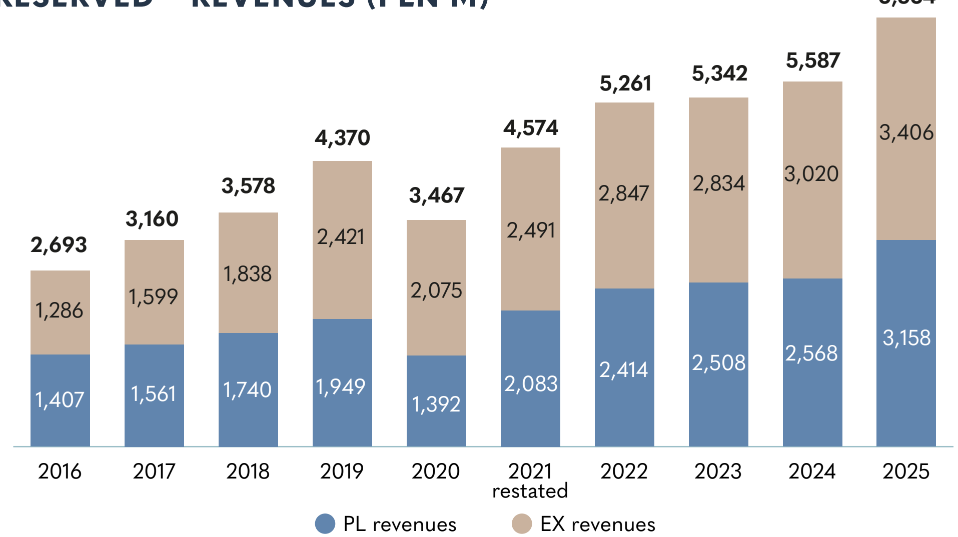
1998
year of launch

625 ths m^2
floorspace

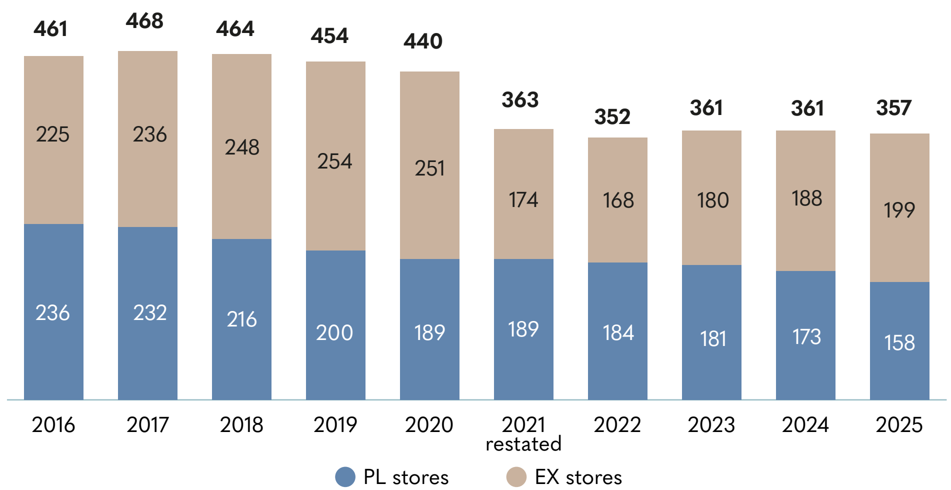
RESERVED – BASIC FIGURES

PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated	2022	2023	2024	2025
Revenues	**2,693**	**3,160**	**3,578**	**3,881**	**4,370**	**3,467**	**5,386**	**4,574**	**5,261**	**5,342**	**5,587**	**6,564**
No. of stores	461	468	464	452	454	440	447	363	352	361	361	357
Store size (m^2)	1,104	1,201	1,329	1,338	1,464	1,533	1,589	1,608	1,618	1,647	1,700	1,751
Floorspace (eop, ths m^2)	509	562	617	605	665	675	710	584	570	595	614	625
Omnichannel sales/m^2 monthly	475	514	527	525	500	441	657	666	773	780	786	902
% of floorspace in PL	*49%*	*47%*	*44%*	*44%*	*41%*	*40%*	*38%*	*46%*	*47%*	*46%*	*44%*	*42%*
No. of countries offline	18	20	23	23	25	25	26	25	25	27	28	29
No. of countries online	6	11	16	16	30	30	33	32	34	34	35	35

RESERVED – REVENUES (PLN M)



RESERVED – STORES



4.3. CROPP

The brand designs clothing, shoes and accessories targeted mainly at teenagers. It represents a casual, urban, sporty style inspired by the hip-hop and pop culture. It also learns from trends visible in the streets. It frequently relies on the street art style, broadly reflected in original graphics, which represent the brand's distinctive feature.

Cropp was created in 2004 as the second brand in the LPP Group's portfolio, following Reserved. Its retail network currently comprises 379 stores located in 19 European markets.

It accounts for ca 5% of the Group's revenue.

19
#online markets

19
#offline markets

379
#stores

PLN 1.2 bn
revenues

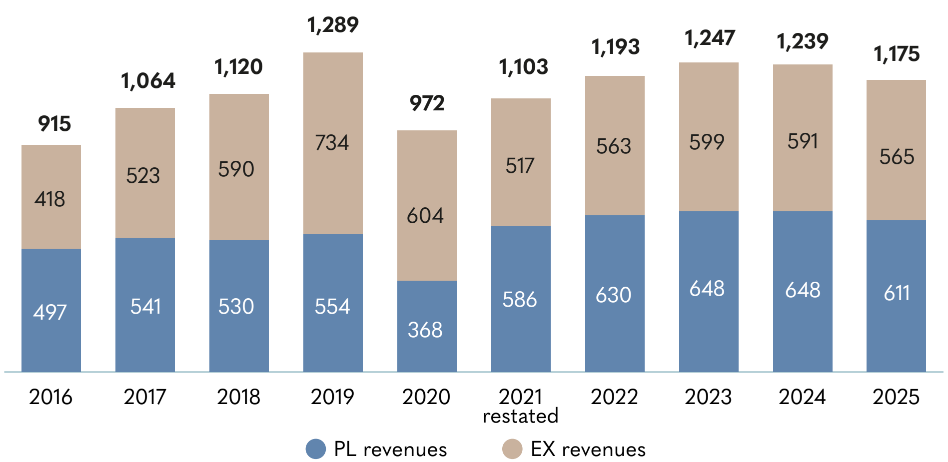
2004
year of launch

188 ths m²
floorspace

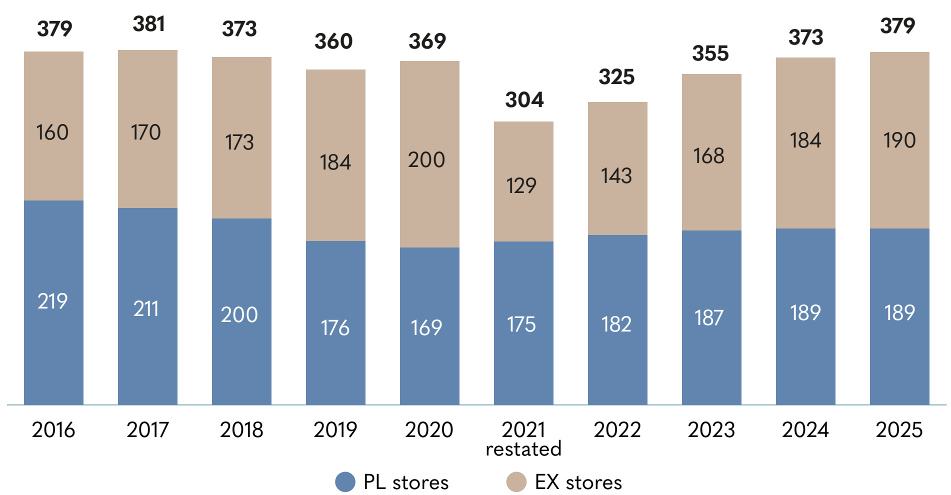
CROPP – BASIC FIGURES

PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated	2022	2023	2024	2025
Revenues	**915**	**1,064**	**1,120**	**1,206**	**1,289**	**972**	**1,526**	**1,103**	**1,193**	**1,247**	**1,239**	**1,175**
No. of stores	379	381	373	369	360	369	398	304	325	355	373	379
Store size (m^2)	318	334	359	360	411	450	481	459	472	485	492	497
Floorspace (eop, ths m^2)	120	127	134	133	148	166	191	140	153	172	183	188
Omnichannel sales/m^2 monthly	653	732	729	723	717	517	712	671	666	623	571	521
% of floorspace in PL	*54%*	*52%*	*50%*	*50%*	*43%*	*38%*	*36%*	*50%*	*50%*	*47%*	*46%*	*46%*
No. of countries offline	12	13	15	15	17	17	19	18	18	18	18	19
No. of countries online	6	9	10	10	12	13	14	13	17	18	19	19

CROPP – REVENUES (PLN M)



CROPP – STORES



4.4. HOUSE

The brand's range includes clothing, shoes and accessories for men and women. It is inspired by the world of pop culture, including music, films, TV series, art and sport. House designs are also based on mainstream trends in the center of young people's interests, mainly via social media, but also on styles inspired by new technologies.

The brand was launched in 2001. It became part of the LPP Group's portfolio in 2008 following the acquisition of House from the Artman company established in Cracow.

The brand operates through the omnichannel model with a traditional offer available in 380 stores, in 19 European countries. The brand accounts for 6% of the Group's revenue.

19
#online markets

19
#offline markets

380
#stores

PLN 1.3 bn
revenues

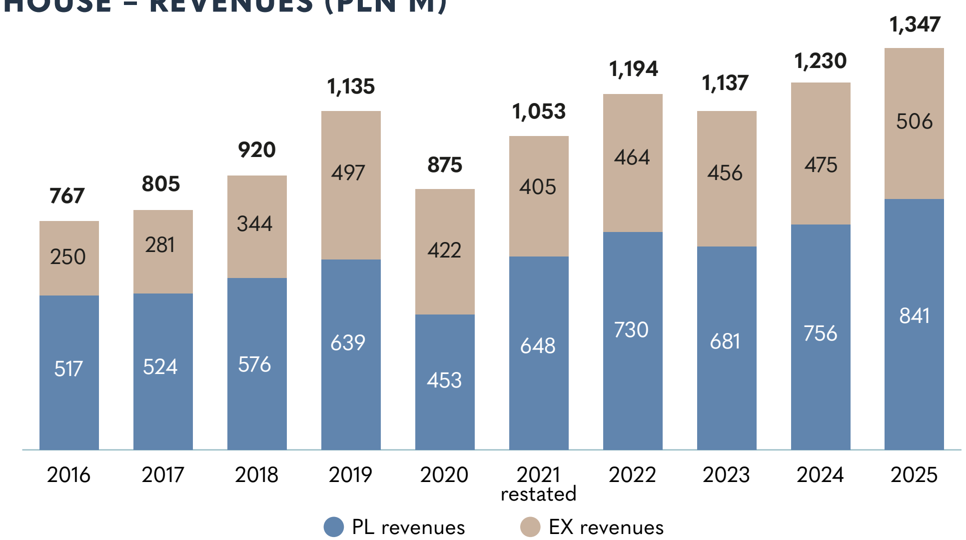
2001
(at LPP since 4Q08) year of launch

187 ths m²
floorspace

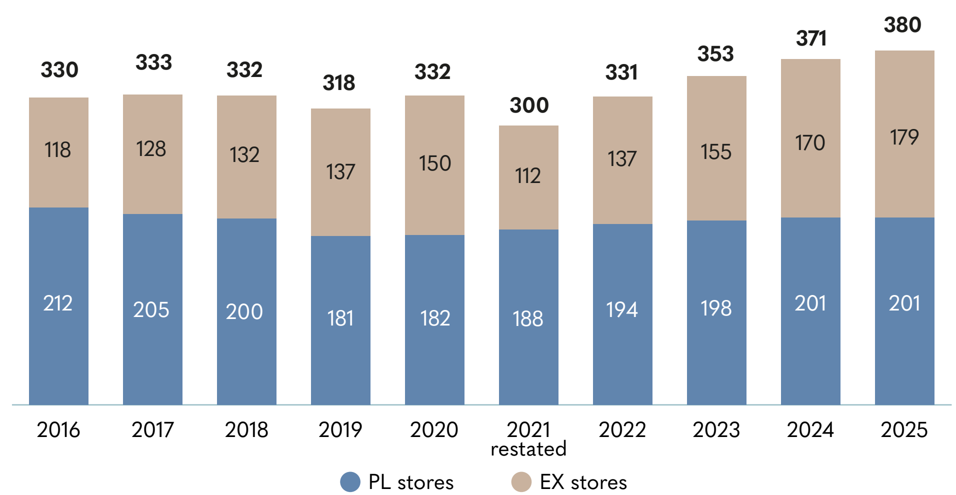
HOUSE – BASIC FIGURES

PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated	2022	2023	2024	2025
Revenues	**767**	**805**	**920**	**993**	**1,135**	**875**	**1,295**	**1,053**	**1,194**	**1,137**	**1,230**	**1,347**
No. of stores	330	333	332	329	318	332	368	300	331	353	371	380
Store size (m^2)	320	332	350	350	401	442	471	461	472	485	490	493
Floorspace (eop, ths m^2)	106	111	116	115	127	147	173	138	156	171	182	187
Omnichannel sales/m^2 monthly	621	639	689	684	715	535	673	641	664	568	571	602
% of floorspace in PL	*61%*	*59%*	*58%*	*58%*	*51%*	*49%*	*45%*	*56%*	*53%*	*51%*	*50%*	*49%*
No. of countries offline	12	13	15	15	17	17	19	18	18	18	18	19
No. of countries online	6	10	10	10	12	13	14	13	17	18	19	19

HOUSE – REVENUES (PLN M)



HOUSE – STORES



4.5. MOHITO

Mohito, like the House brand, has been included in the Group's portfolio since 2008, as a result of LPP's merger with Artman.

The brand dedicates its collections exclusively to women, underlining an energetic look in line with global fashion trends. The Mohito range includes items of both women's apparel and accessories, with the key product items including dresses, women's suits and blouses.

It is the brand representing the highest midprice ratio of the Group's entire portfolio. It offers its collections through the offline channel, but also online, ranking among the top LPP brands in terms of its share of e-commerce sales. Its traditional stores are present in 244 stores in 20 European countries.

It accounts for 6% of the Group's revenue.

19
#online markets

20
#offline markets

244
#stores

PLN 1.3 bn
revenues

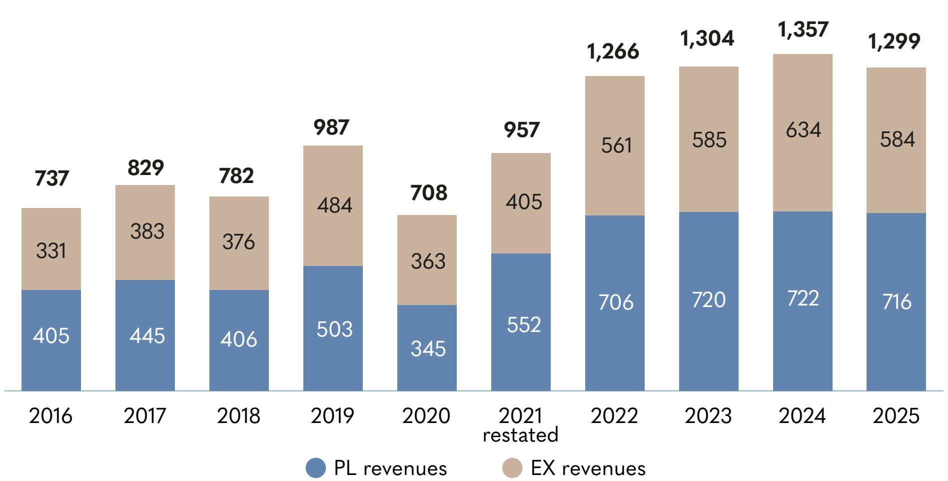
2008
(at LPP since 4Q08) year of launch

111 ths m²
floorspace

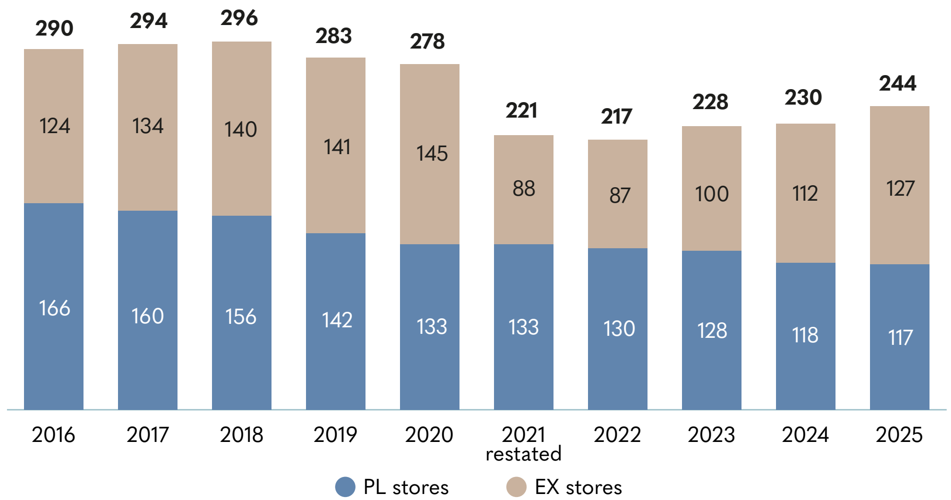
MOHITO – BASIC FIGURES

PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated	2022	2023	2024	2025
Revenues	**737**	**829**	**782**	**846**	**987**	**708**	**1,144**	**957**	**1,266**	**1,304**	**1,357**	**1,299**
No. of stores	290	294	296	292	283	278	286	221	217	228	230	244
Store size (m^2)	342	353	370	370	395	414	428	427	435	442	448	455
Floorspace (eop, ths m^2)	99	104	109	108	112	115	123	94	94	101	103	111
Omnichannel sales/m^2 monthly	636	696	620	619	631	523	801	943	1,122	1,102	1,095	1,006
% of floorspace in PL	*54%*	*51%*	*49%*	*50%*	*46%*	*44%*	*42%*	*54%*	*54%*	*51%*	*47%*	*44%*
No. of countries offline	12	13	15	15	17	18	19	18	18	18	19	20
No. of countries online	6	10	10	10	12	13	15	14	17	19	20	19

MOHITO – REVENUES (PLN M)

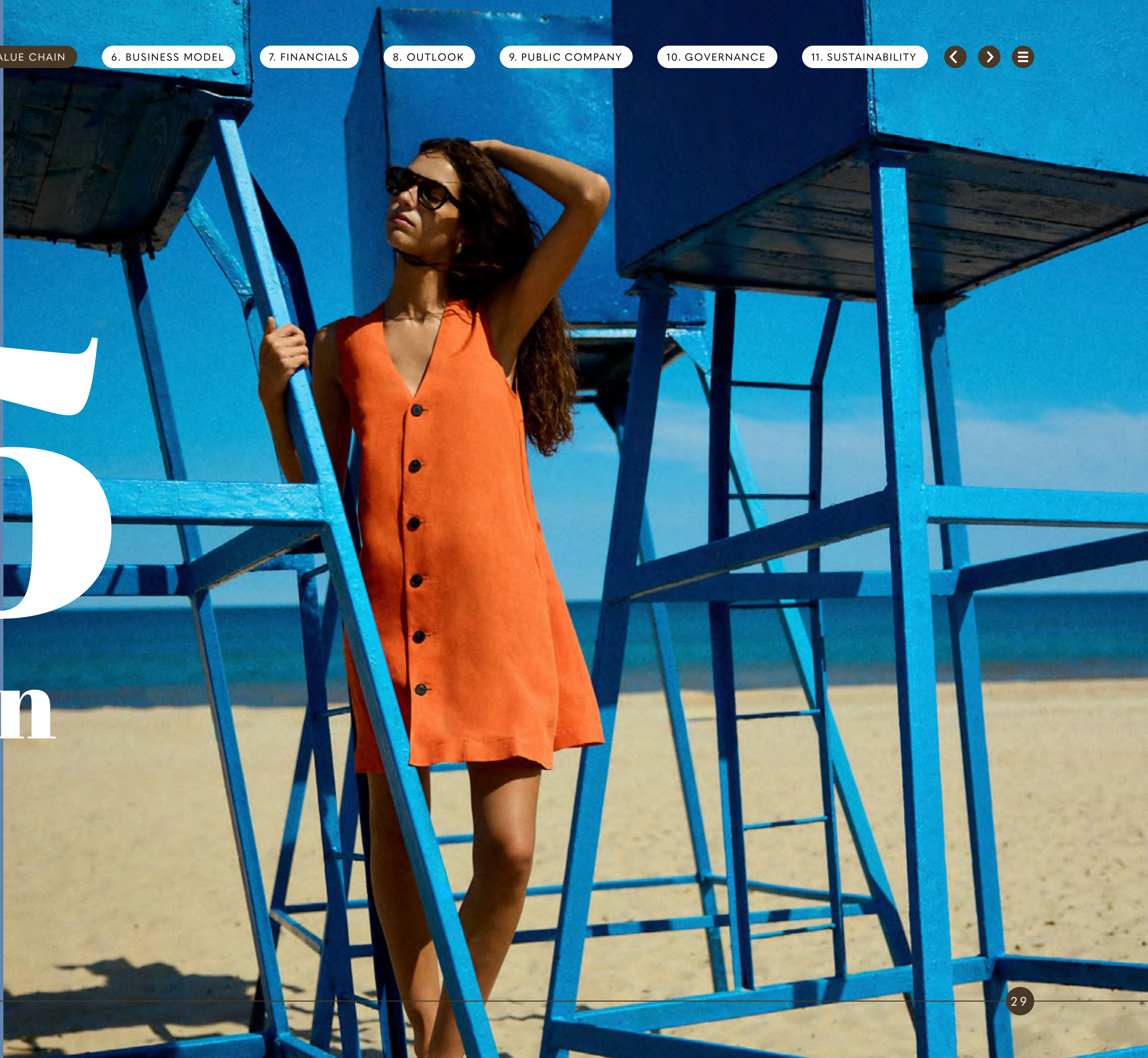


MOHITO – STORES



05

Value chain



We create value for our customers by offering them interesting designs matching their tastes at attractive prices and in high quality stores.

The value chain is managed through a merchandise calendar defining key development, ordering and launch milestones

Design

5 different brands

Over 350 designers

Production

ca 95% goods sourced from Asia

2,200+ suppliers

Logistics

663 ths m^2 of warehousing space

Almost 62m e-commerce orders handled in 2025

Selling

3,748 stores

46 countries offline and online

Customers

3 continents: Europe, Asia, Africa

ca 863m clothing and accessories items sold annually

5.1. DESIGN

Our competitive advantage starts with design. Over 350 designers and more than 1,000 specialists involved in collection development create products tailored to the needs of our customers. Our design teams operate from three creative hubs in Gdańsk, Cracow and Warsaw, combining creativity with data-driven insights.

Collections are developed months before reaching stores and are inspired by global fashion trends, customer research, sales analytics, social media and observations from leading fashion capitals. Designers are supported by AI-powered tools that help identify emerging trends, accelerate concept development and optimise selected stages of the creative process, allowing teams to focus on creating collections that resonate with customers.

Our design process combines:

- **GLOBAL FASHION TRENDS & RUNWAY SHOWS**
- **SALES AND CUSTOMER ANALYTICS**
- **CUSTOMER AND MARKET RESEARCH**
- **SOCIAL MEDIA INSIGHTS**
- **STREET FASHION FROM KEY FASHION CAPITALS**
- **AI-SUPPORTED TREND ANALYSIS**

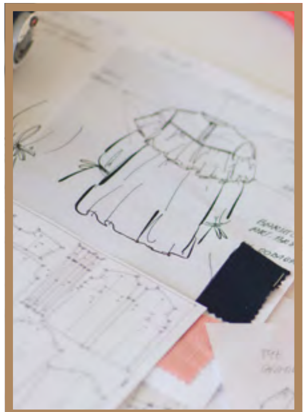
FROM DESIGN TO STORE

Every collection starts with customer insights and global fashion trends.

Designers, buyers and product managers work together to transform ideas into commercially successful products.

Collections are developed 3–8 months before reaching stores. This flexible sourcing model enables efficient planning of core products while allowing a rapid response to emerging fashion trends.

Each year the Group launches Spring/Summer and Autumn/Winter collections, complemented by monthly product drops tailored to the needs of each brand.

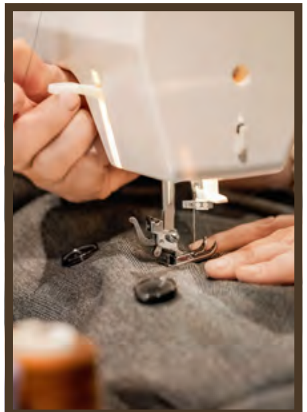


TREND & CUSTOMER INSIGHTS

01. Fashion trends
02. Customer research
03. Sales analytics
04. AI-powered trend analysis

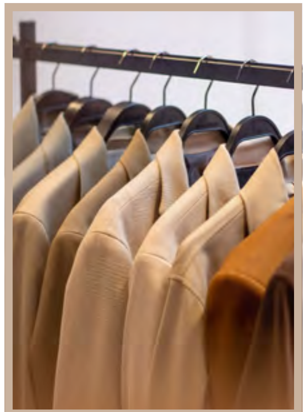
COLLECTION DEVELOPMENT

05. Product concepts
06. Fabrics & colours
07. Styles & silhouettes
08. Brand DNA



PROTOTYPING & FITTING

09. Prototype garments
10. Fitting sessions
11. Design refinement
12. MSM (Mile Stone Meeting) approval



PRODUCT FINALISATION

13. Technical specifications
14. Cost optimisation
15. Quality standards
16. Supplier documentation

READY FOR PRODUCTION

17. Collection approval
18. Supplier briefing
19. Production launch

AI SUPPORTS EVERY STAGE OF THE DESIGN PROCESS: TREND ANALYSIS | CUSTOMER INSIGHTS | PRODUCT DEVELOPMENT | COLLECTION PLANNING

DESIGN CENTERS IN DIVERSE LOCATIONS

Gdańsk

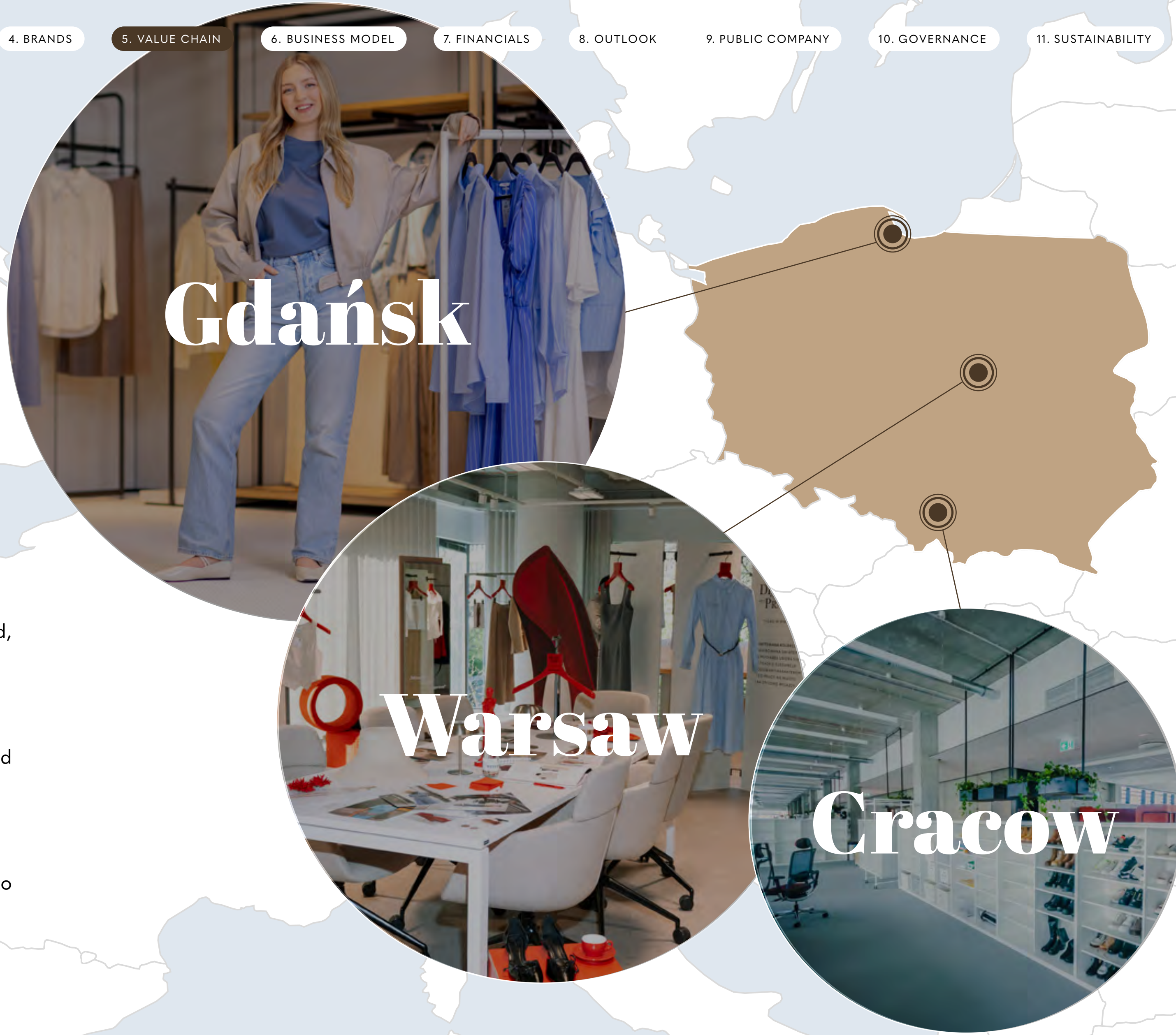
» LPP's largest design center.
» The center is responsible for Reserved, Cropp and Sinsay brands.

Warsaw

» Design center responsible for Reserved (special collection).

Cracow

» Design center for House and Mohito brands.



5.2. PRODUCTION

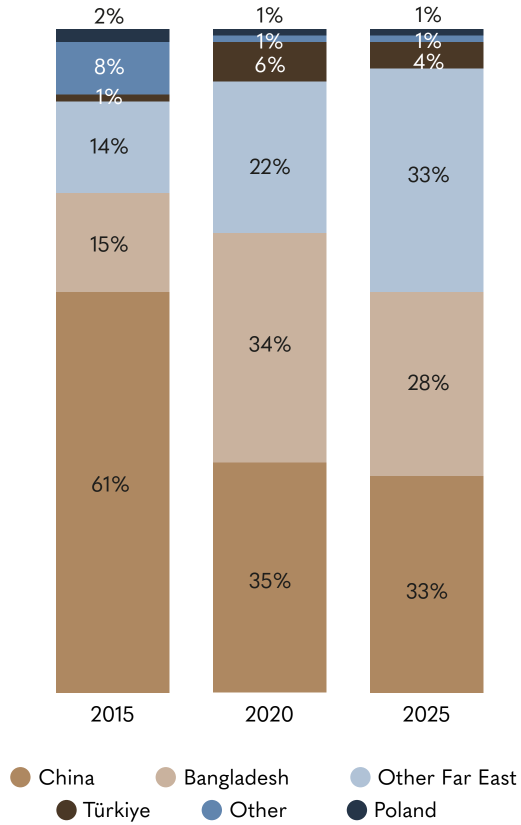
LPP follows an asset-light sourcing model, combining in-house design with outsourced manufacturing. The Group does not own production facilities, instead cooperating with a diversified network of external suppliers. This approach provides flexibility, scalability and the ability to adapt sourcing to changing market conditions while maintaining full control over product development and quality.

China (33%) and Bangladesh (28%) remain the Group's largest sourcing markets, followed by other Far East countries (33%). Türkiye accounts for 4% of production, while the Group continues to diversify its sourcing base.

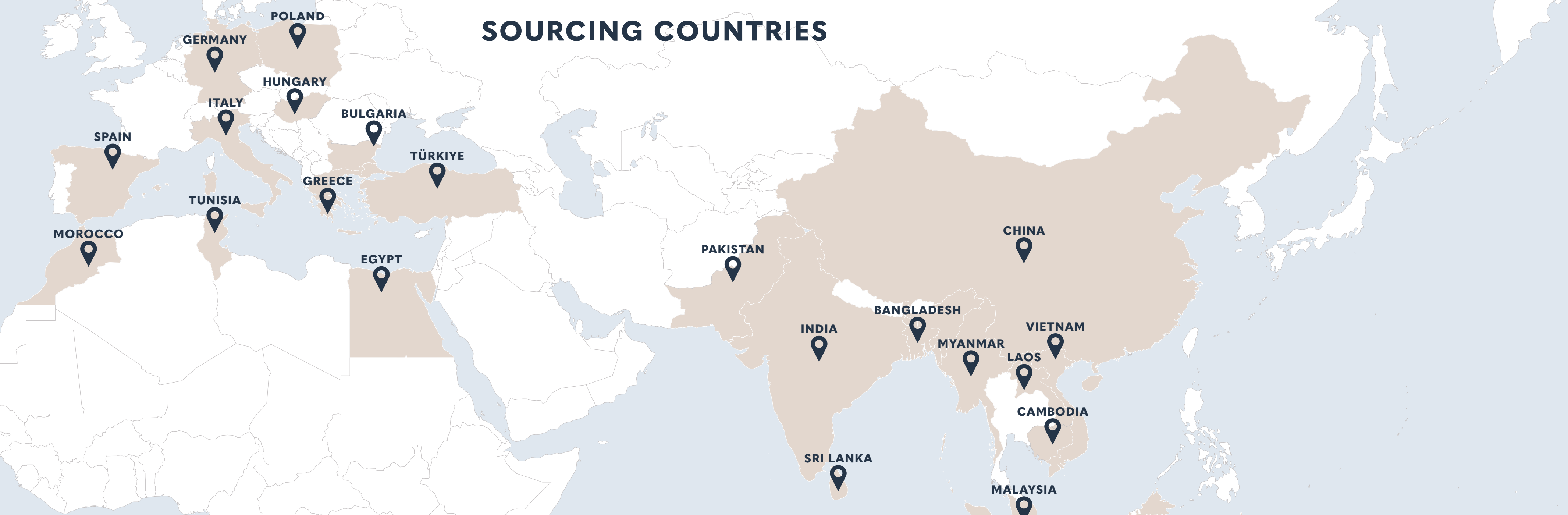
Production is coordinated through LPP's sourcing offices in Shanghai (China), Dhaka (Bangladesh), Istanbul (Türkiye) and Tiruppur (India). Local teams work closely with suppliers, overseeing production planing, quality assurance, technical support and social compliance.

Once a collection is approved, orders are placed through LPP's proprietary IT systems, where product specifications, quantities and delivery schedules are defined. After supplier confirmation, production begins and is continuously monitored until final quality inspection.

PERCENTAGE SHARE OF PURCHASES ON MARKETS



SOURCING COUNTRIES



RESPONSIBLE SOURCING

- LPP Code of Conduct
- Certified & lower-impact materials
- Regular supplier audits
- Environmental & labour standards

5.3. LOGISTICS

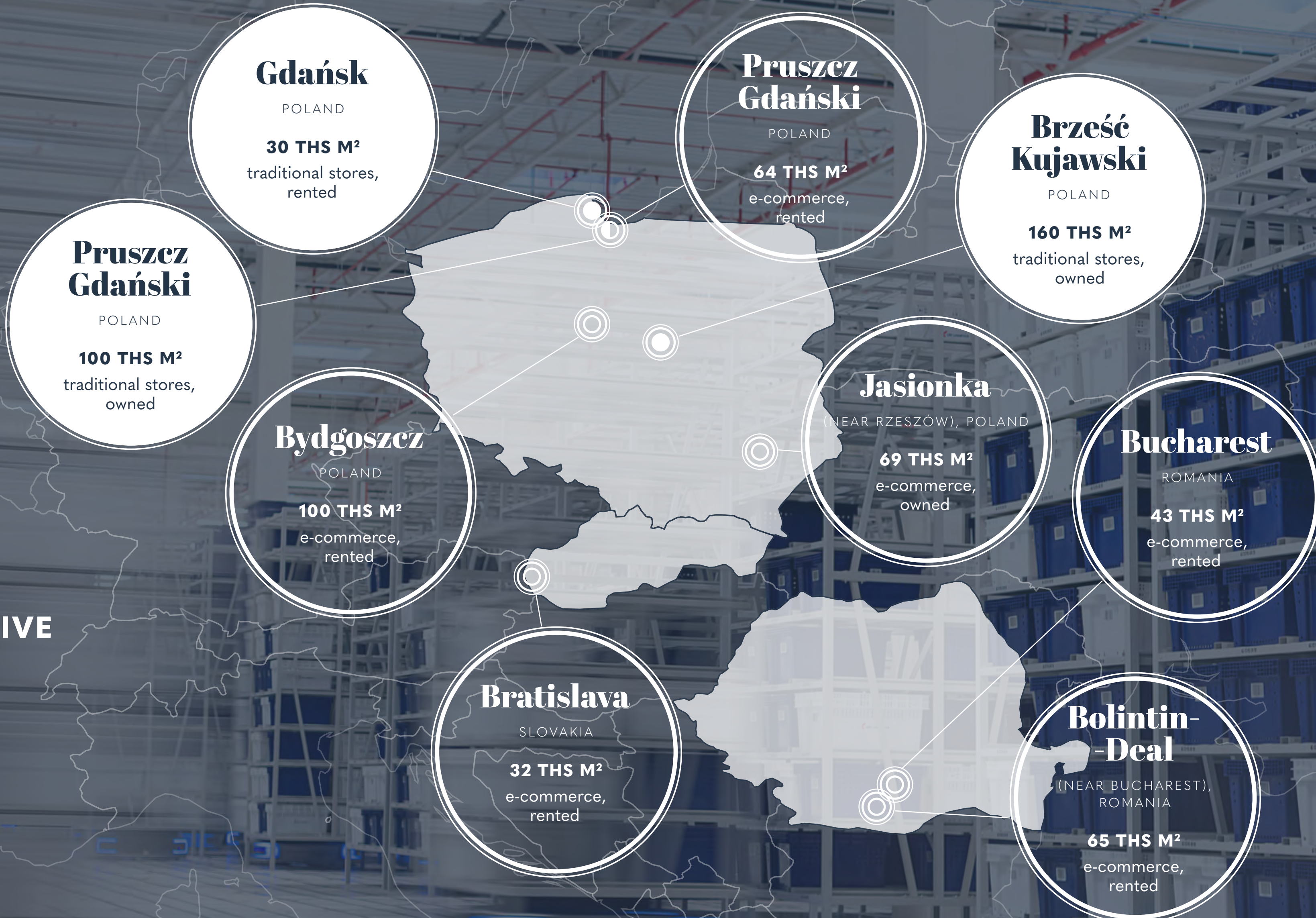
Once the goods are produced, they need to be delivered to us. Our logistics network consists of Distribution Centers (DCs) serving stores and Fulfillment Centers (FCs) dedicated to e-commerce. Most goods are transported by sea (30–50 days), while road and air transport are used for selected de liveries. Products are shipped directly to our Distribution Centers in Poland and Romania, where they spend around two weeks before being dispatched to stores or Fulfillment Centers.

To support the rapid growth of e-commerce, LPP has expanded its network of distribution in Poland, Romania and Slovakia, while the Distribution Center in Romania enables direct deliveries from Asia via the Port of Constanța, reducing lead times and transport costs for the SEE region. Logistics operations are managed by LPP Logistics, with continued investments in warehouse capacity, automation, robotics and AI to support the growing store network and online business.

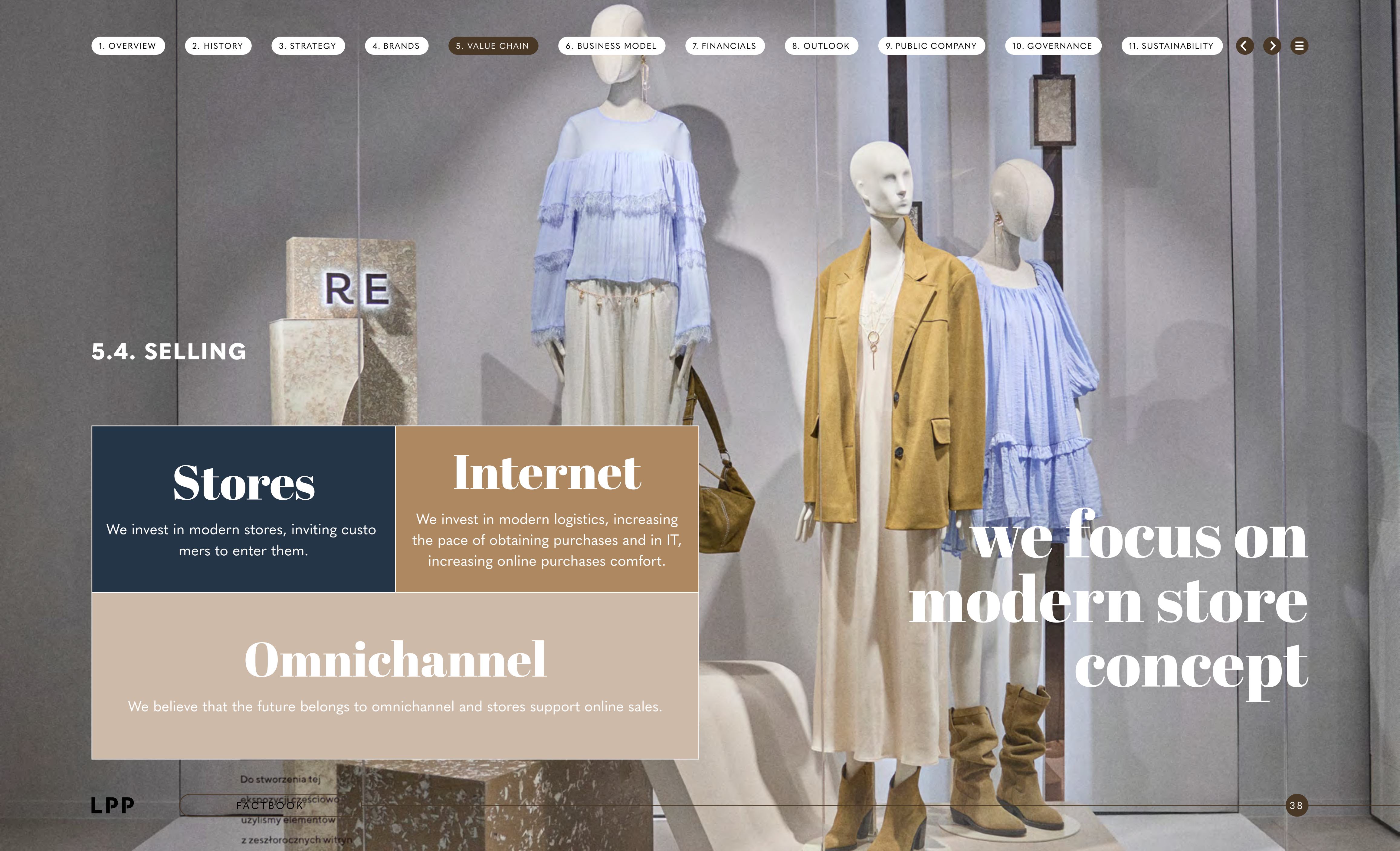
SHARE OF DIFFERENT MODES OF TRANSPORTATION IN 2025

(by the number of items shipped)

OUR LOGISTICS BACKBONE TO DRIVE SUCCESS



- Distribution Center (DC)
- Fulfillment Center (FC)



5.4. SELLING

Stores

We invest in modern stores, inviting custo mers to enter them.

Internet

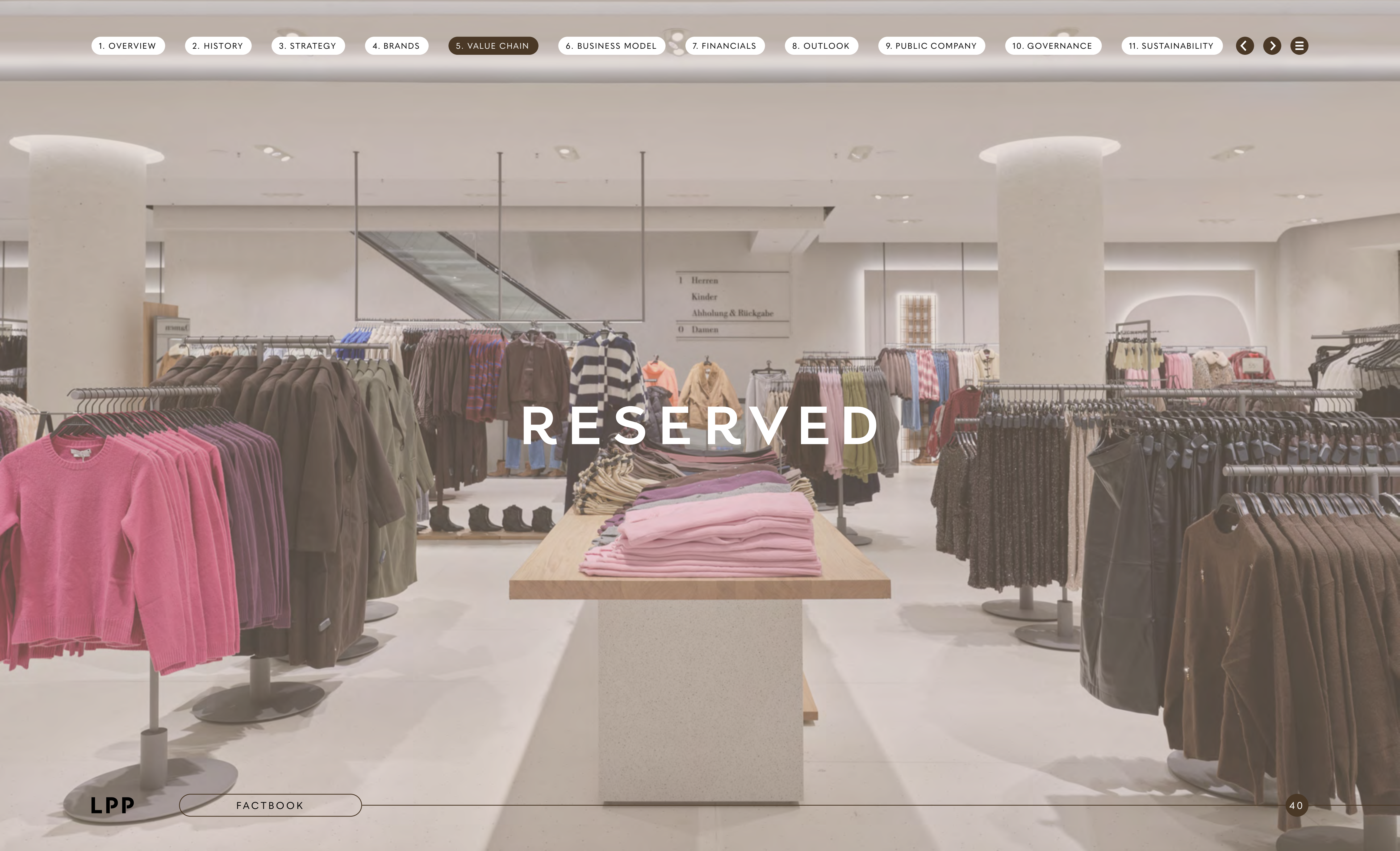
We invest in modern logistics, increasing the pace of obtaining purchases and in IT, increasing online purchases comfort.

Omnichannel

We believe that the future belongs to omnichannel and stores support online sales.

we focus on modern store concept


TRENDS
sinsay

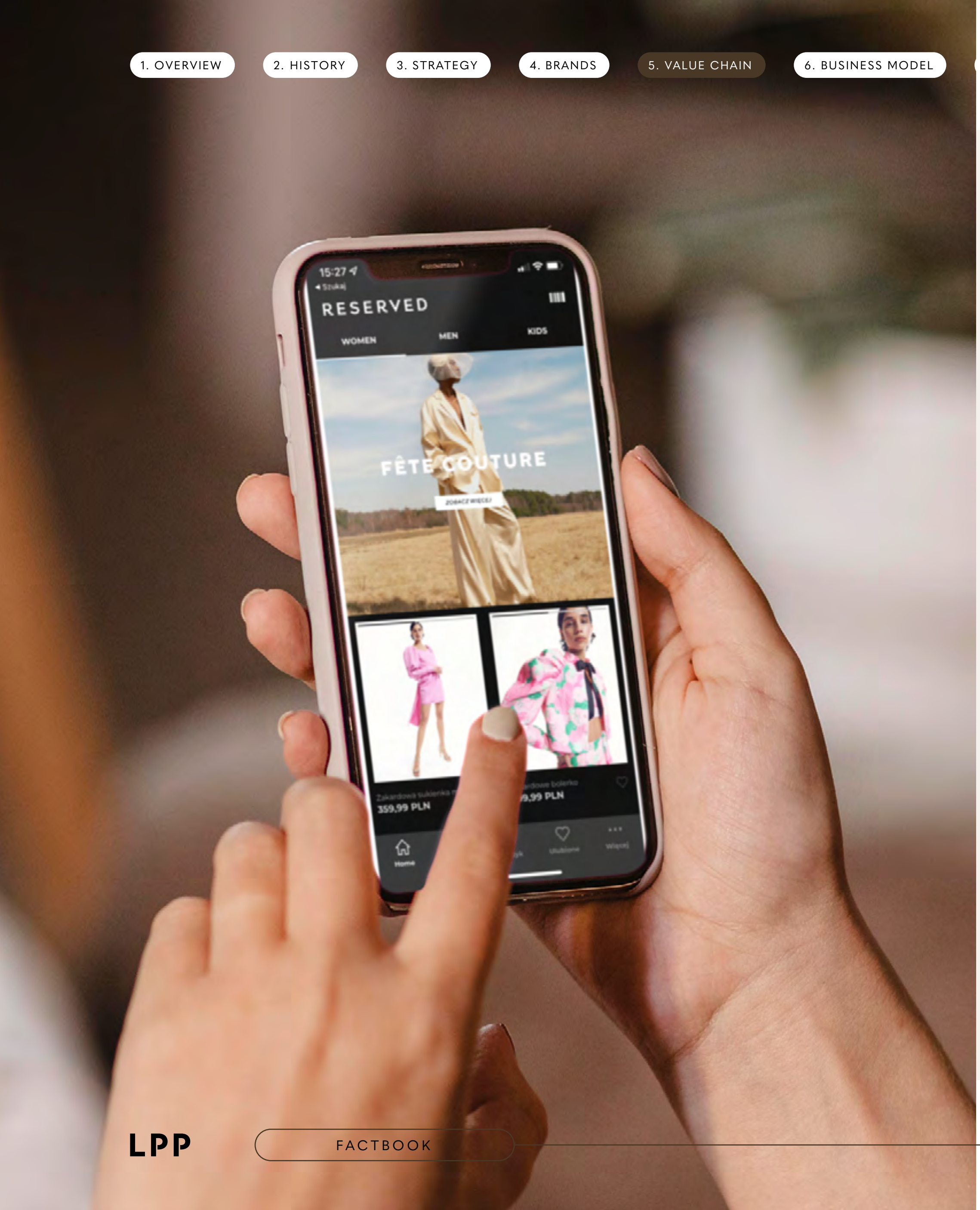


RESERVED

CROPP

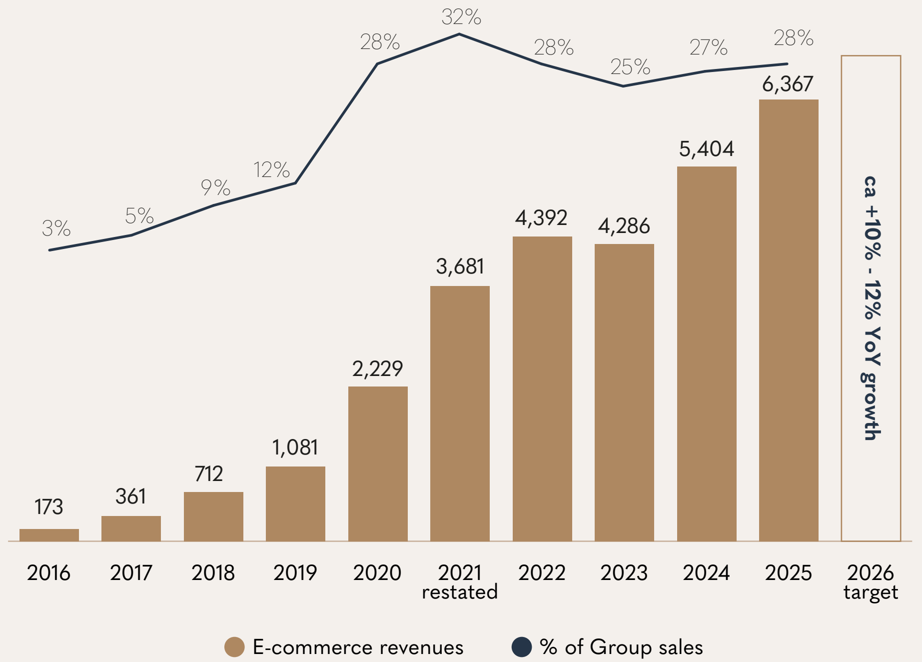
HOUSE


MOHITO



STRONG AND STEADILY GROWING ONLINE SALES

E-COMMERCE REVENUES (PLN M)



ALL BRANDS WITH OWN MOBILE APPS

At the end of June 2026, apps were available for:

RESERVED

- Poland
- Germany
- Romania
- Czech Republic
- Slovakia
- Hungary
- Ukraine
- Croatia
- Bulgaria
- United Kingdom
- Lithuania

sinsay

- Poland
- Romania
- Czech Republic
- Slovakia
- Hungary
- Bulgaria
- Croatia
- Ukraine
- Germany
- Greece
- Italy
- Lithuania
- Serbia

MOHITO

- Poland
- Romania
- Czech Republic
- Slovakia
- Hungary
- Croatia

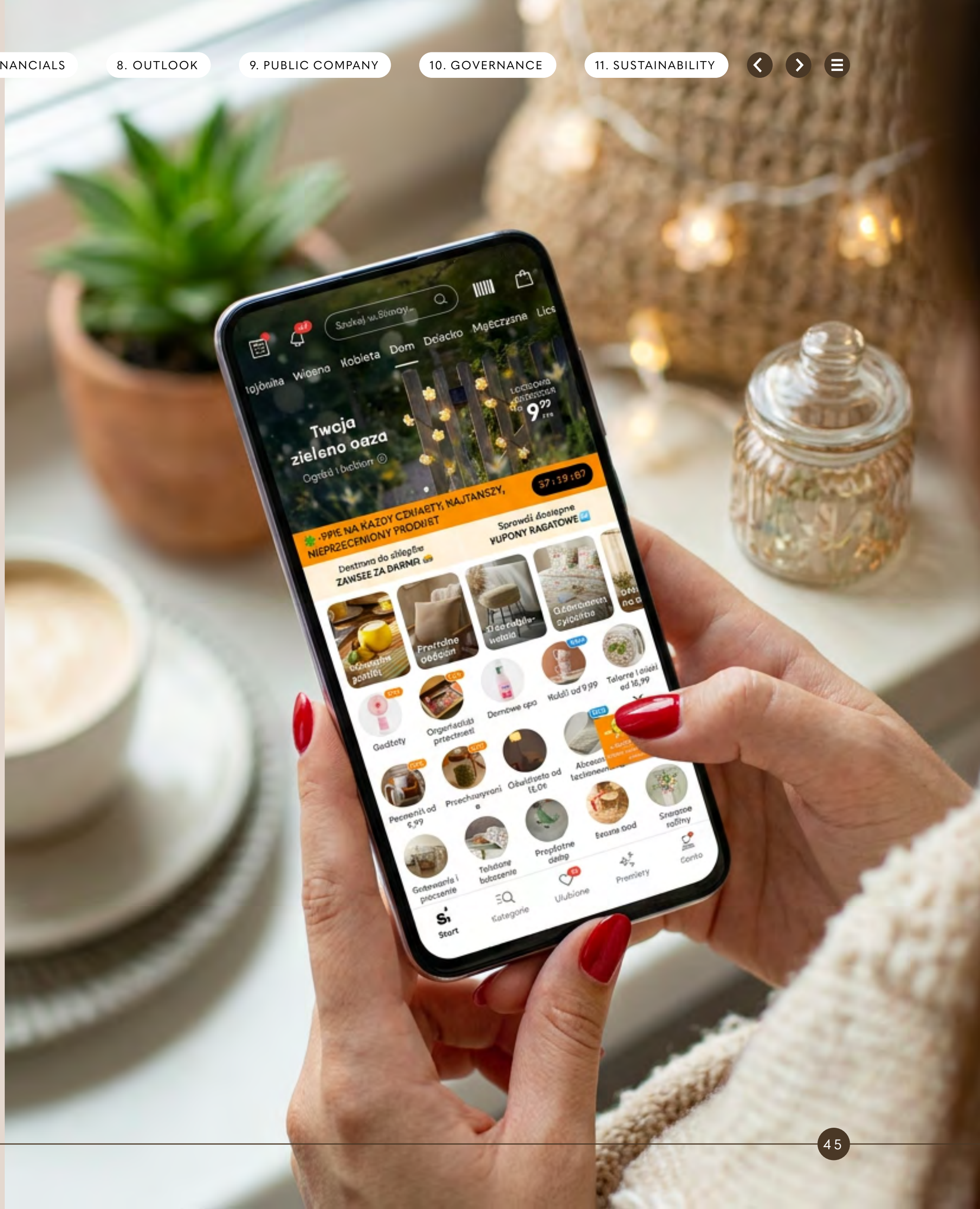
CROPP

- Poland
- Romania
- Czech Republic
- Ukraine

HOUSE

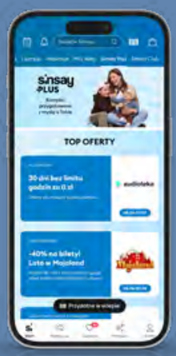
- Poland
- Romania
- Czech Republic

SINSAY APP GENERATES CA 80% OF ONLINE SALES IN MARKETS WHERE IT IS AVAILABLE. OTHER APPS ARE ALSO RAPIDLY GAINING HIGH SHARES IN SALES.



5.5. CUSTOMER ACQUISITION & BRAND BUILDING

Marketing plays a key role in building brand awareness, acquiring new customers and increasing customer lifetime value. LPP combines digital marketing, social media, mobile applications and loyalty programmes with strong brand campaigns to create an integrated omnichannel customer ecosystem.



DIGITAL ECOSYSTEM

- Mobile apps
- Personalisation
- Push notifications

BRAND CAMPAIGNS

» Global campaigns
» Celebrity collaborations
» Capsule collections

OMNICHANNEL CUSTOMER JOURNEY

Social Media → Mobile App → Online Store → Physical Store → Loyalty Programme → Repeat Purchase

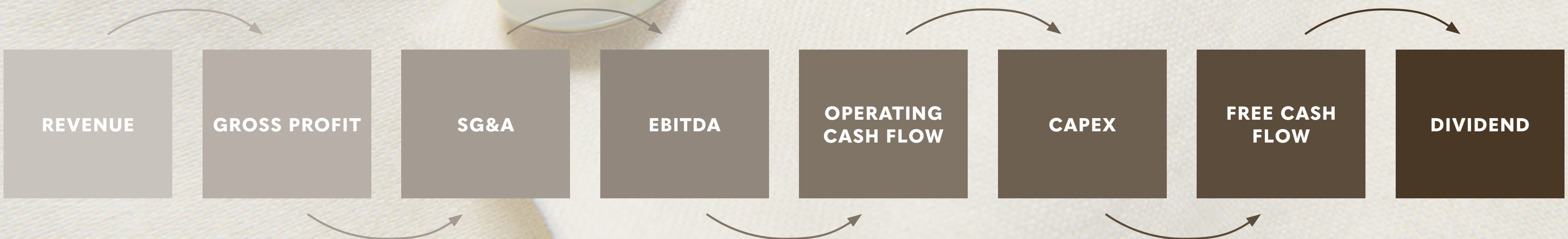
COMMUNITY ENGAGEMENT

» Influencers
» Events
» Partnerships
» Sponsorships

06

Business model

BUSINESS MODEL OVERVIEW



The following section explains the key drivers of the Group's financial performance and how operational decisions translate into revenue growth, profitability and cash generation.

For comparability, readers should note that:
- the financial year has been aligned with fashion seasons since 2020,
- lease accounting follows IFRS 16,
- historical figures reflect the discontinuation of Russian operations from 2022.

6.1. REVENUES

The revenues we generate are made up of two parts: the retail (majority) and the wholesale one. The retail portion is generated in our traditional and online stores. The wholesale part is made up of sales to franchisees, sale of promotional clothing and sale to trade agents (2022-2024). The retail part of our revenues continues to grow strongly not only due to traditional stores but also e-commerce development. Below we present the retail line split into: store revenues and e-commerce.

6.1.1. STORE REVENUES

Store revenues encompass revenues of our five brands: Sinsay, Reserved, Cropp, House and Mohito. The scale of store revenues depends on: (1) the scale of the retail network and (2) average sales per m^2 recorded.

NETWORK SIZE

The network size is derived from the number of stores and their average floorspace. For forecasting purposes the scale of the network is better to be looked at from the perspective of m^2 of floorspace than number of stores, as the m^2 decide on the level of selected costs of stores. The network size is generated by multiplying the number of stores by average store size. We look at our floorspace through the perspective of by brand, as these differ in terms of store size. Due to Sinsay's expansion, the network of this brand dominates in terms of scale.

OMNICHANNEL SALES PER M²

Omnichannel revenue per m^2 is best calculated on average floorspace and looked at on an average monthly basis. This indicator relates LPP's total omnichannel revenue (including online sales) to the average floor space of all stores opened in the reporting period, both the mature and the new ones. It should not be read as a measure of store productivity alone, since the numerator includes online sales generated outside of the physical store network. Typically, it takes a new store up to 24 months to mature and start generating target turnover levels of a mature store. Due to stronger brand awareness, maturity is easier to reach domestically than abroad. In times of fast floorspace expansion, the omnichannel revenue per m^2 ratio may be falling. Then, the performance of the network is judged by LFLs (like-for-like, same store sales).

LFLs are the key indicator of our traditional store business' success. We measure these at stores that have been the same as a year before (i.e. have not changed their floorspace, have not undergone upgrades) and have been in operation for the past 14 months (without a break longer than 7 days). Calculations are conducted in local currencies, i.e. without taking into account changes in currencies

GROUP REVENUES

PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2022	2023	2024	2025
Revenues (PLN m)	**6,019**	**7,029**	**8,047**	**8,756**	**9,899**	**7,848**	**14,030**	**11,339**	**15,927**	**17,406**	**20,194**	**23,109**
YoY change	*17%*	*17%*	*14%*	-	*13%*	*-21%*	*79%*	*44%*	*40%*	*9%*	*16%*	*14%*
Revenues/m² monthly (PLN)	**575**	**628**	**662**	**657**	**671**	**500**	**715**	**758**	**809**	**737**	**742**	**715**
YoY change	*7%*	*9%*	*5%*	-	*2%*	*-25%*	*43%*	*52%*	*7%*	*-9%*	*1%*	*-4%*
Store revenues	5,703	6,571	7,235	7,776	8,569	5,531	9,977	7,587	10,131	11,741	13,885	16,608
YoY change	*16%*	*15%*	*10%*	-	*10%*	*-35%*	*80%*	*37%*	*34%*	*16%*	*18%*	*20%*
E-commerce	173	361	712	802	1,174	2,229	3,961	3,681	4,392	4,286	5,404	6,367
YoY change	*118%*	*108%*	*97%*	-	*46%*	*90%*	*78%*	*65%*	*19%*	*-2%*	*26%*	*18%*
Wholesale revenues	143	97	100	178	156	88	92	72	1,403	1,380	906	134
YoY change	*26%*	*-32%*	*2%*	-	*-12%*	*-43%*	*4%*	*-18%*	*1,849%*	*-2%*	*-34%*	*-85%*

in countries in which LPP's stores are run. LFLs are dependent on many factors, both internal and external ones. Internal factors include: the quality of collections and the degree to which these suit the customers' tastes, the pricing policy and price to quality ratio but also the proximity of other stores in the neighbourhood (cannibalization) and the amount of customers switching to internet purchases. External factors include traffic to shopping centers or retail parks and stores, average ticket sales, number of pieces purchased by customers. We actively work on LFLs levels.

The actions that we undertake include:

» increasing the number of types of items within collections,
» working to have the must-haves in the stores,
» constantly upgrading the quality of floorspace (new store concepts),
» investing in technology, and
» conducting well-thought promotions.

6.1.2. E-COMMERCE

E-commerce is one of the key pillars of our omnichannel business model. Its continued development is supported by:

» expansion of online sales across international markets,
» continuous development of our online stores and mobile applications,
» integration of online and offline sales channels,
» expansion and optimisation of the online product offering,
» faster and more flexible delivery and return options,
» convenient payment methods, and
» the development of Sinsay Club loyalty programme.

We continue to develop our omnichannel ecosystem, integrating physical stores, e-commerce and mobile applications into one customer journey. Customers can conveniently combine online and offline shopping through services such as Click & Collect, in-store returns and omnichannel fulfilment. The Sinsay Club loyalty programme further strengthens customer engagement and supports the development of our omnichannel platform.

6.1.3. WHOLESALE

Our revenues not only comprise of retail but also from wholesale. The two most important sources of wholesale revenues are:

» franchise revenues – sales to our Middle East franchisees, and
» Promostars – offer for business customers with promotional clothes (includes T-shirts, sweaters, trousers, jackets, hats etc).

The latter has been separated to a different entity, as its operations substantially differed from other our businesses. From 2022 till 2024 we had also third source of wholesale revenues – revenue from trade agents. This was connected with disposal Russian business.

GROUP LFLS

PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2022	2023	2024	2025
LFLs	6.4%	10.1%	7.2%	7.8%	3.6%	-38.0%	55.8%	17.0%	1.1%	4.7%	2.3%

6.2. GROSS PROFIT ON SALES MARGIN

Gross profit represents revenue less the cost of goods sold, including product sourcing, customs duties, freight costs and inventory write-offs.

LPP operates an asset-light sourcing model and does not own manufacturing facilities. The Group cooperates with external suppliers, with around 95% of production sourced from Asia. China is currently the largest sourcing market, followed by Bangladesh and other Asian countries, providing flexibility and allowing continuous optimisation of purchasing conditions.

As purchases are predominantly denominated in US dollars, while revenues are generated mainly in PLN and EUR, the US$/PLN exchange rate remains one of the key factors affecting gross margin.

Freight costs and customs duties also influence the cost of goods sold. Freight rates are negotiated with logistics partners under annual agreements, which improves cost visibility and limits exposure to short-term market volatility.

Gross margin is additionally driven by the market acceptance of collections, the share of full-price sales, purchasing conditions, promotional intensity and brand mix (as Sinsay carries a structurally lower gross margin, its growing share in sales has a dilutive effect on the gross margin).

Our inventory management strategy focuses on maximising full-price sales while efficiently managing end-of-season inventory. Unsold seasonal goods are sold through dedicated clearance channels and do not return to stores.

Due to the seasonal nature of the fashion business, gross profit margin varies between quarters.

For analytical purposes, gross profit should be assessed not only as a percentage margin but also on a gross profit per m^2 basis, as this metric better reflects both sales productivity and pricing discipline.

2025 CUSTOMS DUTIES BY COUNTRIES

Bangladesh	0%	Myanmar	0%
Cambodia	12%	Pakistan	0%
China	12%	Morocco	0%
India	9.6%	Vietnam	10%
Indonesia	9.6%	Türkiye	0%

GROSS PROFIT MARGIN

PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Gross profit (PLN m)	2,934	3,727	4,401	4,628	5,146	4,084	8,107	6,491	6,491	8,131	8,013	8,967	10,719	12,842
YoY change	7.0%	27.0%	18.1%	-	11.2%	-20.6%	98.5%	58.9%	58.9%	25.3%	23.5%	11.9%	19.5%	19.8%
Gross profit/m^2 monthly (PLN)	280	333	358	347	349	260	413	434	434	442	437	407	410	397
YoY change	-4%	19%	8%	-	0%	-26%	58.5%	66.9%	66.9%	1.8%	0.7%	-6.9%	0.7%	-3.2%
Gross profit margin	48.7%	53.0%	54.7%	52.9%	52.0%	52.0%	57.8%	57.2%	57.2%	51.1%	50.3%	51.5%	53.1%	55.6%
US$/PLN average rate	3.94	3.78	3.61	3.62	3.84	3.89	3.89	3.89	3.89	4.49	4.49	4.17	3.99	3.72

PFSA – the Polish Financial Supervision Authority
In connection with the PFSA's recommendation, a change took place with regard to write-offs related to: (1) tangible fixed assets in Russia, (2) tangible fixed assets in Ukraine, (3) inventories in Ukrainian stores. The amount of write-offs does not change, but the timing of their recognition. Due to the PFSA recommendation, the figures for 2021 and 2022 have been restated.

6.3. SG&A COSTS

Apart from the cost of goods sold, the Group incurs selling and general administrative (SG&A) expenses. As e-commerce continues to grow, SG&A is primarily analysed as a percentage of revenue rather than on a per m^2 basis. Under the current strategy, the Group expects the SG&A ratio to remain within the communicated target range.

LPP benefits from significant operating leverage, with the majority of SG&A costs being fixed. This supports profitability during periods of strong sales growth but also requires ongoing cost discipline when revenue growth slows.

For management purposes, SG&A costs are divided into:

- Store costs, including rent, HR (payroll) and other operating expenses related to the retail network;
- Headquarters costs, comprising logistics, e-commerce fulfilment, marketing, IT, product development and administrative functions supporting the Group's operations.

Store rent and payroll are the largest cost categories. The Group continuously optimises rental conditions and store productivity. The growing share of Sinsay brand, with its focus on retail parks and smaller cities, contributes to structurally lower occupancy costs for the Group.

Headquarters costs grow alongside the expansion of the Group's international operations and investments in digital capabilities, logistics infrastructure, automation and technology. Productivity improvements, automation and AI-driven process optimisation are expected to offset part of the cost inflation, while the resulting savings are reinvested to support further growth.

The Group's remuneration expenses also include share-based incentive programmes for the management team, designed to align management's long-term objectives with shareholder value creation.

SG&A COSTS

					IFRS16							
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2022	2023	2024	2025
SG&A costs (PLN m)	2,609	3,100	3,532	3,822	4,213	3,848	5,961	5,058	6,702	6,565	8,259	9,414
YoY change	19%	19%	14%	-	10%	-2%	55%	31%	33%	-2%	26%	14%
SG&A/m^2 monthly (PLN)	237	280	291	287	289	247	305	341	368	300	318	293
YoY change	1%	11%	4%	-	1%	-15%	23%	38%	8%	-18%	6%	-8%
% of sales	43%	44%	44%	44%	43%	42%	42%	45%	42%	38%	41%	41%
Costs of stores (PLN m)	2,080	2,377	2,555	2,751	2,959	2,355	3,158	2,503	3,371	3,748	4,539	5,307
YoY change	17%	14%	7%	-	8%	25%	34%	6%	35%	11%	21%	17%
Costs of headquarters (PLN m)	528	723	977	1,071	1,254	1,492	2,803	2,555	3,331	2,817	3,720	4,107
YoY change	28%	37%	35%	-	17%	-14%	88%	71%	30%	-15%	32%	10%

EMPLOYEE DATA

	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2022	2023	2024	2025
No. of group employees	25,106	25,635	25,174	24,588	24,447	21,977	31,808	29,930	33,556	54,379	62,771
Employees in Poland	16,239	14,736	14,294	13,827	14,061	11,578	15,144	16,686	17,428	19,803	21,500
– office & warehouse	2,708	3,320	3,347	3,414	3,776	3,486	3,101	4,363	4,469	5,557	5,645
– stores	13,531	11,416	10,947	10,413	10,285	8,092	12,043	12,323	12,959	14,246	15,855
Employees abroad	8,867	10,899	10,880	10,761	10,386	10,399	16,664	13,244	16,128	34,576	41,271

6.4. EBIT

EBIT is generated by the difference between gross profit per m^2 and SG&A costs per m^2. Thus, maximization of this amount is our key focus. We do it by: 1) aiming to maximize gross profit on sales per m^2 and 2) minimizing costs per m^2. However, the operating profit also needs to be adjusted for the other operating line, which has been and is going to remain a negative contributor. The key reason behind the negative result are the inventory losses (thefts and damages of goods in the stores).

6.5. NET FINANCIALS LINE

The net financial result is primarily affected by interest income and expenses, foreign exchange differences and lease-related financing costs recognised under IFRS 16.

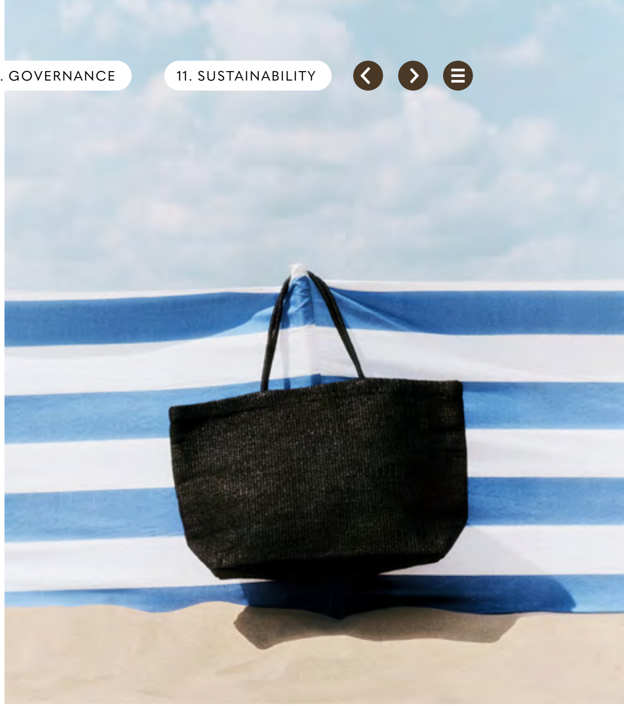
6.5.1. INTEREST PAYMENTS

Interest expense reflects the Group's financing structure and the level of debt used to support its operations and investments, while interest income is generated on cash balances. Long-term financing is primarily used to support strategic investments, including logistics infrastructure and headquarters development, whereas short-term facilities finance working capital requirements.

6.5.2. FOREIGN EXCHANGE DIFFERENCES

Foreign exchange differences arise mainly from trade payables denominated in foreign currencies, financing provided to foreign subsidiaries and the translation of lease liabilities recognised under IFRS 16.

To reduce the impact of exchange rate volatility, the Group hedges supplier invoices using forward contracts. As these transactions do not qualify for hedge accounting, their impact is recognised in the net financial result.



EBIT

					IFRS16									
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025 adjusted
EBIT (PLN m)	226	578	757	688	806	153	1,479	1,128	1,403	1,460	1,184	2,284	2,415	3,316
YoY change	-55%	155%	31%	-	17%	-83%	866%	637%	817%	29%	-16%	93%	6%	37%
EBIT margin	4%	8%	9%	8%	8%	2%	11%	10%	12%	9%	7%	13%	12%	14%

Data for 2025 have been adjusted for the impact of the write-offs – receivables from the sale of the Russian business: PLN 823 million. Reported EBIT for 2025: PLN 2,493m.

NET FINANCIALS

					IFRS16							
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2022	2023	2024	2025
Net financials (PLN m)	-32	-15	-33	-31	-140	-270	-247	-190	-97	-236	-164	-425
Financial income	1	5	8	9	11	72	26	26	127	98	142	38
Financial costs	34	20	41	41	151	341	273	216	224	334	306	463

6.6. TAXES

Income tax comprises current and deferred tax.

Current tax represents income taxes payable by individual Group subsidiaries in the jurisdictions in which they operate. As tax is calculated separately in each country, losses incurred in one jurisdiction cannot be offset against profits generated in another.

Deferred tax reflects the future tax effects of temporary differences between the carrying amounts of assets and liabilities for accounting purposes and their tax bases.

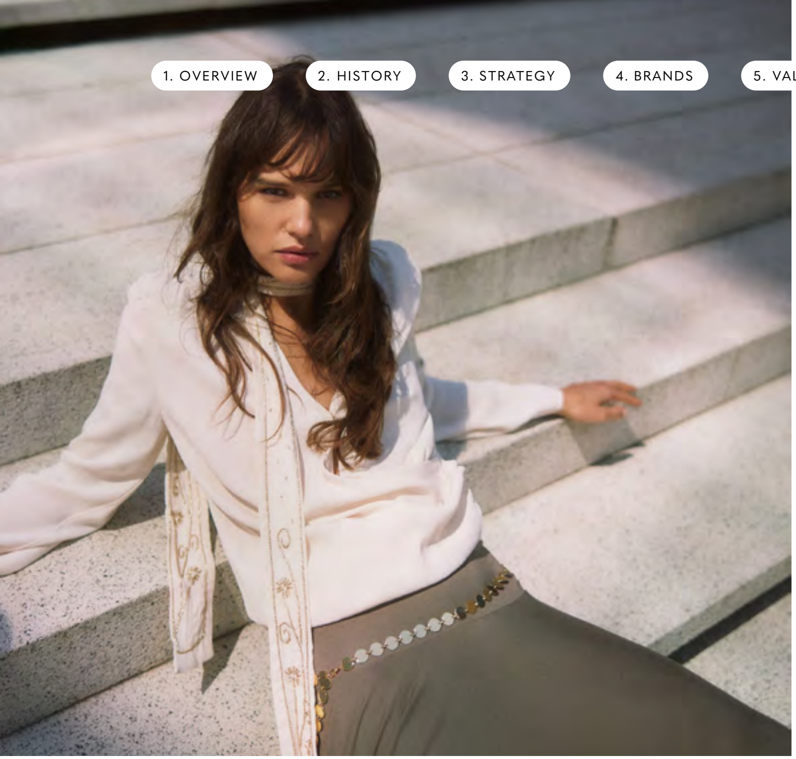
Since October 2023, LPP has participated in the Polish National Revenue Administration's Co-operation Programme. The programme supports tax transparency, enhances tax certainty and enables ongoing cooperation with the tax authorities on significant tax matters.

2025 TAX RATES BY COUNTRIES

0%	Estonia, Latvia
9%	Hungary
10%	Bulgaria, North Macedonia, B&H, Kosovo
12%	Moldova
15%	Serbia, Lithuania, Uzbekistan, Georgia
16%	UK, Romania
18%	Ukraine, Croatia
19%	Poland
20%	Belarus, Finland, Kazakhstan, Azerbaijan
21%	Slovakia, Czech Republic
22%	Greece, Slovenia
24%	Italy
25%	Spain
33%	Germany

TAXES

PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Taxes	19	123	219	214	244	74	278	212	212	219	219	435	504	571
Current taxation	27	135	231	235	212	121	518	447	447	248	248	403	456	664
Deferred taxation	-7	-12	-12	-21	32	-47	-240	-235	-235	-30	-30	32	48	-93
Effective tax rate	10%	22%	30%	33%	37%	-63%	23%	23%	18%	16%	20%	21%	22%	28%



6.7. NET PROFIT

The level of net profit is a derivative of all the actions described above. On top, historically we recorded a small level of non-controlling interest which had to be taken out from the group net profit. This resulted from the parent company not having a 100% stake in some small subsidiaries.

6.8. CASH CYCLE

Net working capital and the cash conversion cycle are key indicators of the efficiency of the Group's operating model.

Net working capital comprises trade receivables, inventories and trade payables. Due to the retail nature of the business, trade receivables remain low, as the majority of sales are settled immediately through cash or electronic payments.

Inventories include goods in transit, distribution centers and stores. Their level reflects the scale of the Group's operations, the pace of network expansion and the preparation of collections for upcoming seasons. As production is sourced mainly from Asia, collections are ordered several months in advance to ensure timely deliveries across all markets. As purchases are predominantly denominated in US dollars, exchange rate movements also affect inventory values.

Trade payables are closely linked to sourcing volumes and are supported by supply chain financing solutions, which help optimise the cash conversion cycle and working capital management.

Given the growing importance of e-commerce, working capital efficiency is primarily assessed using inventory turnover and the cash conversion cycle rather than inventory per m^2.

					IFRS16									
PLN m	**2016**	**2017**	**2018**	**2018 (13m)**	**2019 (13m)**	**2020**	**2021**	**2021 restated**	**2021 restated PFSA**	**2022**	**2022 restated PFSA**	**2023**	**2024**	**2025 adjusted**
Total net profit	175	441	505	442	421	-190	954	954	1,562	1,094	485	1,612	1,747	2,369
Result from discontinued operations	-	-	-	-	-	-	-	228	561	-51	-384	-	-	-
Net profit on continuing operations	175	441	505	442	421	-190	954	725	1,001	1,144	869	1,612	1,747	2,369
YoY change	-50%	152%	15%	-	-5%	N/M	N/M	N/M	N/M	58%	-13%	86%	8%	36%
Net margin on continuing operations	3%	6%	6%	5%	4%	-2%	7%	6%	9%	7%	5%	9%	9%	10%

Data for 2025 have been adjusted for the impact of the write-offs – receivables from the sale of the Russian business: PLN 823 million. Reported total net profit for 2025: PLN 1,497m.

SUPPLY CHAIN FINANCE – SCF (SUPPLIER FINANCING PROGRAMME)

Benefits for LPP:

- Extended payment periods on invoices for goods purchased.
- Net working capital and operating cash flows improvement.
- No cost for LPP – cost is included in discount rate used.

Benefits for suppliers:

- Possibility to discount invoices for LPP before the payment deadline (low discount rate based on LPP's standing).
- No impact on borrowing capacity.
- Lower cost than banking debt.

PLN 2.9 BN UTILIZATION AT THE END OF 2025 AROUND 50% OF THE LIMIT

CASH CYCLE

					IFRS16								
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Net working capital (PLN m)	448	350	155	-27	-36	-605	-958	-840	1,133	1,133	-138	-389	-689
Receivables	165	200	122	104	144	158	246	246	944	944	810	757	161
Inventory	1,164	1,473	1,590	1,210	1,921	2,074	3,864	3,982	3,353	3,353	3,040	4,669	4,587
Liabilities	881	1,323	1,557	1,341	2,101	2,837	5,068	5,068	3,164	3,164	3,988	5,815	5,437

PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Cash cycle (days)	61	33	16	11	-1	-34	-56	-63	-10	-7	-5	-26	-33
Receivables (days)	9	9	7	7	5	7	5	7	14	14	18	14	2
Inventory (days)	147	145	153	129	146	194	183	228	169	169	138	148	165
Liabilities (days)	95	122	144	125	152	235	244	298	193	190	161	189	200

Note: In calculations we use a 365 day year and average values of inventory, trade receivables and liabilities.
In 2022–2024, trade receivables included receivables from trade agents.

6.9. CAPEX

Capital expenditure is one of the Group's key cash outflows and supports the long-term development of its omnichannel business model. In line with the Group's strategy, capital expenditure increasingly supports the expansion of the international store network, logistics automation, AI-driven process optimisation and the further development of the omnichannel ecosystem. CAPEX is allocated across three main areas:

STORE CAPEX

Investments in new stores, refurbishments and store modernisation. The majority of expenditure relates to network expansion. Investment outlays are partly offset by fit-outs provided by shopping center developers. Depending on the accounting treatment under IFRS 16, fit-outs are recognised either as a reduction of the right-of-use asset or as a reduction of rental expenses over the lease term, lowering the Group's effective investment or occupancy costs.

LOGISTICS CAPEX

Investments in distribution and fulfilment infrastructure, warehouse automation and technologies supporting logistics efficiency. Following the completion of major logistics projects in Poland and Romania, current expenditure is primarily focused on increasing operational efficiency and supporting future growth.

OTHER CAPEX

Investments in IT systems, digital solutions and other infrastructure supporting the Group's operations. As the omnichannel model continues to develop, an increasing share of this expenditure is directed towards technology, automation and AI-enabled solutions.

CAPEX

						IFRS16							
PLN m	**2015**	**2016**	**2017**	**2018**	**2018 (13m)**	**2019 (13m)**	**2020**	**2021**	**2021 restated**	**2022**	**2023**	**2024**	**2025**
Capex (PLN m)	491	272	442	799	932	1,004	825	1,325	960	1,157	1,090	1,818	3,171
Stores	392	230	376	489	620	729	622	912	547	736	930	1,191	1,648
Logistics	31	5	5	181	180	133	71	275	275	268	25	410	1,308
Other	67	37	61	129	132	142	132	138	138	153	135	217	215
YoY change	-11%	-45%	62%	81%	-	8%	-13%	61%	16%	21%	-6%	67%	74%
% of sales	10%	5%	6%	10%	11%	10%	9%	9%	8%	7%	6%	9%	14%

6.10. NET DEBT AND DIVIDEND

LPP uses debt to support the long-term development of its business while maintaining a prudent financial profile. Short-term financing is primarily used to support working capital, whereas long-term financing is dedicated to strategic investments, including logistics infrastructure and network expansion. Since 2025, the Group's financing has been based on a long-term consortium agreement with leading Polish and international banks, providing a stable funding platform for strategic investments, working capital and supplier financing.

Since the adoption of IFRS 16, lease liabilities have become a significant component of reported net debt. Therefore, leverage should be assessed taking into account the accounting impact of lease obligations alongside the Group's strong cash generation capabilities.

Despite its intensive investment programme, LPP remains committed to delivering shareholder returns through a balanced dividend policy that supports both future growth and financial stability.

Under the Dividend Policy for 2027–2029, the Management Board intends to recommend dividends of:

- at least 50% of the Company's standalone net profit for the preceding financial year,
- plus available retained earnings or distributable reserves, where appropriate,
- while the total dividend will not exceed 70% of the Group's consolidated net profit.

Making its recommendation, the Management Board will consider, among other factors, the Group's financial results, free cash flow (FCF), liquidity, indebtedness, planned capital expenditure, growth prospects, market conditions and financing covenants.

NET DEBT

					IFRS16						
IAS17/IFRS16	**2016**	**2017**	**2018**	**2018 (13m)**	**2019 (13m)**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Net debt (PLN m)	144	-316	-753	-841	2,459	2,906	3,796	4,849	3,680	4,059	6,123
Cash	366	515	1,045	1,070	1,361	1,278	1,355	465	1,077	846	450
Deposits and mutual funds	-	-	-	-	-	-	-	-	-	865	811
Long-term debt	195	142	89	84	463	485	439	845	490	182	1,383
Short-term debt	315	56	203	145	109	521	535	806	359	817	469
Finance leases					3,248	3,248	4,177	3,663	3,908	4,771	5,532
Net debt/EBITDA (x)	0.3	-0.4	-0.7	-0.7	1.3	2.4	1.4	1.9	1.0	1.0	1.1
Dividends (PLN m)	60	66	73	73	110	-	834	649	798	1,132	1,225
YoY change	3%	9%	12%	-	-	N/M	N/M	-22%	23%	42%	8%

Note: Dividends are shown under the year paid.

6.11. GOODWILL

The goodwill and trademark values recognised in the Group's balance sheet primarily relate to the acquisition of Artman SA and, to a lesser extent, the acquisition of the Slovak franchise partner Koba AS.

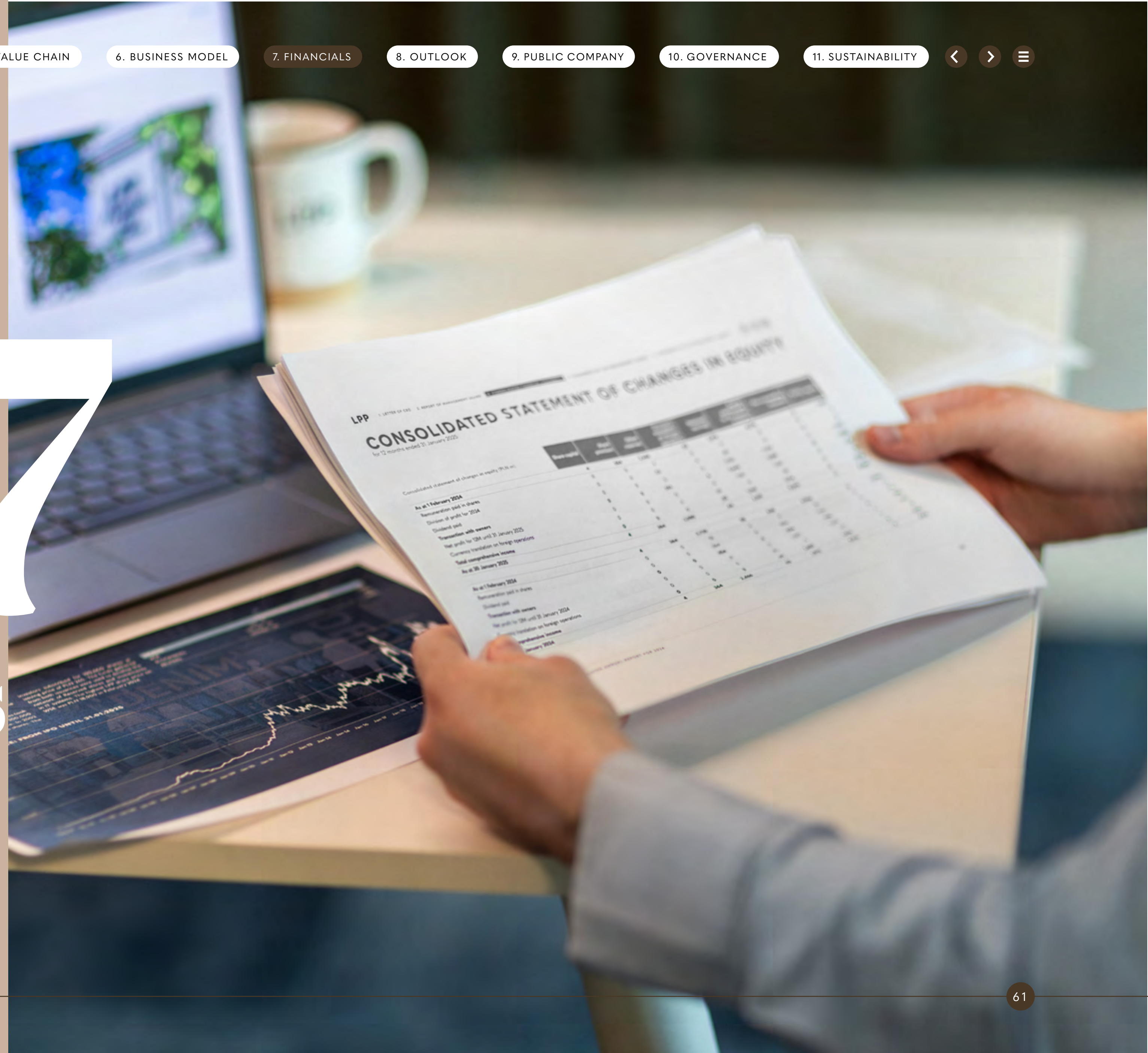
These assets are subject to annual impairment testing. Based on the results of these tests, the Group does not identify any indication of impairment.

Even excluding goodwill, the Group maintains a strong tangible equity position.

GOODWILL

					IFRS16							
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated PFSA	2022	2023	2024	2025
Intangible assets	44	64	90	93	126	136	144	144	186	272	363	478
Goodwill	210	210	210	210	210	183	183	183	183	183	183	183
Trademark	78	78	78	78	78	78	78	78	78	78	78	78
Equity	2,135	2,443	2,861	2,816	3,247	3,068	3,272	3,881	3,984	4,717	5,302	5,609
Tangible equity	1,804	2,092	2,484	2,436	2,834	2,671	2,867	3,475	3,538	4,185	4,678	4,870
Assets	3,678	4,207	5,381	7,906	9,606	10,354	14,135	14,744	12,921	13,802	17,501	19,183

Note: Tangible equity is calculated as total consolidated equity minus all intangibles.



07

Financials

Note: Since FY2020, LPP's financial year has been aligned with the fashion cycle (1 February – 31 January). FY2019 was a 13-month transition period.

CONSOLIDATED INCOME STATEMENT

To ensure comparability, the figures in the tables below relate to core business operations.

The figures for 2025 have been adjusted to exclude the impact of the receivables allowance for the Russian business: PLN 823 million.

The figures for 2024 have been adjusted to exclude the impact of transactions with trade agents during the transition period: PLN 787 million.

PLN m	2024	2025	YoY change
Revenues	19,407	23,109	19%
COGS	8,688	10,267	18%
Gross profit	10,719	12,842	20%
SG&A costs	8,259	9,414	14%
Other operating line	-45	-112	N/M
EBIT	2,415	3,316	37%
Net financials	-164	-390	N/M
Taxes	504	557	11%
Non-controlling interest	0	-3	N/M
Total net profit	1,747	2,369	36%
Amortisation & depreciation	1,689	2,075	23%
EBITDA	4,104	5,391	31%

Margin	2024	2025	YoY change
Gross profit margin	55.2%	55.6%	0.3 pp.
EBITDA margin	21.1%	23.3%	2.2 pp.
EBIT margin	12.4%	14.3%	1.9 pp.
Net profit margin on continuing operations	9.0%	10.3%	1.2 pp.

CONSOLIDATED INCOME STATEMENT

					IFRS16									
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Revenues	6,019	7,029	8,047	8,756	9,899	7,848	14,030	11,339	11,339	15,927	15,927	17,406	20,194	23,109
COGS	3,085	3,302	3,645	4,128	4,754	3,764	5,922	4,848	4,848	7,796	7,913	8,440	9,475	10,267
Gross profit	2,934	3,727	4,401	4,628	5,146	4,084	8,107	6,491	6,491	8,131	8,013	8,967	10,719	12,842
SG&A costs	2,609	3,100	3,532	3,822	4,213	3,848	5,961	5,058	5,058	6,702	6,702	6,565	8,259	9,414
Other operating line	-99	-42	-113	-118	-127	-83	-667	-305	-29	31	-126	-118	-45	-935
EBIT	226	578	757	688	806	153	1,479	1,128	1,403	1,460	1,184	2,284	2,415	2,493
Net financials	-32	-15	-33	-31	-140	-270	-247	-190	-190	-97	-97	-236	-164	-425
Taxes	19	123	219	214	244	74	278	212	212	219	219	435	504	571
Non-controlling interest	0	0	0	0	0	0	0	0	0	-2	-2	5	0	-3
Net profit on continuing operations	175	441	505	442	421	-190	954	725	1,001	1,144	869	1,612	1,747	1,497
Result from discontinued operations	0	0	0	0	0	0	0	228	561	-51	-384	0	0	0
Total net profit	175	441	505	442	421	-190	954	954	1,562	1,094	485	1,612	1,747	1,497
Amortisation & depreciation	267	293	349	427	1,094	1,073	1,148	943	943	1,129	1,129	1,383	1,689	2,075
EBITDA	494	872	1,106	1,115	1,899	1,171	2,627	2,072	2,347	2,589	2,314	3,666	4,104	4,568

PFSA – the Polish Financial Supervision Authority
In connection with the PFSA's recommendation, a change took place with regard to write-offs related to: (1) tangible fixed assets in Russia, (2) tangible fixed assets in Ukraine, (3) inventories in Ukrainian stores. The amount of write-offs does not change, but the timing of their recognition. Due to the PFSA recommendation, the figures for 2021 and 2022 have been restated.

CONSOLIDATED INCOME STATEMENT, YOY DYNAMICS

					IFRS16									
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Revenues	17%	17%	14%	-	13%	-21%	79%	44%	44%	40%	40%	9%	16%	14%
COGS	29%	7%	10%	-	15%	-21%	57%	29%	29%	61%	63%	7%	12%	8%
Gross profit	7%	27%	18%	-	11%	-21%	99%	59%	59%	25%	23%	12%	20%	20%
SG&A costs	19%	19%	14%	-	10%	-2%	55%	31%	31%	33%	33%	-2%	26%	14%
Other operating line	20%	14%	11%	-	8%	-34%	701%	N/M	N/M	N/M	N/M	N/M	N/M	N/M
EBIT	-55%	155%	31%	-	17%	-83%	866%	637%	817%	29%	-16%	93%	6%	3%
Net financials	-63%	-54%	123%	-	347%	92%	-8%	N/M	N/M	N/M	N/M	N/M	N/M	N/M
Taxes	-69%	537%	78%	-	14%	-70%	278%	189%	189%	3%	3%	99%	16%	13%
Non-controlling interest	-	-	-	-	-	-	-	-	-	N/M	N/M	N/M	-100%	N/M
Net profit on continuing operations	-50%	152%	15%	-	-5%	N/M	N/M	N/M	N/M	58%	-13%	86%	8%	-14%
Result from discontinued operations	0%	0%	0%	-	0%	0%	0%	N/M	N/M	N/M	N/M	N/M	N/M	N/M
Net profit	-50%	152%	15%	-	-5%	N/M	N/M	N/M	N/M	15%	-69%	232%	8%	-14%
Amortisation & depreciation	20%	10%	19%	-	156%	-7%	13%	-12%	12%	20%	20%	22%	22%	23%
EBITDA	-32%	77%	27%	-	70%	-38%	124%	69%	91%	25%	-1%	58%	12%	11%

CONSOLIDATED BALANCE SHEET

					IFRS16							
PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated PFSA	2022	2023	2024	2025
Non-current assets	**1,839**	**1,920**	**2,418**	**5,280**	**5,871**	**5,621**	**7,028**	**7,518**	**7,352**	**7,973**	**9,872**	**12,607**
Tangible fixed assets	1,291	1,348	1,818	1,821	2,312	2,440	2,760	3,251	3,336	3,643	4,735	6,649
Right-of-use assets	0	0	0	2,894	3,000	2,589	3,412	3,412	2,888	3,245	4,100	4,856
Intangible assets	44	64	90	93	126	136	144	144	186	272	363	478
Goodwill	210	210	210	210	210	183	183	183	183	183	183	183
Trademark	78	78	78	78	78	78	78	78	78	78	78	78
Other investments	0	0	0	0	0	0	0	0	0	0	0	0
Receivables and loans	6	5	8	8	8	14	19	19	8	9	7	9
Long-term receivables	0	0	0	0	0	0	0	0	315	229	148	0
Deferred tax assets	144	159	164	173	135	179	425	425	351	306	253	343
Pre-payments	67	57	51	4	2	2	6	6	8	9	5	11
Current assets	**1,839**	**2,287**	**2,963**	**2,627**	**3,735**	**4,733**	**7,108**	**7,225**	**5,569**	**5,829**	**7,629**	**6,576**
Inventory	1,164	1,473	1,590	1,210	1,921	2,074	3,864	3,982	3,353	3,040	4,669	4,587
Trade receivables	165	200	122	104	144	158	246	246	944	810	757	161
Receivables from income tax	75	6	0	1	8	103	34	34	8	36	15	24
Other receivables	0	0	0	0	0	0	0	0	50	90	178	132
Other non-financial assets	29	48	38	45	53	64	196	196	53	66	134	174
Pre-payments	38	44	33	26	37	32	49	49	79	82	81	114
Other financial assets	0	2	100	170	114	71	61	61	59	68	84	123
Deposits and investment funds	0	0	0	0	97	953	1,303	1,303	557	561	865	811
Cash and cash equivalents	366	515	1,045	1,070	1,361	1,278	1,355	1,355	465	1,077	846	450
Total assets	**3,678**	**4,207**	**5,381**	**7,906**	**9,606**	**10,354**	**14,135**	**14,744**	**12,921**	**13,802**	**17,501**	**19,183**

CONSOLIDATED BALANCE SHEET

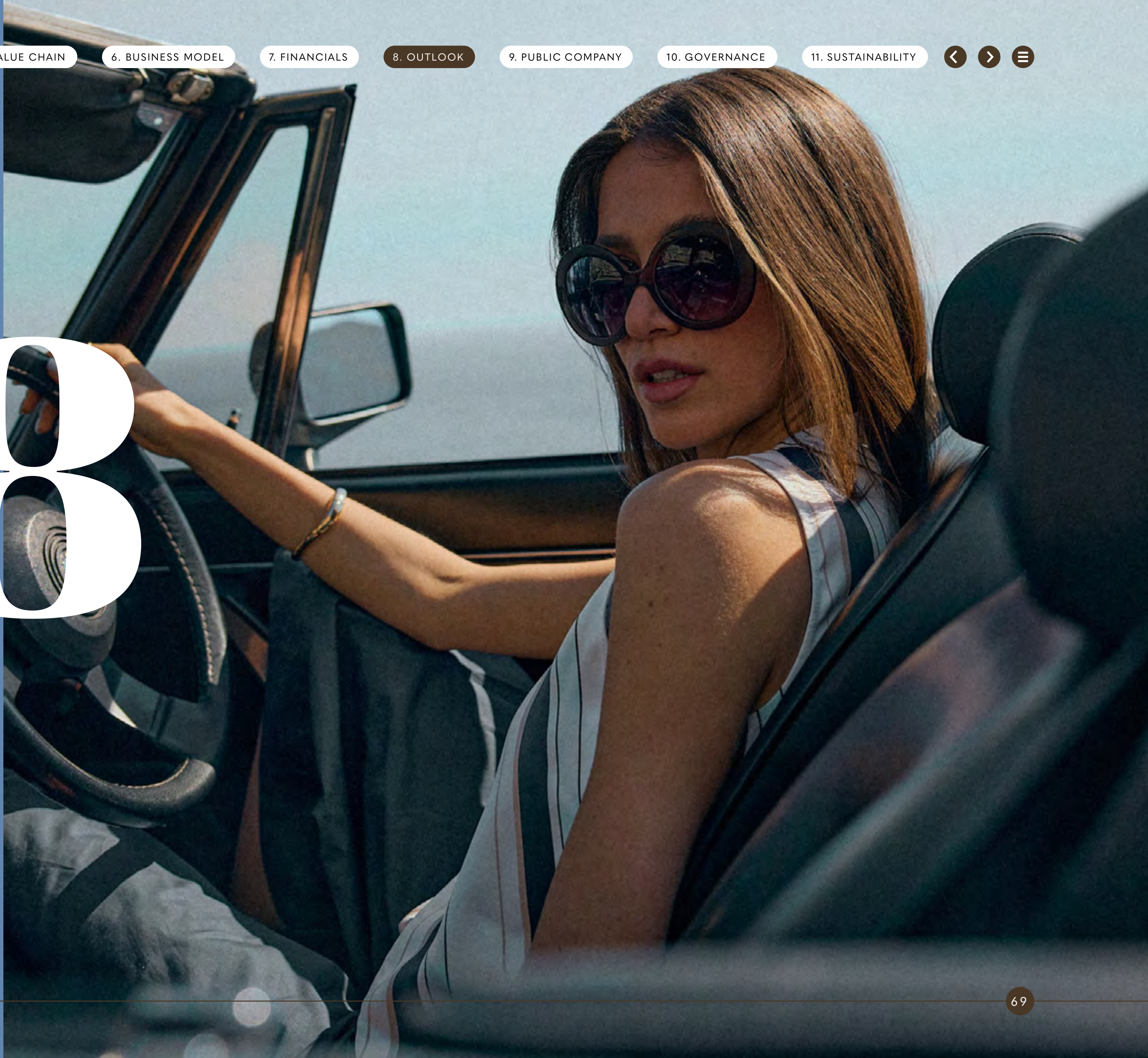
PLN m	2016	2017	2018	2018 (13m)	2019	2020	2021	2021 restated PFSA	2022	2023	2024	2025
				IFRS16								
Equity	**2,135**	**2,443**	**2,861**	**2,816**	**3,247**	**3,068**	**3,272**	**3,881**	**3,984**	**4,717**	**5,302**	**5,609**
Share capital	4	4	4	4	4	4	4	4	4	4	4	4
Treasury shares	-43	-43	-43	-43	-41	0	0	0	0	0	0	0
Additional paid-in capital	251	278	279	279	285	364	364	364	364	364	364	364
Other capital	1,608	1,823	2,252	2,252	2,733	3,155	2,345	2,345	2,720	2,466	2,980	3,438
Foreign exchange differences from subsidiaries	-115	-208	-232	-214	-163	-265	-205	-205	58	-33	-66	-79
Retained earnings	430	590	601	539	430	-190	764	1,372	840	1,913	2,017	1,882
Profit (loss) from previous years	255	149	96	96	9	0	-190	-190	-254	301	270	385
Net profit (loss) for the current period	175	441	505	442	421	-190	954	1,562	1,094	1,612	1,747	1,497
Non-controlling interest	0	0	0	0	0	0	0	0	-2	3	3	0
Long-term liabilities	**267**	**233**	**346**	**2,634**	**3,159**	**3,114**	**3,983**	**3,983**	**3,723**	**3,431**	**3,746**	**5,631**
Bank loans	195	142	89	84	171	191	144	144	538	490	182	1,383
Other financial liabilities	0	0	0	0	292	294	295	295	307	0	0	0
Finance lease (IFRS16)	0	0	0	2,439	2,568	2,524	3,428	3,428	2,760	2,892	3,523	4,153
Provisions for employee benefits	3	1	1	1	1	2	1	1	2	2	3	4
Provision for deferred income tax	4	7	1	0	0	0	1	1	2	2	2	2
Other long-term liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Accruals	66	83	256	109	127	104	114	114	114	46	36	89
Short-term liabilities	**1,276**	**1,530**	**2,174**	**2,456**	**3,199**	**4,171**	**6,880**	**6,880**	**5,214**	**5,654**	**8,453**	**7,943**
Trade and other liabilities	881	1,323	1,557	1,341	2,101	2,837	5,068	5,068	3,164	4,298	5,815	5,437
Income tax liabilities	7	53	234	236	174	68	311	311	155	53	255	273
Bank loans	315	56	203	145	109	521	535	535	806	49	817	469
Other financial liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Finance lease (IFRS16)	0	0	0	566	680	654	749	749	902	1,016	1,248	1,379
Provisions	38	54	107	132	90	35	160	160	153	188	236	249
Special funds	0	0	0	0	0	0	0	0	0	0	0	0
Accruals	34	44	72	36	45	56	57	57	33	51	82	136
Total equity and liabilities	**3,678**	**4,207**	**5,381**	**7,906**	**9,606**	**10,354**	**14,135**	**14,744**	**12,921**	**13,802**	**17,501**	**19,183**

CONSOLIDATED CASH FLOW STATEMENT

					IFRS16									
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Pre-tax profit (loss)	**194**	**564**	**724**	**657**	**665**	**-117**	**1,232**	**938**	**1,213**	**1,363**	**1,087**	**2,047**	**2,251**	**2,068**
Total adjustments	524	330	488	943	1,183	1,191	1,772	1,277	1,001	-740	-465	2,296	1,770	2,607
Amortisation and depreciation	267	293	349	427	1,094	1,073	1,148	943	943	1,129	1,129	1,383	1,689	2,075
Income tax paid	-59	-92	-42	-45	-296	-327	-320	-220	-220	-402	-402	-532	-232	-652
Net working capital	256	101	125	469	269	113	145	253	136	-2,293	-2,175	1,238	-15	728
– Change in inventories	212	-354	-133	330	-315	-218	-1,998	-1,404	-1,521	698	816	239	-1,667	61
– Change in receivables	-36	-39	4	52	-66	-579	-661	-426	-426	387	387	272	-176	718
– Change in liabilities	80	494	254	87	650	911	2,804	2,083	2,083	-3,378	-3,378	726	1,828	-51
Change in provisions	16	15	61	78	-22	-53	87	80	80	-21	-22	24	35	11
Other adjustments	44	12	-4	14	139	384	712	219	62	847	1,004	184	293	445
Net operating cash flow	**718**	**893**	**1,212**	**1,600**	**1,848**	**1,075**	**3,004**	**2,214**	**2,214**	**622**	**622**	**4,343**	**4,021**	**4,675**
Investing inflows	91	58	635	639	480	374	287	279	279	279	279	127	110	95
Capex	-272	-442	-799	-932	-1,004	-825	-1,325	-960	-960	-1,157	-1,157	-1,090	-1,818	-3,171
Other investing outflows	0	0	-540	-640	-338	-556	-290	-290	-290	-19	-19	-20	-257	0
Investing cash flow	**-181**	**-384**	**-704**	**-933**	**-861**	**-1,007**	**-1,328**	**-971**	**-971**	**-897**	**-897**	**-984**	**-1,965**	**-3,076**
Financing inflows	16	26	369	390	949	1,325	7	318	318	1,243	1,243	0	507	1,287
Interest bearing debt	16	26	369	390	949	1,213	7	318	318	1,243	1,243	0	507	1,287
Other	0	0	0	0	0	112	0	0	0	0	0	0	0	0
Financing outflows	-410	-386	-348	-497	-1,632	-1,465	-1,642	-1,692	-1,692	-1,852	-1,852	-2,750	-2,789	-3,279
Treasury shares	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends	-60	-66	-73	-73	-110	0	-834	-834	-834	-648	-648	-798	-1,132	-1,225
Interest bearing debt	-329	-309	-261	-349	-664	-768	-56	-238	-238	-296	-296	-806	-48	-434
Interest and finance lease	-22	-17	-14	-75	-858	-696	-753	-621	-621	-908	-908	-1,146	-1,609	-1,620
Financing cash flow	**-394**	**-360**	**21**	**-106**	**-682**	**-140**	**-1,635**	**-1,374**	**-1,374**	**-609**	**-609**	**-2,750**	**-2,282**	**-1,992**

CONSOLIDATED RATIOS

	IAS17				IFRS16									
PLN m	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2021 restated	2021 restated PFSA	2022	2022 restated PFSA	2023	2024	2025
Gross profit margin	48.7%	53.0%	54.7%	52.9%	52.0%	52.0%	57.8%	57.2%	57.2%	51.1%	50.3%	51.5%	53.1%	55.6%
EBITDA margin	8.2%	12.4%	13.7%	12.7%	19.2%	14.9%	18.7%	18.3%	20.7%	16.3%	14.5%	21.1%	20.3%	19.8%
EBIT margin	3.8%	8.2%	9.4%	7.9%	8.1%	1.9%	10.5%	9.9%	12.4%	9.2%	7.4%	13.1%	12.0%	10.8%
Net profit margin on continuing operations	2.9%	6.3%	6.3%	5.1%	4.3%	-2.4%	6.8%	6.4%	8.8%	7.2%	5.5%	9.3%	8.7%	6.5%
ROE	8.7%	19.3%	19.0%	16.8%	13.9%	-6.0%	30.1%	22.9%	31.6%	31.5%	23.9%	37.1%	34.9%	27.4%
Cash cycle (days)	61	33	16	11	-1	-34	-56	-68	-63	-10	-7	-5	-26	-33
– receivables	9	9	7	7	5	7	5	7	7	14	14	18	14	2
– inventory	147	145	153	129	146	194	183	224	228	169	169	138	148	165
– liabilities	95	122	144	125	152	235	244	298	298	193	190	161	189	200
Net debt/ EBITDA (IAS17/ IFRS16)	0.3	-0.4	-0.7	-0.7	1.3	2.4	1.4	1.3	1.3	1.9	1.9	1.0	1.0	1.1
Net debt/ equity (IAS17/ IFRS16)	0.1	-0.1	-0.3	-0.3	0.8	0.9	1.2	1.2	1.0	1.2	1.2	0.8	0.8	1.1



08

Outlook

LPP enters the next phase of its development with a scalable business model, strengthened logistics infrastructure and a disciplined financial framework. Over the coming years, the Group will focus on delivering profitable growth while further strengthening its competitive advantages across international markets.

Key priorities:

- Accelerate international expansion, primarily through the continued rollout of Sinsay.
- Increase sales across both offline and online channels within the integrated omnichannel ecosystem.
- Improve operational efficiency through logistics automation and wider deployment of AI solutions.
- Maintain disciplined cost management while investing in future growth.
- Preserve a strong balance sheet and financial flexibility to support long-term value creation.

MEDIUM-TERM TARGETS

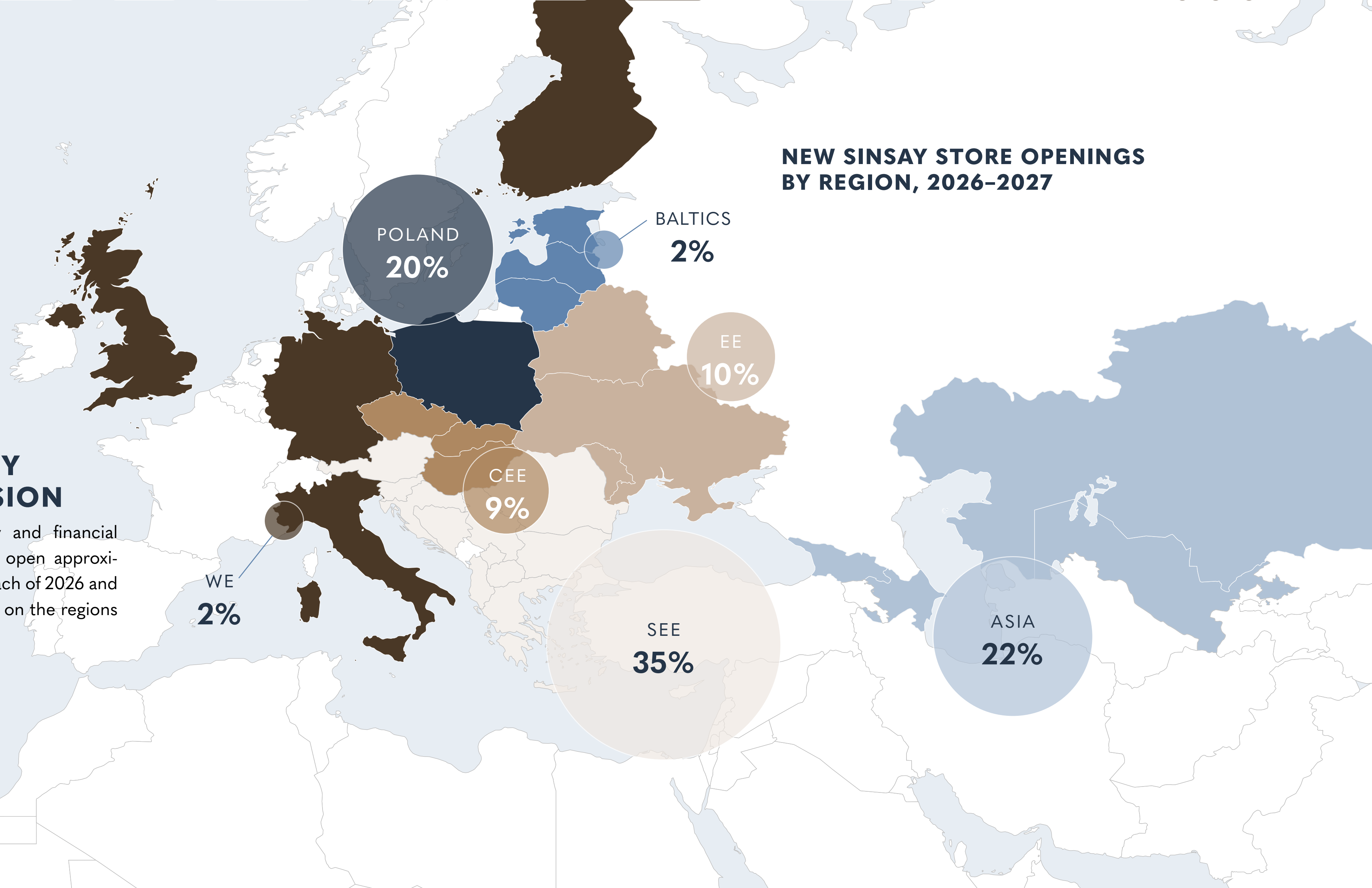
	2026	2027
Sales from core business, PLN bn	ca 26-27	ca 30-31
including:		
Offline	ca +16-20% YoY	ca +15-20% YoY
Online	ca +10-12% YoY	ca 15% YoY
Gross profit margin on sales	ca 56.0%	55.0%-56.0%
SG&A % of sales	40%-41%	40%-41%
EBITDA margin	23.5%-24.5%	23%-24%
Net profit margin	9.5%-10.5%	9%-10%
Capex (PLN bn)	2.5	2.0
Net debt/EBITDA	ca 1.1	ca 1.0
Floorspace (million m^2, as at end of year)	ca +15% YoY	ca +14% YoY

THE MEDIUM-TERM FINANCIAL TARGETS PROVIDE THE FRAMEWORK FOR EXECUTING LPP'S GROWTH STRATEGY, BALANCING CONTINUED EXPANSION WITH DISCIPLINED PROFITABILITY, INVESTMENT AND LEVERAGE.

GROWTH LED BY SINSAY EXPANSION

Under the current strategy and financial outlook the Group plans to open approximately 750 Sinsay stores in each of 2026 and 2027, with expansion focused on the regions presented on the map.

NEW SINSAY STORE OPENINGS BY REGION, 2026–2027

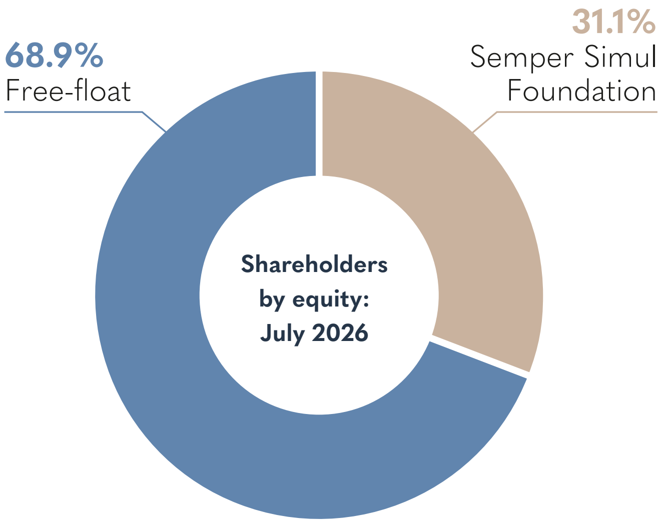


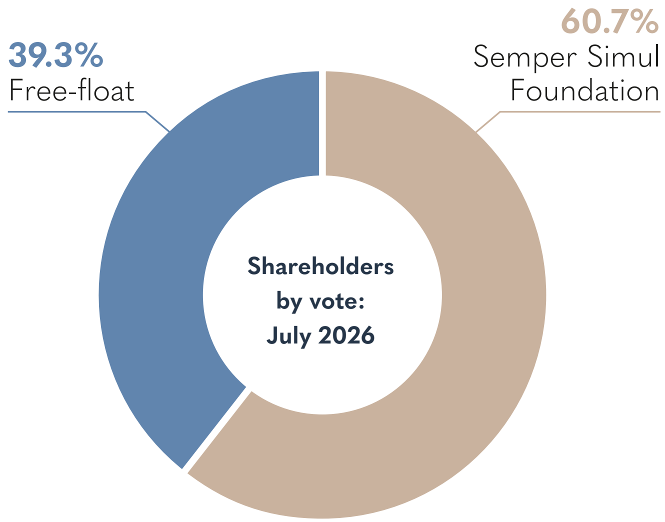
09

Public Company

LPP has been listed on the Warsaw Stock Exchange since 2001. Today, it is one of the largest and most liquid companies on the Polish capital market, attracting both domestic and international institutional investors through its long-term growth strategy and transparent communication.

Listed since	2001
Stock exchange	Warsaw Stock Exchange
Market	Main Market
Index membership	WIG20, MSCI Poland, FTSE, STOXX Europe 600
Reporting	IFRS
Investor communication	Quarterly reporting & conference calls





9.1 SHARE PRICE PERFORMANCE

Since its IPO in 2001, LPP has consistently created shareholder value through long-term business growth. The Company's share price on the day of its debut was PLN 48.00. The highest share price in the history of LPP SA's listing was recorded on 7 January 2026: PLN 21,450.00. The Company's share price performance reflects the successful execution of its strategy and increasing scale of operations.

TICKERS		PERFORMANCE AS OF 31.01.2026	
WSE	LPP	1Y	+19%
BLOOMBERG	LPP PW	3Y	+94%
REUTERS	LPPP.WA	5Y	+156%

LPP'S SHARE PRICE: FROM IPO UNTIL 31.01.2026

LPP'S SHARE PRICE SUMMARY

PLN	2016	2017	2018	2018 (13m)	2019 (13m)	2020	2021	2022	2023	2024	2025
Share price eop	5,674	8,910	7,850	8,370	8,465	7,690	15,890	10,120	15,570	16,460	19,650
Year-low closing price	3,820	5,090	7,535	7,535	6,945	4,450	7,680	7,360	9,145	11,450	13,660
Year-high closing price	6,210	9,063	10,170	10,170	9,125	8,680	18,770	16,000	16,730	18,900	21,450
EPS basic	96.19	241.36	275.53	241.34	229.55	-103.44	518.76	590.79	866.27	941.46	808.24
DPS	33.0	35.7	40.0	40.0	60.0	0.0	350.0	430.0	610.0	660.0	900.0
Dividend yield	*0.6%*	*0.4%*	*0.5%*	*0.5%*	*0.7%*	*0.0%*	*2.2%*	*4.2%*	*3.9%*	*4.0%*	*4.6%*
Payout ratio	17%	37%	22%	-	22%	0%	172%	68%	73%	70%	71%
Weighted average number of shares	1,816,932	1,826,537	1,833,483	1,833,489	1,834,192	1,838,066	1,838,066	1,853,738	1,855,190	1,855,624	1,855,890

Note: Prices from infostrefa.com. Cob stands for close of business. DPS represents the dividend per share attributable to the respective financial year, regardless of the payment date. In 2025, the data used to calculate the payout ratio was adjusted for the impact of the write-offs – receivables from the sale of the Russian business (Net profit: PLN 2,369 m).

9.2. MARKET POSITION

LPP is included in the leading Polish and international equity indices, reflecting its scale, liquidity and importance for institutional investors.

FTSE All-World

WIG20

STOXX Europe 600

MSCI Poland

CECE

10 Governance

LPP'S GOVERNANCE FRAMEWORK SUPPORTS GROWTH THROUGH EFFECTIVE SUPERVISION, DISCIPLINED CAPITAL ALLOCATION, TRANSPARENT REPORTING AND RESPONSIBLE BUSINESS PRACTICES.

FOUNDER-LED OWNERSHIP
long-term strategic vision

CAPITAL ALLOCATION
growth balanced with shareholder returns

TRANSPARENCY
equal access to information

INDEPENDENT SUPERVISION
strong corporate oversight

RISK MANAGEMENT
enterprise-wide governance framework

SUSTAINABILITY
integrated into long-term decision making

CORPORATE GOVERNANCE STRUCTURE

SHAREHOLDERS
Approve key corporate decisions.

SUPERVISORY BOARD
Oversees strategy, risk management and financial reporting.

MANAGEMENT BOARD
Responsible for executing strategy and managing day-to-day operations.

BUSINESS OPERATIONS

MANAGEMENT BOARD

MAREK PIECHOCKI

CEO & Founder

- Reserved, Cropp – brand and product development and omni channel sales
- HR
- Procurement and ESG
- Sales operations
- Logistics
- Investments
- Administration

MARCIN BÓJKO

Management Board Member, CFO

- Reporting
- Controlling
- HR and Payroll, and Accounting
- Investor Relations
- Internal Audit and Risk Management
- Central Procurement
- Treasury

SŁAWOMIR ŁOBODA

Management Board Member

- Reserved, Cropp, House, Mohito – leasing and expansion
- Legal services
- Market analysis
- Management of subsidiaries

MARCIN PIECHOCKI

Management Board Member

- Sinsay – brand and product development and omnichannel sales
- Sinsay – leasing and expansion
- Internal communication
- Social media
- Employer Branding
- External relations

MIKOŁAJ WEZDECKI

Management Board Member

- House, Mohito – brand and product development and omnichannel sales
- Contact Centre
- Data Science
- IT Operations
- IT Core
- IT Business Value Services

SUPERVISORY BOARD

MEMBERS
5

INDEPENDENT
2

AUDIT COMMITTEE
✓

TERM
5 years

Name	EXPERTISE
Miłosz Wiśniewski	FINANCE
Piotr Piechocki	E-COMMERCE
Jagoda Piechocka	TECHNOLOGY
Alicja Milińska	ACCOUNTING
Grzegorz Słupski	AUDIT

CAPITAL ALLOCATION FRAMEWORK

OPERATING CASH FLOW

ORGANIC GROWTH

TECHNOLOGY & LOGISTICS

STRONG BALANCE SHEET

DIVIDEND

Growth first

Investment in expansion and technology.

Financial discipline

Prudent leverage and liquidity.

Shareholder returns

Dividend policy supporting long-term value creation.

Flexibility

Capacity to finance future opportunities.

ACTIVE DIALOGUE WITH INVESTORS

LPP maintains regular dialogue with analysts and investors through transparent and timely communication.

- QUARTERLY REPORTING
- CONFERENCE CALLS
- ROADSHOWS
- INVESTOR CONFERENCES
- FACTBOOK & DATABOOK
- IR WEBSITE & ESPI

11

Sustainability at LPP

RESPONSIBILITY ACROSS THE VALUE CHAIN

Sustainability is integrated into LPP's strategy and business model, supporting long-term growth, supply chain resilience and operational efficiency.

Design
Products designed for longer life.

Materials
Increasing share of preferred materials.

Suppliers
Code of Conduct and regular audits.

Logistics
Lower-impact transport and efficient distribution.

Circularity
Recycling and textile recovery initiatives.

MANAGEMENT STRUCTURE OF ESG ISSUES

THE SUPERVISORY BOARD

THE MANAGEMENT BOARD | CFO

PROCUREMENT AND ESG DIRECTOR

- Sustainable Development Department
- Sustainability Reporting and Social Relations Team
- Internal Control and Risk Management Department
- ESG Committee

ENVIRONMENT

Climate, circularity and resource efficiency.

SOCIAL

Employees, human rights and responsible sourcing.

GOVERNANCE

Oversight, compliance and transparent reporting.

Sustainability is embedded across the entire value chain – from product design to customer.

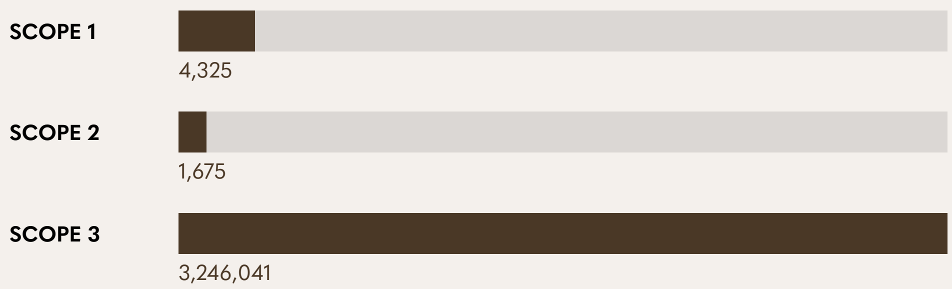
WE MEASURE OUR CARBON FOOTPRINT

Just like every other organisation, LPP has an impact on the climate. In the process of our operations, greenhouse gases are emitted to the atmosphere by vehicles as a result of fuel combustion, electricity is used to power our offices, stores and distribution centers, and – most importantly – to produce materials and garments, ship them and while they are used, that is throughout their lifecycle. To measure our impact on the climate, we have been evaluating our carbon footprint, that is our greenhouse gas (GHG) emissions. Our carbon footprint was calculated in accordance with the GHG Protocol A Corporate Accounting and Reporting Standard. We chose 2019 as the base year – the reference point for the subsequent years. Our key corporate environmental impact comes from Scope 3 of GHG emissions.

CALCULATIONS CONDUCTED IN LINE WITH INTERNATIONALLY RECOGNISED GHG PROTOCOL.

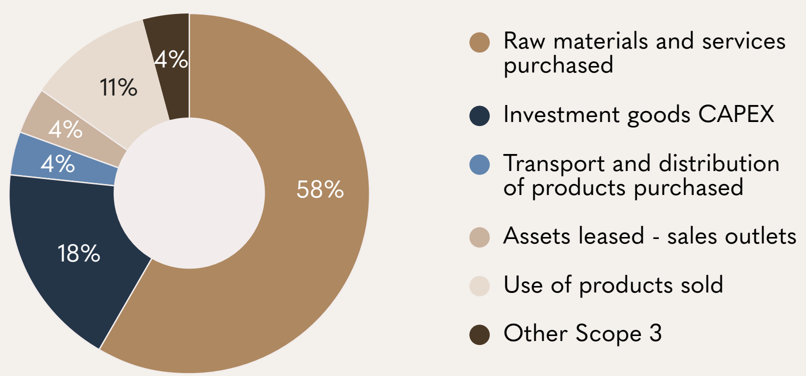
CLIMATE & DECARBONISATION

LPP GROUP GHG EMISSIONS IN TONNES OF CO_2E, 2025



In 2025, the GHG emission intensity of LPP Group per unit of revenue was 140.73 [t CO_2e/M PLN].

SCOPE 3 GHG EMISSIONS OF LPP GROUP BY SOURCES



SBTi

In 2022, we joined SBTi – the global Science Based Targets initiative, which supports the private sector in its efforts to combat global warming.

In July 2023, LPP became the first Polish apparel company with the decarbonisation plan approved by this organisation.

Our commitments comprise a plan to reduce greenhouse gas emissions by 2030 in the categories that are responsible for our carbon footprint to the most extent. The certification obtained by LPP confirms that the targets set by the company are in line with the Paris Agreement and are part of the efforts to halt the 1.5°C increase in global warming.

	SCOPE 1&2	SCOPE 3
TARGET	42% reduction of greenhouse gas emissions by 2030 (2021 as base year).	1) 51.6% reduction of greenhouse gas emissions resulting from purchased goods and services per unit of product purchased by 2030 (2021 as base year). 2) Engagement and cooperation with business partners responsible for 21% of emissions covering upstream transportation and leased assets in developing their own reduction targets by 2027.
ACTIVITIES	Increasing the share of electricity from RES, reduction in energy consumption, increasing the share of electric and hybrid vehicles in the company's own vehicle fleet.	**Goods and services purchased:** 1) higher share of materials with a lower carbon footprint e.g. Cotton made in Africa, recycled polyester, certified viscose e.g. Lenzing, 2) selection of factories and production markets with a more favourable energy mix. **Leased assets (stores, warehouses, offices):** cooperation with landlords e.g. electricity from renewable sources in stores and warehouses, telemetry. **Transport and distribution from supplier to warehouse:** alternative energy sources in transport (mainly by sea) – engagement of shipowners.

2019
adopting a sustainable development strategy

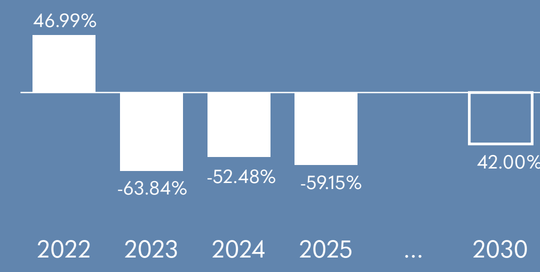
2021
first independent calculation of the total carbon footprint

2023
approval of the decarbonisation plan by SBTi

2030
achievement of the targets set

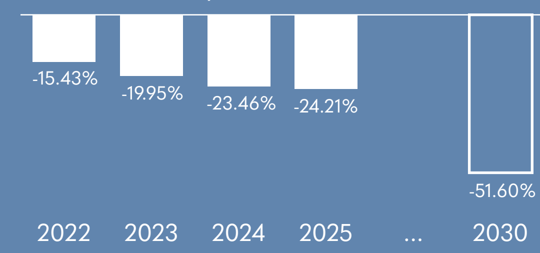
PROGRESS AGAINST THE ABSOLUTE TARGET

relative to the base year



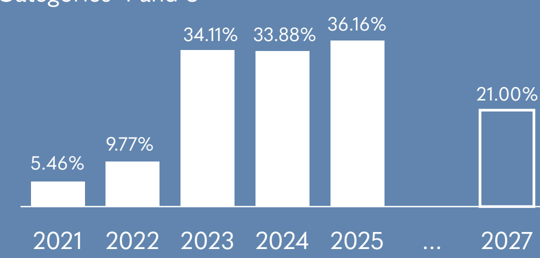
PROGRESS AGAINST THE INTENSITY TARGET

relative to the base year



PERCENTAGE OF EMISSIONS FROM SUPPLIERS WITH SBTi TARGETS

Categories 4 and 8



OUR SOCIAL IMPACT

PEOPLE

Around 63,000 people

Our people drive LPP's growth. We invest in development, wellbeing and safe working conditions to support long-term careers.

RESPONSIBLE SUPPLY CHAIN

Every supplier required to ac cept the LPP Code of Conduct

Due diligence, social audits and continuous monitoring support fair working conditions across our supply chain

HUMAN RIGHTS

Aligned with UN Guiding Principles & ILO conventions

Our Human Rights Policy, in place since 2022, guides responsible practices across our operations and supply chain.

DIVERSITY & INCLUSION

Zero tolerance for discrimination on any grounds

Our DEI Policy promotes equal opportunity, fairness and respect across the organisation.

SELECTED ISSUES OF DE&I POLICY

88%

of employees at LPP Group are women

55%

of employees among senior managers at LPP Group are women

40%

of the Supervisory Board members are women

ESG FRAMEWORKS & COMMITMENTS

REPORTING

CSRD

GREENHOUSE GAS PROTOCOL

COMMITMENT

Sustainability is integrated into LPP's long-term strategy and supports responsible growth across the entire organisation.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

RATING

SUSTAINALYTICS

MSCI

CDP

MEMBERSHIPS

canopy

International ACCORD for Health and Safety in the Textile and Garment Industry

amfori Trade with purpose

Glossary

Poland	Retail sales in Poland and other sales of LPP SA.
CEE	Region including: Czech Republic, Slovakia, Hungary and Poland (if not stated otherwise).
Baltic	Region including: Lithuania, Latvia, Estonia.
EE & CA	Region including: Ukraine, Belarus, Kazakhstan, (from 2025): Uzbekistan, Azerbaijan and Georgia.
SEE	Region including: Bulgaria, Romania, Croatia, Serbia (from 2017), Slovenia (from 2018), Bosnia & Herzegovina (from 2019), North Macedonia (from 2021), Greece (from 2022), (from 2025): Albania, Kosovo and Moldova.
WE	Region including Germany, the UK (from 2017), Finland (from 2019), Italy (from 2022).
ME	Region including: Egypt, Qatar, Kuwait, UAE, Israel (from 2018), Bahrain (from 2024). Until mid-2017 the region included also Saudi Arabia.
Europe	Region including: CEE, Baltic, SEE and WE.
EBITDA	EBIT + depreciation from cash flow statement.
Average monthly revenues/m^2	Revenues of segment or brand/average working total floorspace/12.
Average monthly costs of own stores/m^2	Costs of own stores/average working floorspace of own stores (ie. excluding all franchise stores which represent ca 0.9% of the working floorspace)/12.
Average monthly SG&A PLN/m^2	SG&A costs/average working total floorspace excluding stores located in ME and Belarus (until 2020)/12.
Inventory/m^2	End of period group inventory/total floorspace without franchise stores in ME and Belarus (until 2020).
Inventory days	Average inventory/group COGS * 365 days.
Receivables days	Average receivables/group revenues * 365 days.
Liabilities days	Average short-term liabilities/group COGS * 365 days.
Cash conversion cycle	Inventory days + receivables days – liabilities days.
PFSA	The Polish Financial Supervision Authority.

The expressions below are commonly used in communication with investors, analysts and the broader capital market. Although there are no formal definitions, the indicative ranges presented here reflect the most widely accepted market conventions.

	Interpretation		
Flat	-1%–1%		
Low single-digit growth	1%–3%	Low single-digit decline	-1%–3%
Mid single-digit growth	4%–6%	Mid single-digit decline	-4%–6%
High single-digit growth	7%–9%	High single-digit decline	-7%–9%
Low teens growth	10%–12%	Low teens decline	-10%–12%
Mid-teens growth	13%–15%	Mid-teens decline	-13%–15%
High teens growth	16%–19%	High teens decline	-16%–19%
Growth in the low twenties	20%–22%	A decline in the low twenties	-20%–22%
Mid-twenties growth	23%–25%	Mid-twenties decline	-23%–25%
Growth in the high twenties	26%–29%	High twenties decline	-26%–29%
Growth in the low thirties	30%–32%	Decline in the low thirties	-30%–32%
Mid-thirties growth	33%–35%	Decline in the mid-thirties	-33%–35%
High thirties growth	36%–39%	Decline in the high thirties	-36%–39%

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