EUROWAG

Eurowag Group plc

Investor presentation

October 2026



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30 YEARS of Driving Together

1995 — **Eurowag established**

2000 — **Launched EW Payment Services (Fuel Card)**



2006 — **Electronic solution for toll**



2017 — **Licence of EETS provider**



2020 — **EVA onboard unit**



2021 — **Energy payments via mobile app**

2024 — **Soft-Launch of EW Office**

2025 — **EW Office Live + Initial migration of customers**

2026

Launched tax refund services — 2014

Acquisitions — 2023

RAEMON · PRINCIP · Aldobec technologies · Hi Software development · Sygic · ADS · KomTeS · WebEye A Eurowag Company · INELO

EW Office

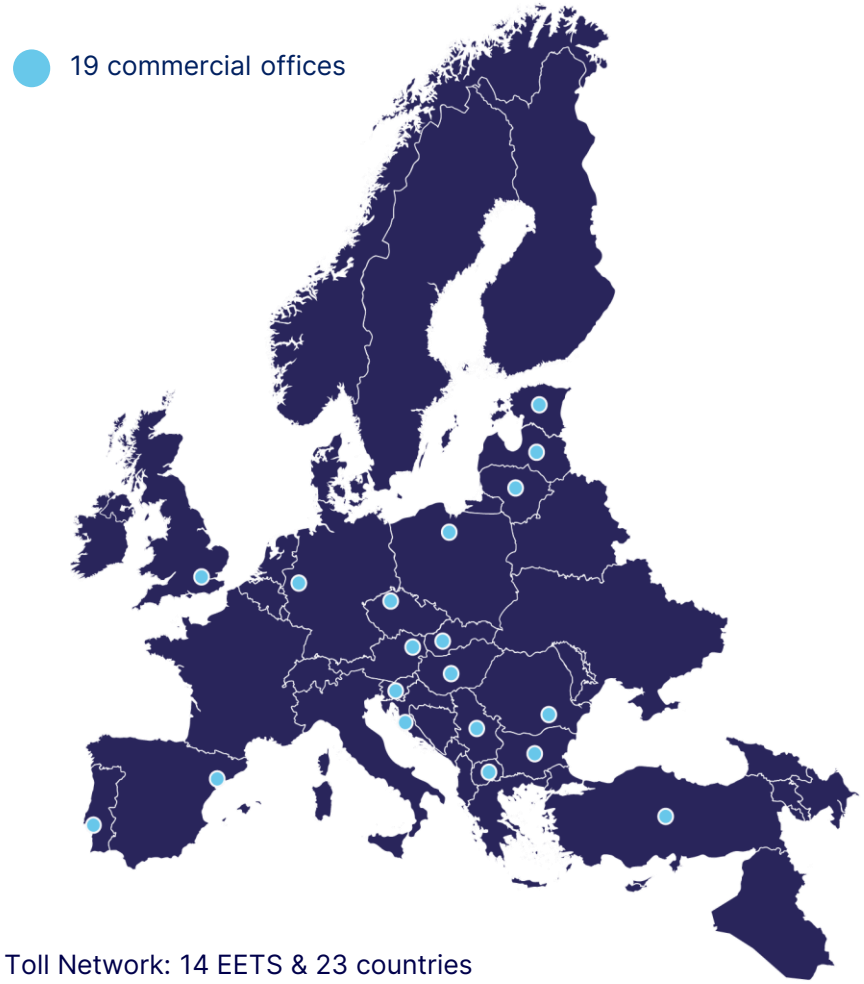
Digital platform is live with more than 65% of customers actively using the platform as at beginning of Sept. 2026

Who We Are

Eurowag is a leading technology company transforming the Commercial Road Transport ("CRT") industry in Europe, with a purpose to make it clean, fair and efficient.

Founded 1995	Employees ~2,000	Countries of operation 25
LSE listed 2021	Constituent FTSE 250	Market cap[2] £660m
Active trucks ~335k	Fuel stations ~18k	Alternative fuel stations ~2.7k
Countries offering Toll 23	EETS[1] licensed countries 14	Countries offering tax refund 32

Pan-European Presence



Toll Network: 14 EETS & 23 countries
Fuel Network: ~17,800 acceptance points

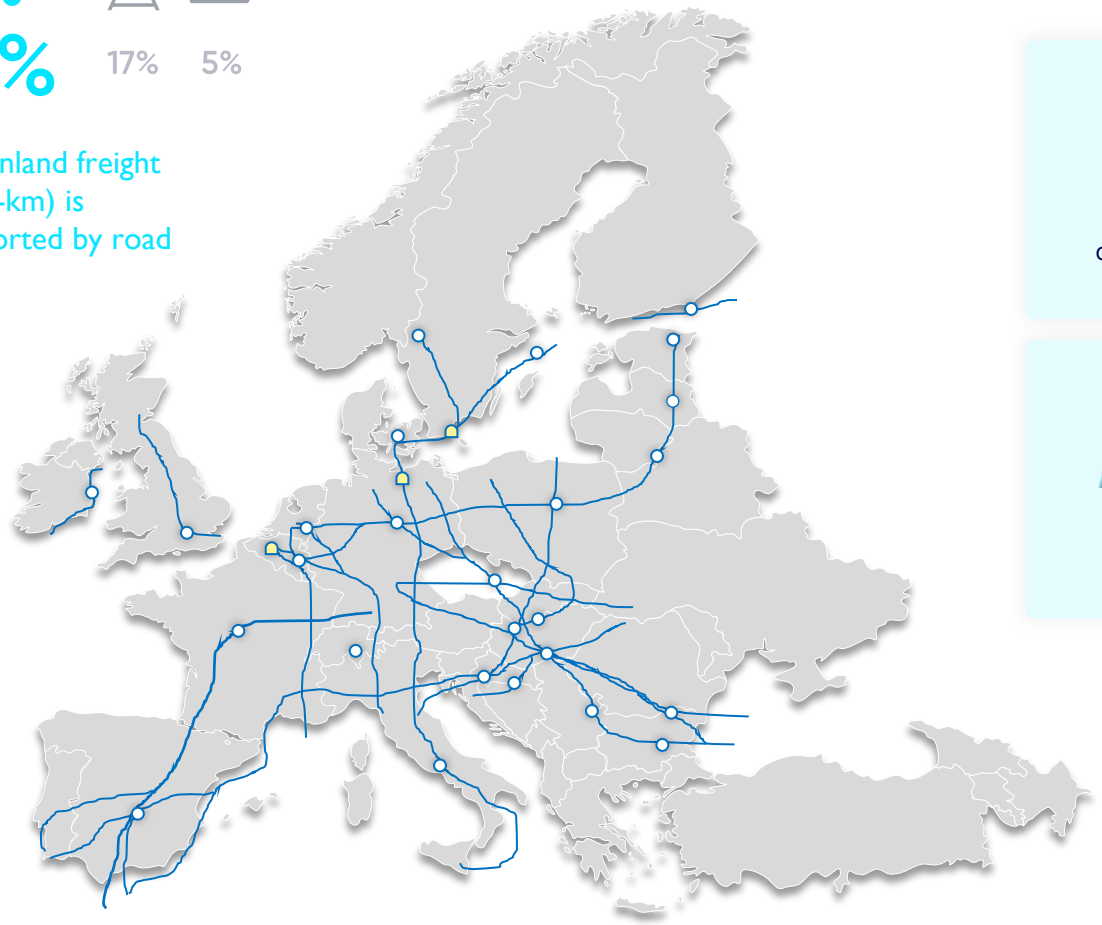
Notes: All figures as at 30 June 2026 unless otherwise stated (1) EETS: European Electronic Toll Service (2) Market cap as at 21 September 2026.

Commercial Road Transport Industry

Capturing the Pan-European Trucking Opportunity

78% 17% 5%

of EU inland freight (tonne-km) is transported by road



Major regional transport routes

CRT Industry in Europe

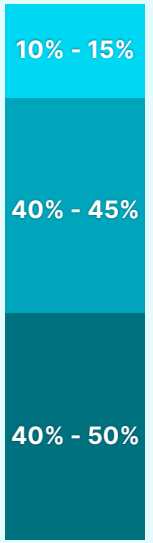
~5%
of European GDP

~9m
Commercial vehicles[1]

Stable & Resilient

~9%
Europe's CRT greenhouse gas emissions

9m European CRT trucks



Heavy commercial vehicles
International
>12 tonne
~130,000km p.a. mileage

Heavy commercial vehicles
Domestic
>12 tonne
~70,000km p.a. mileage

Medium commercial vehicles
>3.5 tonne
~70,000km p.a. mileage

Total Addressable Market

Total addressable market today....

€10bn
with current service offers

....future market

€25bn
with expanded service offers

Sources: Fitch/BMI, Eurostat, ACEA, industry reports, TÜİK, European Union Statistical Pocketbook , and Company data and estimates
Note: (1) Includes Medium & Heavy commercial vehicles (>3,5 tonne). (2) Commercial Road Transport.

Commercial Road Transport Industry

Customer Needs



Owner
Cash Flow pressure & high regulatory environment



Dispatcher
High Administrative burden & limited tools



Driver
Stressful driving conditions & compliance

Customer Pain Points

Fragmented



>90% of operators are SMEs and lack access to technology & data insights

Complex Adm. Tasks



+30 Different Administrative Tasks

Multiple Systems



~10+ Disconnected and analogue systems to operate at the same time

Low Profitability

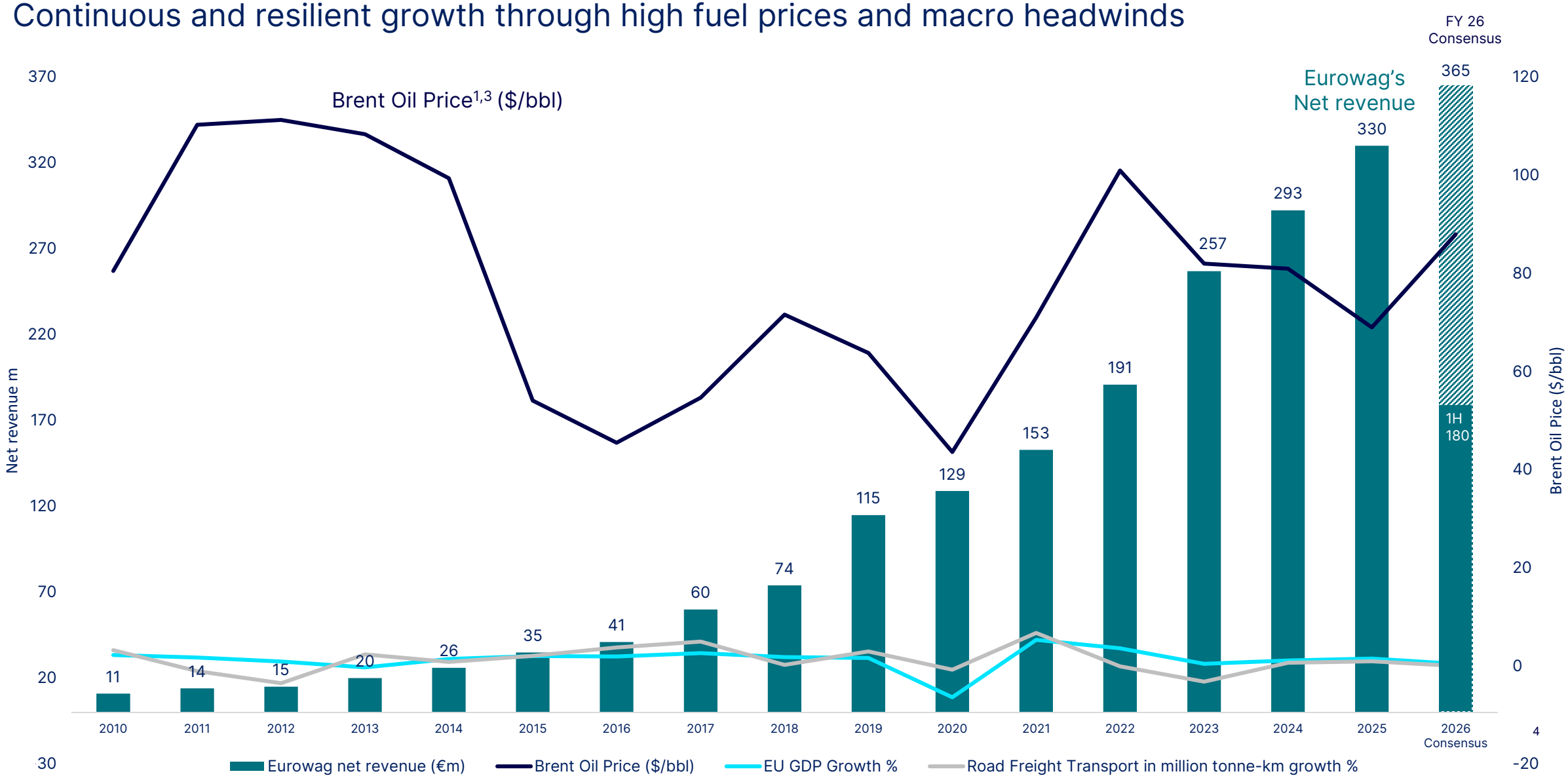


3% – 5% Margins

Cash flow pressure and limited access to financing

Strong Growth Through Volatile Markets

Continuous and resilient growth through high fuel prices and macro headwinds



Source: 1) Eurostat 2) Macrotrends 3) Brent oil price and European GDP Growth for 2026 relates to half year figures 4) FY 2026 analysts' consensus as at 21 October 2026.

Built First Fully Integrated Digital Platform: Eurowag Office

Addressing our Customer Needs

EW Office unlocks significant value for our customers:

- Accurate real-time cost calculations & optimal routes
- Up to 10% reduction in costs
- Up to 50% reduction in daily administrative tasks
- 0.5 tCO_2e avoided customer emissions per active truck per year
- Compliance with regulation

Becoming the Operating System of the CRT Industry in Europe



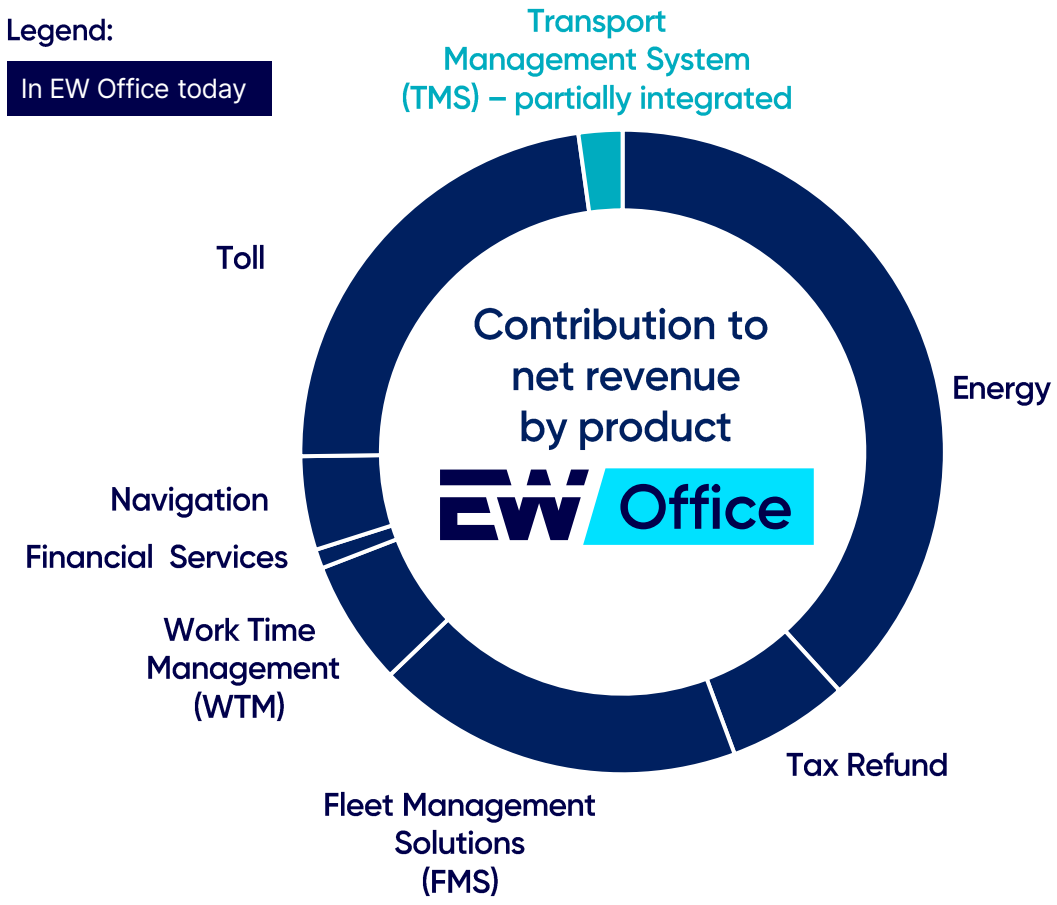
We not only integrate services, but offer a unique differentiated value proposition for our customers

Progress in Eurowag Office

Majority of services integrated, with more than 65% of customers actively using the platform

Platform Integration

Majority of services now available in EW Office



Customer Migration

Over 65% of customers actively using the platform

35% → >65%

end of March 2026 — beginning of September 2026

Integration and migration progressing and positioning EW Office for the next phase of growth



Customer Engagement in EW Office

Growing customer engagement and product adoption

Customer Engagement

Active Users in EW Office

Monthly Active Users



Weekly Active Users

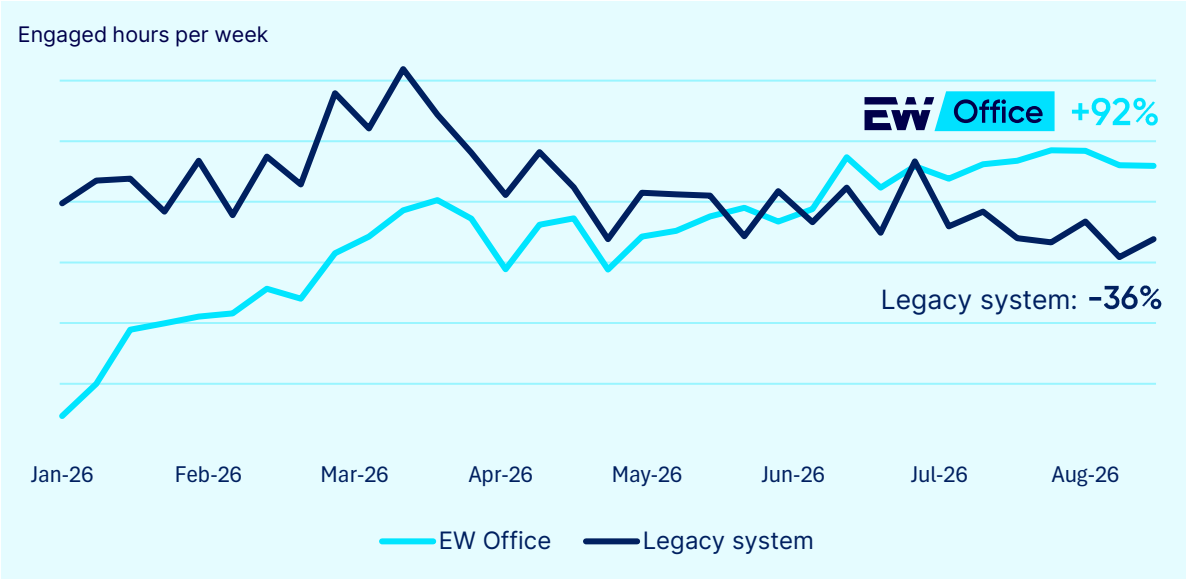


Increasing monthly and weekly activity in Eurowag Office

Platform Adoption

Merged-customers increasingly using EW Office

Example of legacy system:



Customers are:

- Increasingly shifting their activity from legacy systems to EW Office
- Returning to legacy systems mainly for administration purposes, i.e. Billing
- Gradually shifting their day-to-day activity to EW Office

Notes: Increase in Monthly Active Users and Weekly Active Users correspond to the period 1 January 2026 – 30 June 2026

Eurowag Office: A Platform Built to Win

Strong competitive moats

Competitive Advantages behind Eurowag Office

1. Deep Industry Expertise

We understand the problem better than anyone else

- Deep expertise across Europe's highly regulated road transport industry
- 360° understanding of the entire customer journey
- Purpose-built solutions simplifying complex customer operations

2. Network & Physical Infrastructure

Years to build, difficult to replicate

- 30 yrs. building trusted relationships & market leadership
- Licenses and network built over decades
- Proprietary infrastructure powering services and data

3. Unparalleled Proprietary Data

Powering unique customer insights and intelligent solutions

- Connected hardware capturing proprietary data across every journey
- Deep and broad proprietary data from millions of daily customer interactions
- Real time data enabling smarter and faster decisions

4. Architectural strength enabling innovation

Built for Scale. Designed to Evolve

- Cloud-based modular architecture
- Open ecosystem through APIs
- Secure and resilient
- One integrated platform replacing multiple disconnected systems

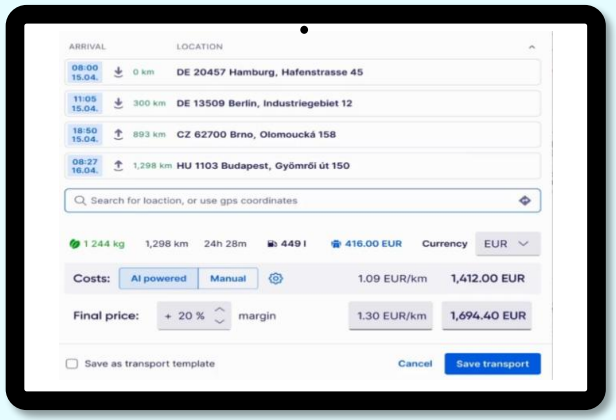
Turning Propietary Data into Customer Value

Examples of AI solutions already delivering value for customers and Eurowag

Customer-facing AI solutions: purpose-built AI addressing customers' biggest operational pain points

Intelligent Cost Calculator

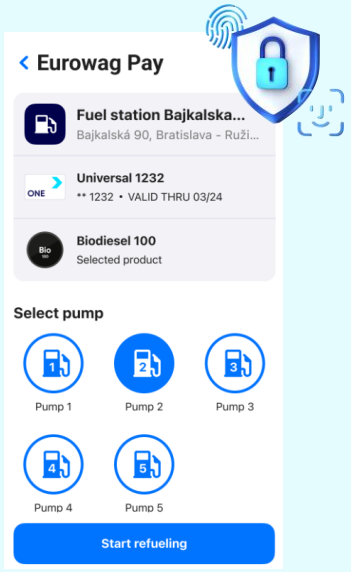
Un-matched speed and accuracy in costs calculations



Helping customers increase profitability, reduce manual work and make better quoting decisions

Fraud Prevention

Identifying suspicious transactions in real time



Reduces fraud losses while improving customer trust





AI improving Eurowag Operations

- Documents digitisation for onboarding and tax refund
- Sales Efficiency Agents
- Customer Care Agents
- Dynamic Pricing Optimisation

20+ automation and AI initiatives currently in production

Unlike general AI models, Eurowag's AI is powered by millions of proprietary transport transactions generated every day across our integrated platform

Strategic KPIs

Attract

Active trucks (000's)



Monetise

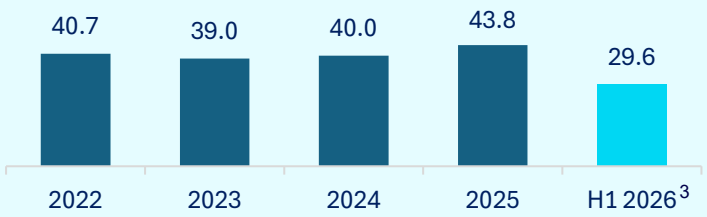
Avg. number of products per truck[1]



Engage

Net Promoter Score (pts.)





Retain

Subscription revenues (€m)



Eurowag mobile apps ratings



Eurowag Office

4.7 4.8



Eurowag Navigation

4.4 4.5

Notes: 1) The methodology used to calculate average products per truck has been refined during 2026 following improvements in product-level data allocation. The Group is now able to allocate products more accurately to individual trucks; previously, certain products could only be identified at customer level and were therefore attributed to all trucks associated with that customer. 2024 and 2025 periods have been restated on a consistent basis. (2) Avg. number of products per truck not tracked by the group prior to FY 2023 (3) NPS was 29.6pts in H1 2026 reflecting two principal factors: in 2026, the Group moved from a multi-brand methodology to a unified Eurowag brand measurement. NPS was also affected by high fuel prices, which typically affect overall customer sentiment (4) 2023: Inelo Acquisition.

H1 2026 Financial Highlights

Strong double-digit growth and further reduction in net leverage

Net revenue
+10.7% ⬆
€179.5m

Adj. EBITDA[1]
+10.5% ⬆
€70.6m
Margin 39.3%

Adj. cash EBITDA[1,2]
+13.2% ⬆
€55.7m
Margin 31.0%



Adj. Profit Before Tax[1]
(14.7)% ⬇
€23.7m

Adj. basic EPS[1]
(13.4)% ⬇
2.53c

Capitalised R&D
+17.3% ⬆
€21.0m

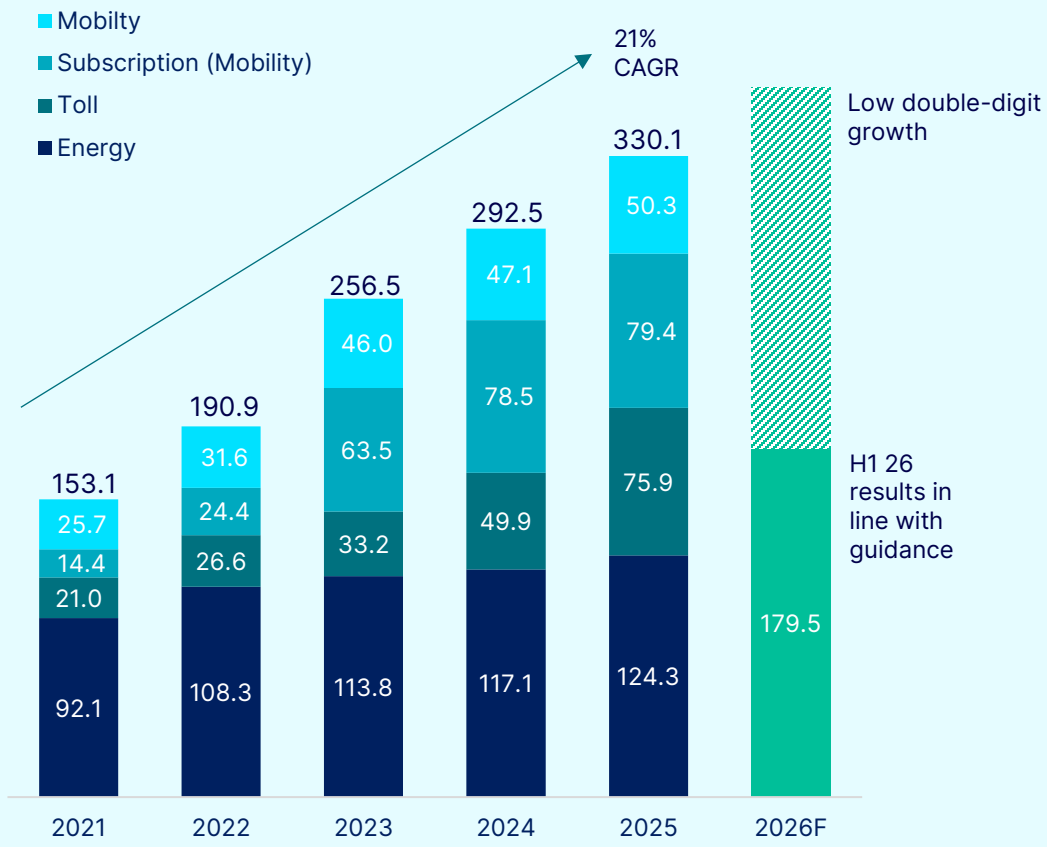
Net leverage[3]
1.8x ⬇
FY 2025: 1.9x

Notes: (1) Adjusted numbers are non-statutory measures.The Group presents various alternative performance measures ("APMs"). Refer to Note 2 of the financial statements included in the Group's Press Release. (2) Adjusted cash EBITDA is defined as Adjusted EBITDA less capitalised R&D plus share-based payments. (3) Net leverage covenant calculation as per bank definition. Please refer to Note 15 of the financial statements included in the Group's Press Release.

Consistently Delivering Growth

Recurring revenues including Toll and Subscriptions of €85m representing 47% of net revenue

Net Revenue (€m)



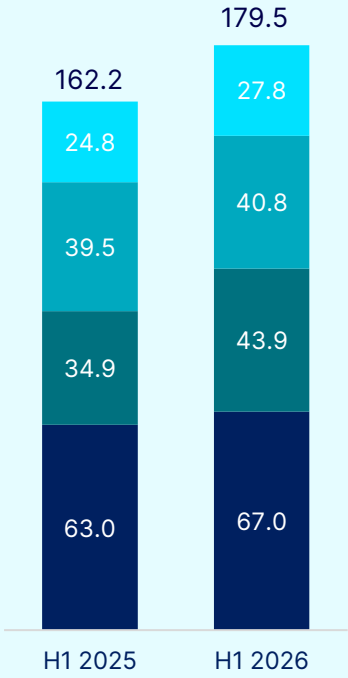
Half-Year Net Revenue (€m)

Energy ⬆ 6%

Toll ⬆ 26%

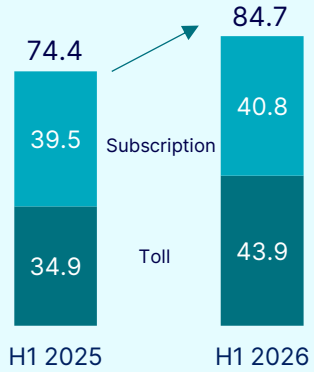
Mobility[1] ⬆ 11%

+10.7% YoY



+13.8% YoY

Recurring revenues



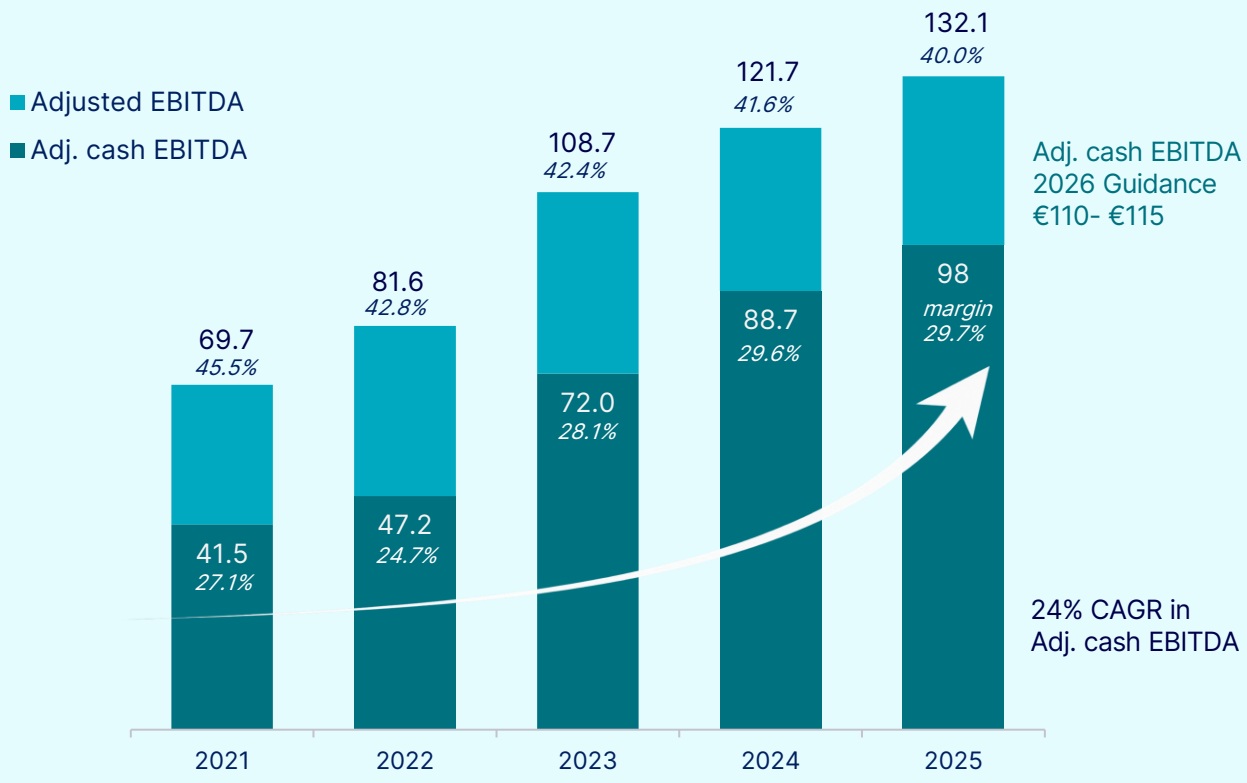
47% of Group net revenues

Notes : (1) Mobility growth excluding non-truck revenue such as LGVs, buses and passenger cars

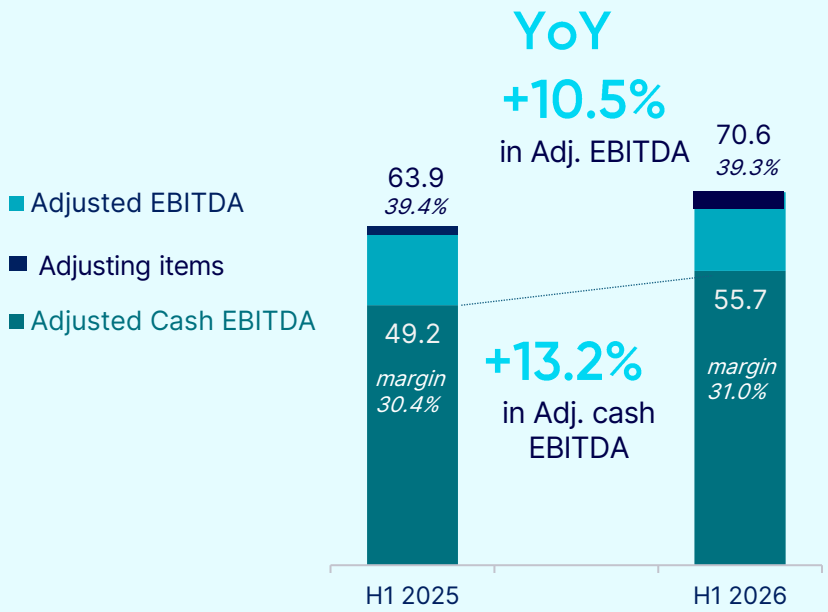
Adjusted EBITDA and Adjusted cash EBITDA

Solid growth and margins

Adj. EBITDA and Adj. cash EBITDA[1] (€m)



Half-Year Adj. EBITDA and Adj. cash EBITDA (€m)



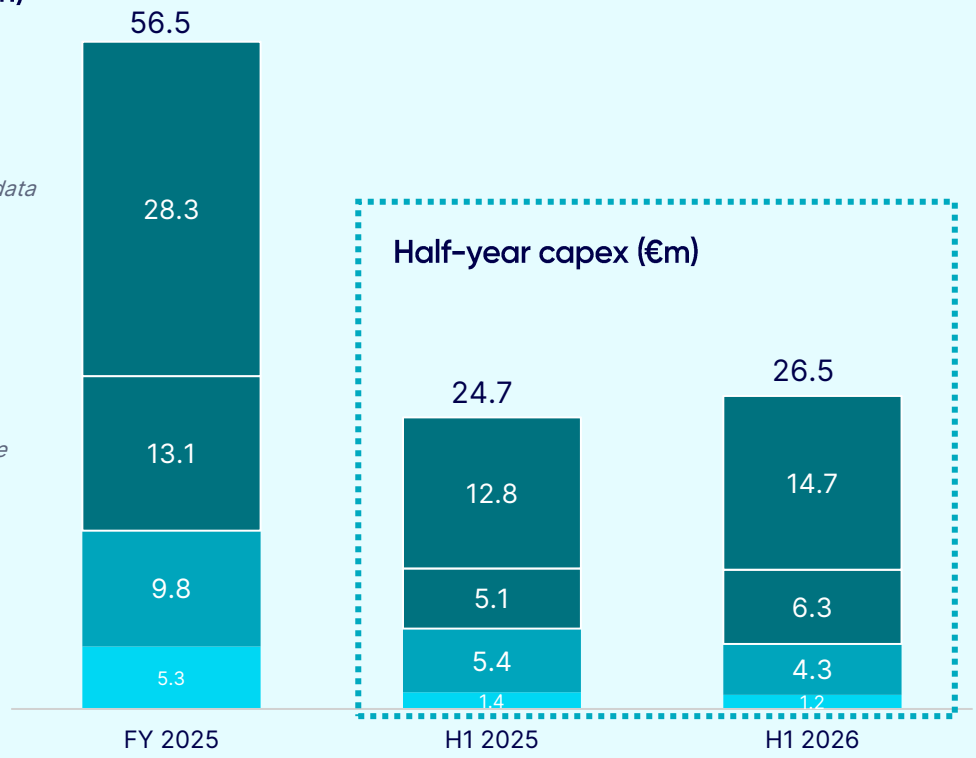
Notes : (1) Adjusted cash EBITDA is defined as Adjusted EBITDA less capitalised R&D plus share-based payments (2)

Disciplined Investment in EW Office Platform and Technology

Capitalised R&D to remain below €50m in FY 2026

Capital expenditure (€m)

- **Capitalised R&D** — *EW Office, technology & data*
- **OBUs** — *On-Board Units*
- **Infrastructure** — *Truck parks & IT hardware*



	FY 2025	H1 2025	H1 2026
Capex as a % net revenue	17.1%	15.2%	14.8%
Capitalised R&D as a % net revenue	12.5%	11.0%	11.7%

€21.0m Capitalised R&D

€14.7m	€6.3m
EW Office & products	Technology & data

€4.3m On-Board Units

- Enabling growth in Toll and other data solutions
- Standardising OBU hardware across the organisation

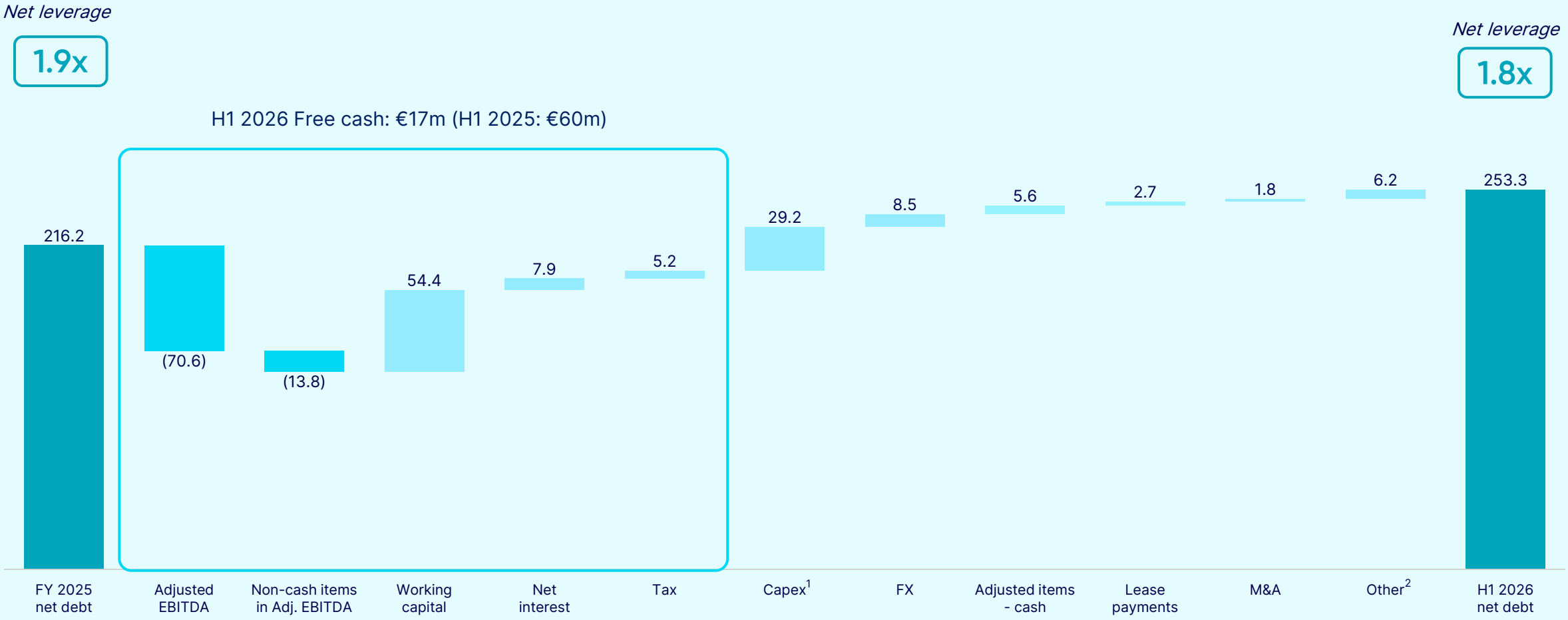
€1.2m Infrastructure

- Mainly investments in our truck parks and IT hardware

Notes: (1) Capitalised R&D includes the development of EW Office, as well as enhancements in technology and data capabilities. (2): On-Board Units, which are a key driver of revenue growth and support the revenues streams in Toll and FMS.

Continued Lower Net Leverage, Now 1.8x

Strong operating performance supporting deleveraging



Notes: (1) Capex includes proceeds from sales of assets. (2) 'Other' mainly relate to finance costs such as bank guarantees and factoring

Disciplined and Balanced Capital Allocation

Investing in growth while maintaining a strong balance sheet

1

Organic growth

Investing in a modern, scalable and AI-enabled platform

- H1 2026:
  - Capitalised R&D €21.0m
  - Total capex €26.5m
- Guidance: capitalised R&D below €50m

2

Strong Balance Sheet

Lower Net Leverage

- H1 2026: 1.8x net leverage[1]
- Guidance[2]: expected to remain below 2.0x
- Target range: 1.5x-2.5x[3]

3

M&A

Bolt-on opportunities

- Add complementary products & services
- Add active trucks on the platform
- Accelerate cross-sell opportunities

4

Shareholder returns

Returning excess capital while preserving flexibility

- €12.1m special dividend (1.5p per share) paid in July 2026

Notes: (1) Net leverage covenant calculation as per bank definition. Please refer to Note 15 of the financial statements included in the Group's Press Release. (2) FY 2026 Guidance. (3) Corporate target range 1.5-2.5x

FY 2026 Guidance

Net revenue	Low-double digit net revenue growth
Adjusted EBITDA %	Adjusted EBITDA margin ~40%
Adjusted cash EBITDA[1]	**Range updated: from €105m - €115m** → **€110m - €115m**
Capex	Capitalised R&D below the cap level of €50m (excluding OBU and infrastructure)
Leverage ratio[2]	Expected to remain below 2.0x Within our target range of 1.5x-2.5x



Confidence to deliver in line with guidance

Notes: (1) Defined as Adjusted EBITDA less capitalised R&D plus non-cash share-based payments. (2) Net leverage covenant calculation as per bank definition in Note 15 of the financial statements included in the Group's Press Release. Net debt includes lease liabilities and derivative liabilities.

Driving Customer Lifetime Value

Multi-Channel Growth Engine Supporting Long-Term Value Creation

Multi-channel Sales Strategy

Direct

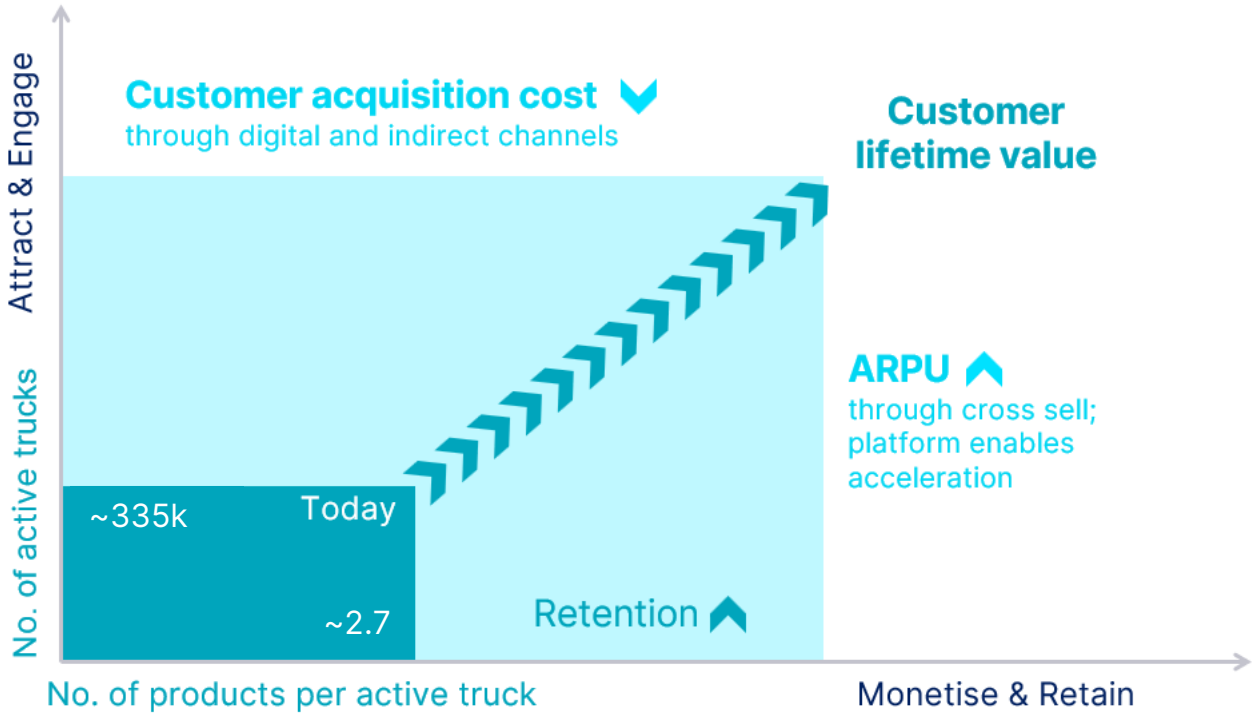
Strengthening our traditional sales channel

Indirect

Building through OEM & strategic partnerships

Digital

Developing and investing in our digital channel



Notes: All figures as at 30 June 2026.

Our growth journey

2016 – 2025

Accumulation / Integration

- Acquired and developed a broader suite of services
- Developed unique customer value proposition
- Integrated acquisitions
- Built omnichannel capabilities

FY 2016

39,000+ active trucks

2.6 services per truck

€41m revenue

2025

Eurowag Office Live

- Rule of 50
  - 12.9% net revenue growth
  - 39.9% Adj. EBITDA margin
- Strong NPS 43.8
- Financial discipline 1.9x leverage ratio
- Strong data moat

FY 2025

321,500 active trucks

2.6[3] services per truck

€330m revenue

2026

Migration Year

2026 Guidance[1]:

- Low double-digit revenue growth
- Adj. EBITDA[2] margin ~40%
- Adj. cash EBITDA[2] range: €115 – 110m
- Capitalised R&D below €50M
- Net leverage ratio below 2.0x

H1 2026

334,800 active trucks

2.7[3] services per truck

€180m revenue

2027 +

Ecosystem at scale

- 2027: complete EW Office migration
- Become the operating system of our customers
- Cross-sell and subscription bundles
- Expand value capture through embedded Finance
- Introduce loads within workflows
- Open platform ecosystem to third parties
- Partners-enabled ecosystem supporting faster growth

Continue creating long-term value for shareholders, while helping make the CRT industry cleaner, fairer and more efficient

Notes: 1) Forward-Looking Statements, see Disclaimer contained within these Materials. (2) Adjusted numbers are non-statutory measures.The Group presents various alternative performance measures ("APMs"). Refer to Note 2 of the financial statements included in the Group's Press Release. (3)) The methodology used to calculate average products per truck has been refined during 2026 following improvements in product-level data allocation. The Group is now able to allocate products more accurately to individual trucks; previously, certain products could only be identified at customer level and were therefore attributed to all trucks associated with that customer. Comparative periods have been restated on a consistent basis where applicable.

Why Eurowag is Positioned to Win

A Differentiated Business Built for Growth

Founder-led & top-tier leadership

30 years of industry expertise & experienced leadership

Significant market opportunity

With €10 billion addressable market today

Unique competitive moat

Industry expertise, licensing and network

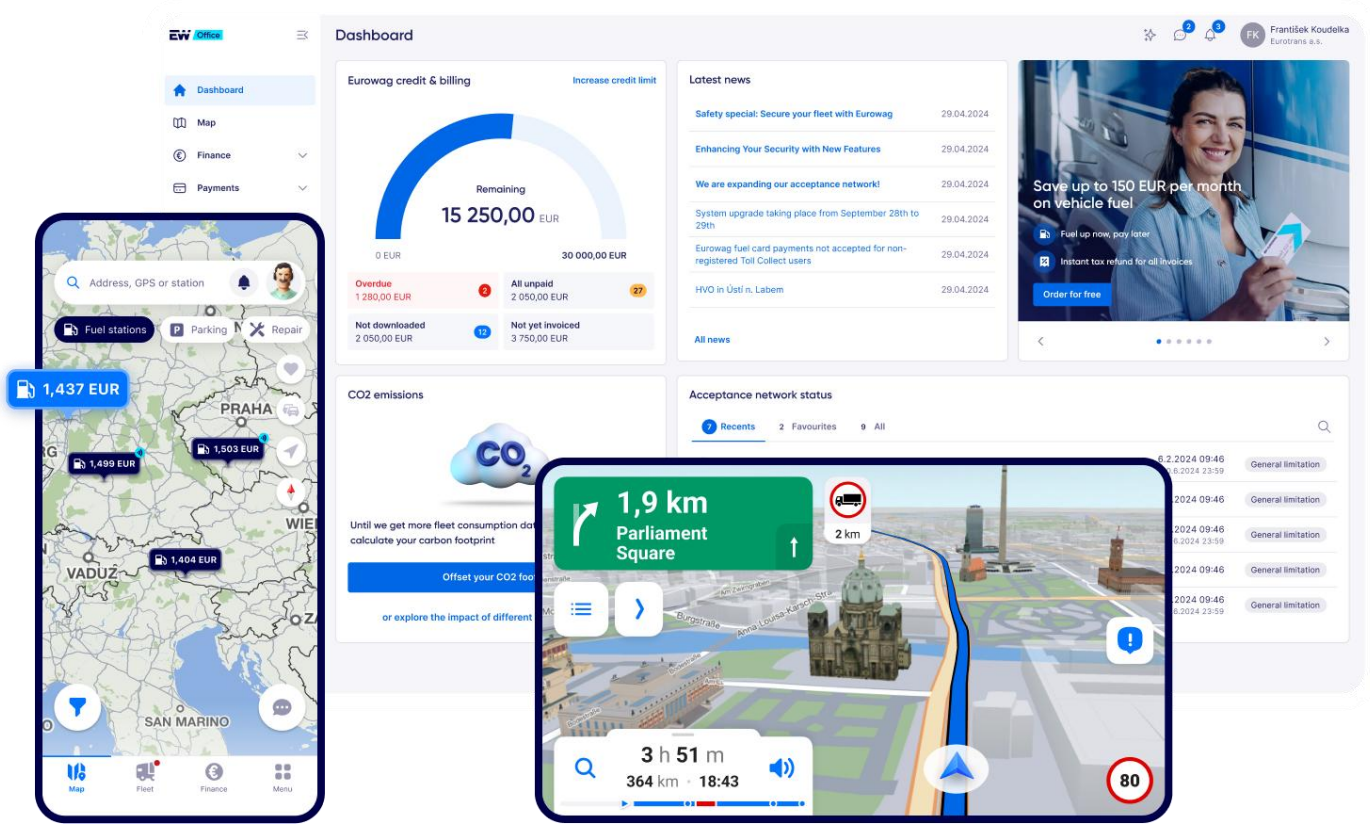
Unparalleled years of proprietary data, embedded infrastructure, AI embracing

Rule of 50 – growing and profitable

10.7% net revenue growth
39.3% Adjusted EBITDA margin

Financial discipline

1.8x leverage ratio



Notes: All figures as at 30 June 2026 unless otherwise stated

Founder-led & top-tier leadership



Martin Vohánka
CEO and Founder

- Founded Eurowag in the Czech Republic in 1995
- Developed and scaled the business from an energy payments solution to the first integrated digital platform for the CRT industry in Europe
- His vision is to build a seamless integrated digital ecosystem to revolutionise what is known as the middle mile, to benefit customers, partners and the environment
- MBA from the University of Pittsburgh and lectures at the University of Economics, Prague



Oskar Zahn
Chief Financial Officer

- Joined Eurowag in 2023
- Previously held the role of CFO at XP Power Limited, one of the world's leading providers of power converter solutions
- CFO of Scapa Group plc and Spearhead International
- Held other senior roles in Teleflex, British Airways, Georgia-Pacific and KPMG
- Honours degree in Finance from the University of South Africa



Ivan Jakúbek
Chief Strategy Officer

- Joined Eurowag in 2017 and previously served as the Group's Chief Corporate Development Officer
- VP at the central European private equity group Enterprise Investors
- Held Non-Executive Director roles at AVG Technologies, Supervisory Board member at Kofola, and STD Donivo
- Master's degree in Finance, Banking and Investments from Ekonomická univerzita in Bratislava



Emma Copland
Chief HR Officer

- Joined Eurowag in 2022
- Previously held the role of Chief People Officer at RM plc
- HR Director at Centrica and The Bicester Collection
- Holds a Chartered Institute of Personnel Development (CIPD) qualification from the University of Westminster



Francesco Nazzarri
Chief Product & Commercial Officer

- Joined Eurowag in 2024
- Previously held the role of CCO at Experian PLC for EMEA and APAC
- Held a wide range of product and commercial roles with Symantec Corporation, Vodafone Group, Cable & Wireless Worldwide
- At Vodafone, developed and launched the first integrated products and multi-play propositions for the telecoms sector
- Holds a Master's degree and a PhD in Telecommunications Engineering from Bath University



Pavel Hendrich
Chief Technology Officer

- Joined Eurowag in 2022
- CTO of the Czech-based start-up Liftago, replacing Liftago's monolithic architecture with micro-service architecture
- Spent many years in the banking sector, working in various roles for Home Credit International, including Software Development Director and Chief Information Officer



Felipe Alves
Chief Operating Officer

- Joined Eurowag in 2024
- COO at Ananas e-Commerce, transforming it into a leading e-commerce ecosystem in the Balkans
- Director of Mercado Envios, leading the supply chain strategy and transformation across Latin America
- Partner at Boston Consulting Group
- Holds an MBA from COPPEAD, Brazil and a degree in Industrial Engineering from PUC-RJ, Brazil



Attila Dsupin
Senior VP Energy BU

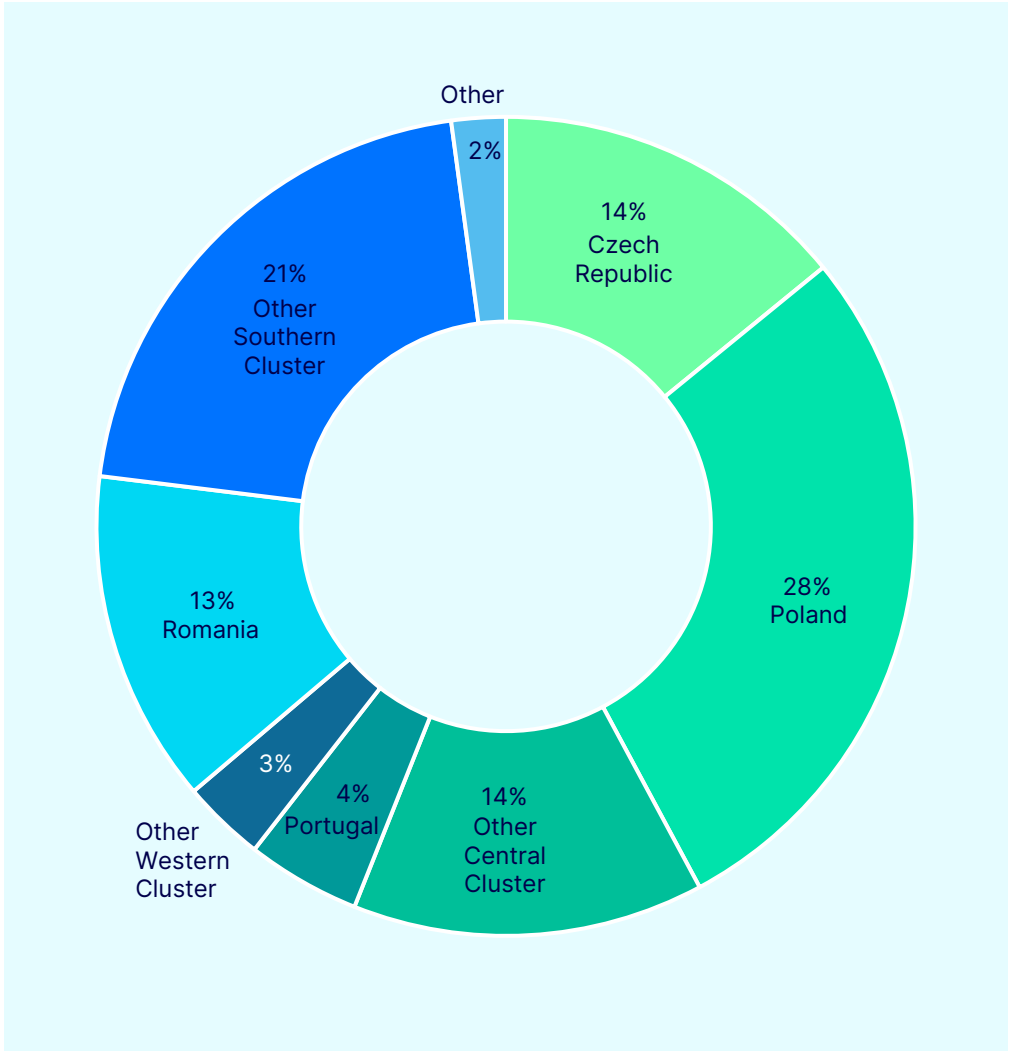
- Joined Eurowag in 2016 and previously served as Sales Director
- Previously worked at international energy group, MOL, holding different positions from Business to Finance. He was leading the Group Controlling function and spent years leading the operation of MOL Group in the Czech republic as CEO.
- Graduated from the University of Economics in Hungary.

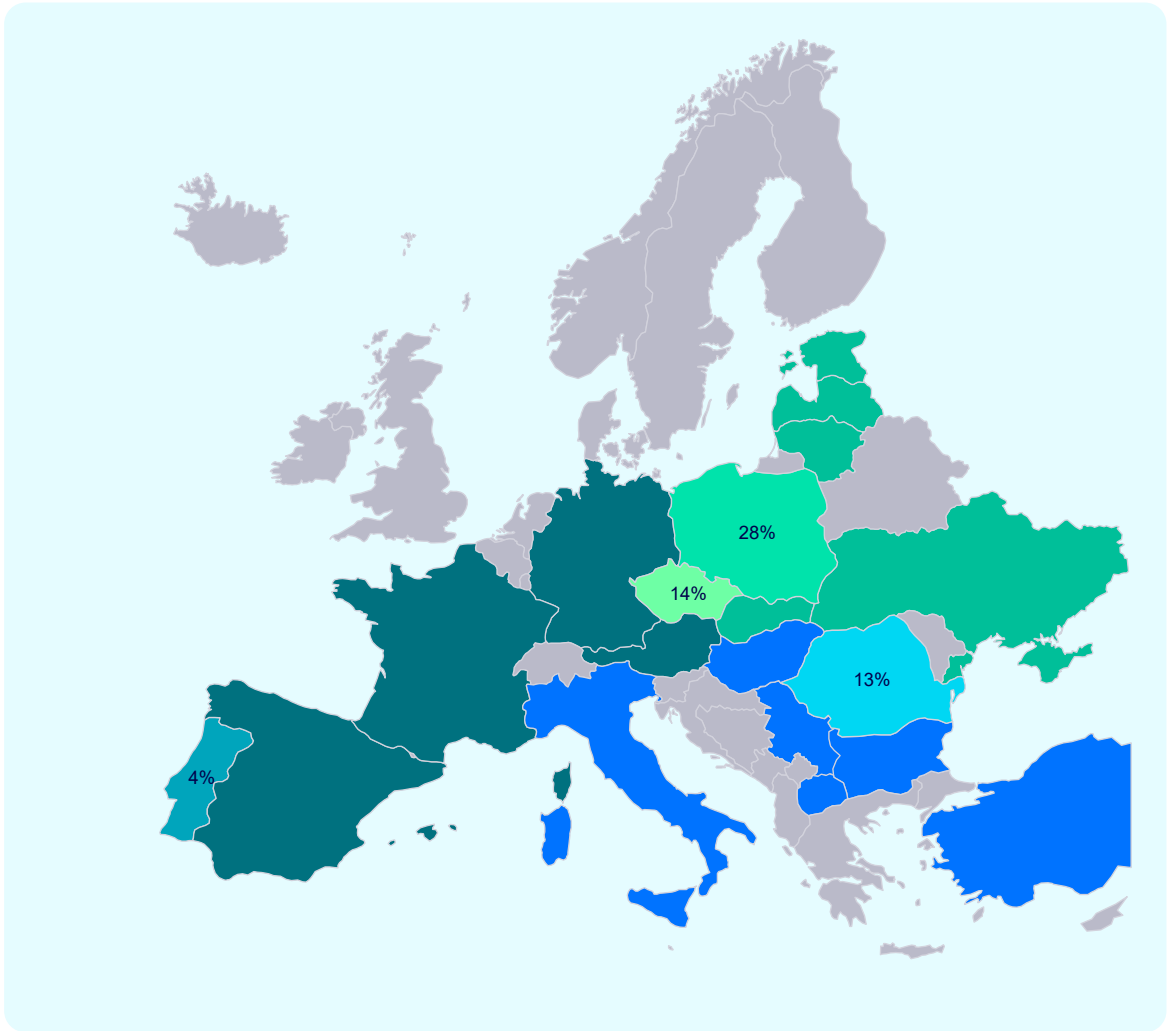
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Appendix



Net Revenue Geographical Split

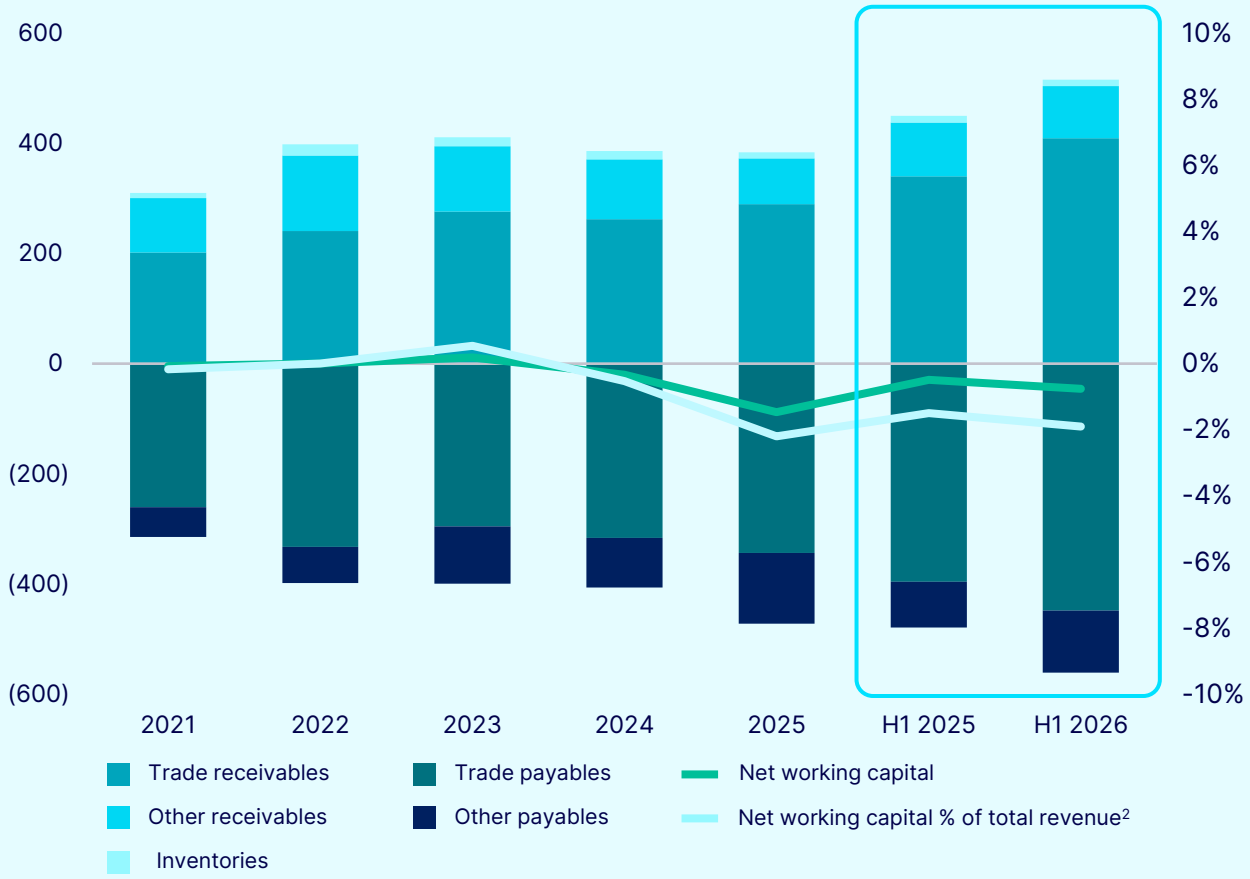




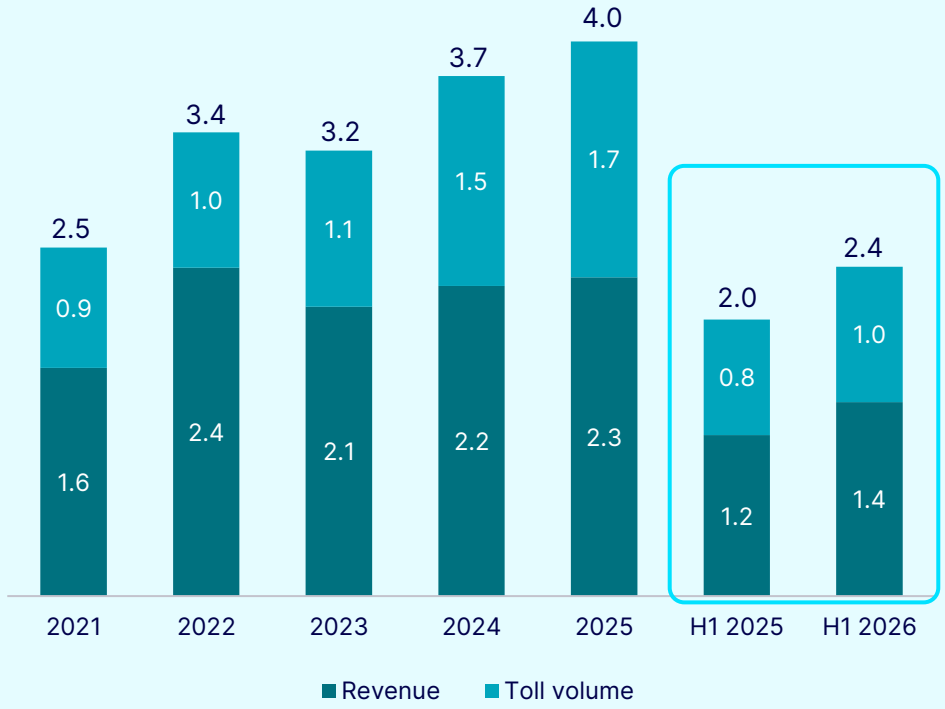
Note: Percentage represents proportion from total Group net revenue.

Good control on Working Capital

Working capital[1] (€m)



Total revenue (€bn)

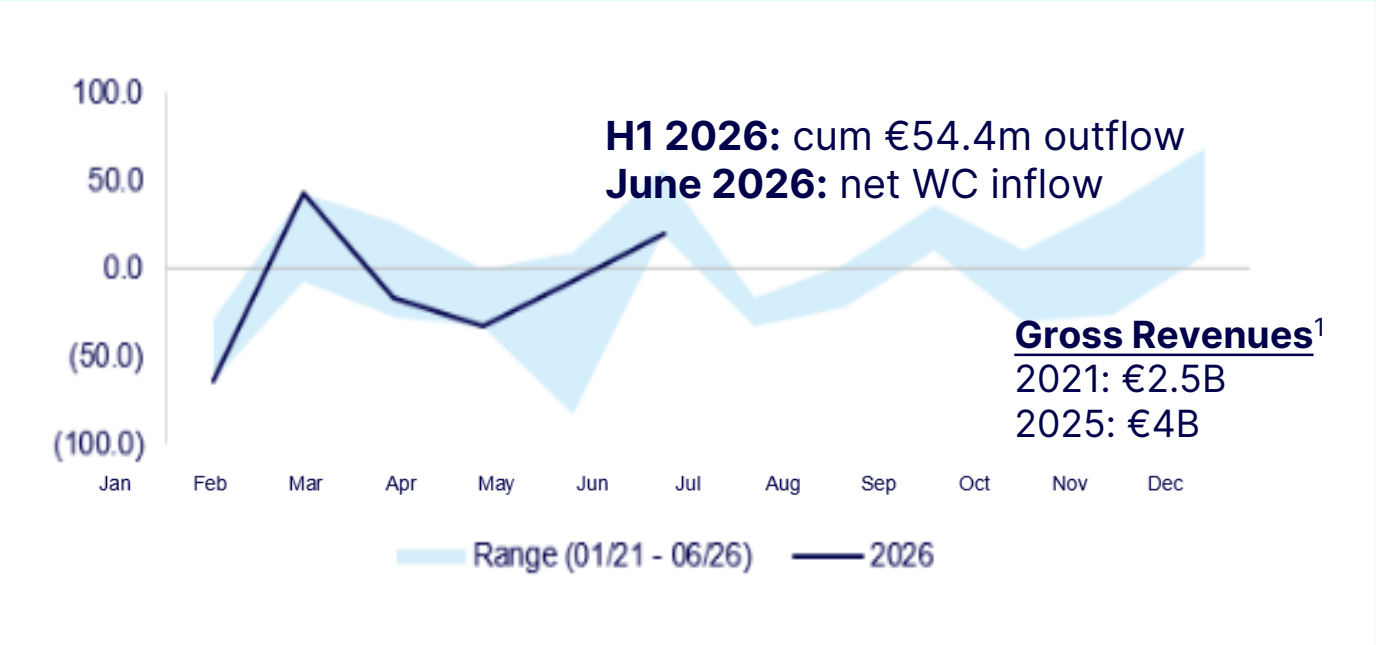


Notes: (1) Trade payables and receivables include AP/AR related to the core business. Other payables include employee related liabilities from social and health insurance, liabilities payable to employees for salaries and accrued vacations, advances around customer deposits related to OBUs and prepaid cards, as well as deferred acquisition considerations for Webeye and Aldobec. Other receivables include receivables from foreign tax authorities and financing of tax refund customers, advances related to the production of OBU units and other business-related advances. (2) Total revenue calculated as revenue from contracts with customers plus toll volume

Working Capital movements remain within historical patterns

H1 2026 movements does not indicate a structural change in WC requirements

Monthly Change in Net Working capital (€m)
Historical range: 2021 - 2026



H1 2026: cum €54.4m outflow
June 2026: net WC inflow

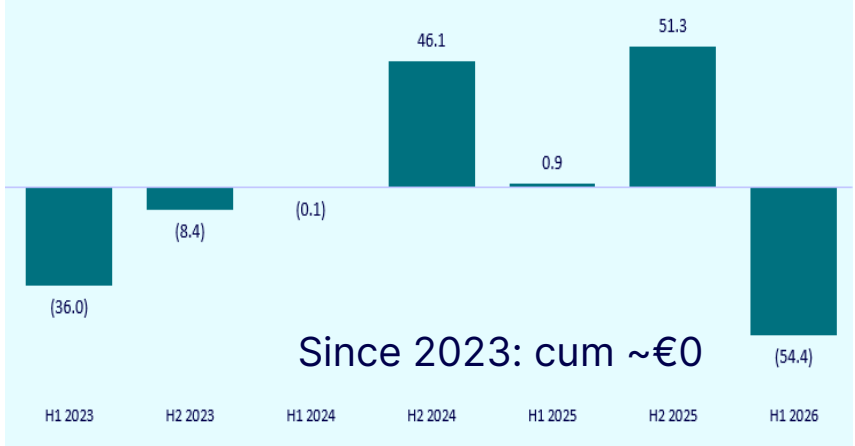
Gross Revenues[1]
2021: €2.5B
2025: €4B

- Timing driven and within the range of historical movements
- Trade receivables and payables growing broadly in line with total revenues
- No evidence of a structural increase in working capital requirements

What drives Working Capital Volatility:

- Large transaction base: ~€4B annual gross revenue (including toll and fuel)
- Period-end timing: WC is a point in time balance
- Higher fuel prices: temporarily increase customer's working capital needs

Cumulative Working Capital broadly neutral since 2023

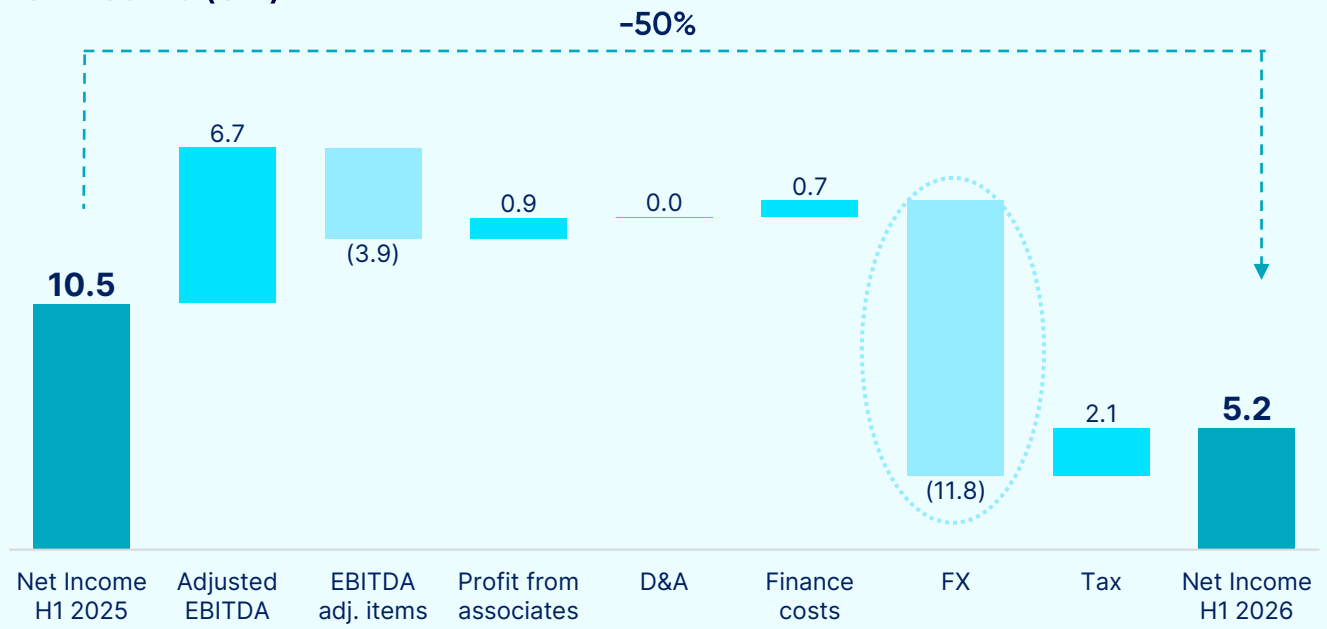


Notes: (1) Gross Revenue are Eurowag's total revenues including gross revenues from toll and fuel

Net Income

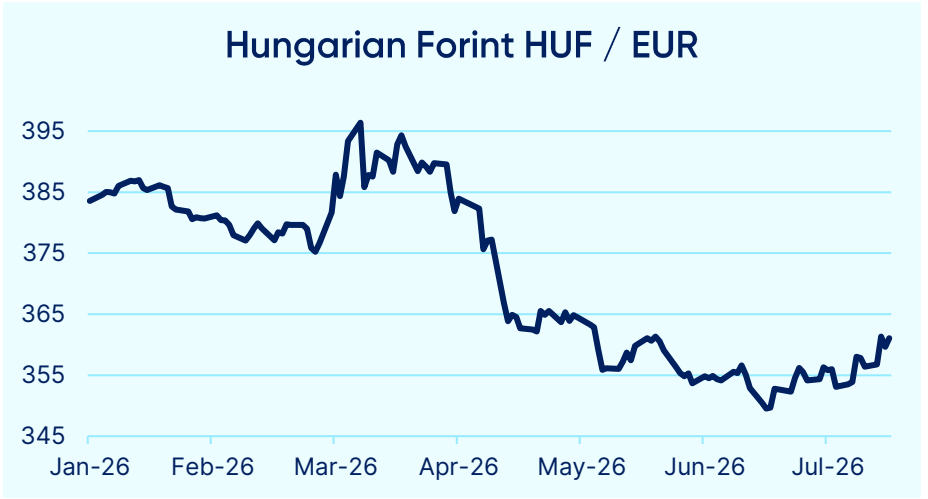
Net income impacted by un-realised (non-cash) FX losses, primarily from HUF exposure

Net income (€m)



Basic EPS

1.53c H1 2025		0.75c H1 2026
Number of Shares[1] 690.1m	---------- ▶	Number of Shares[1] 692.8m



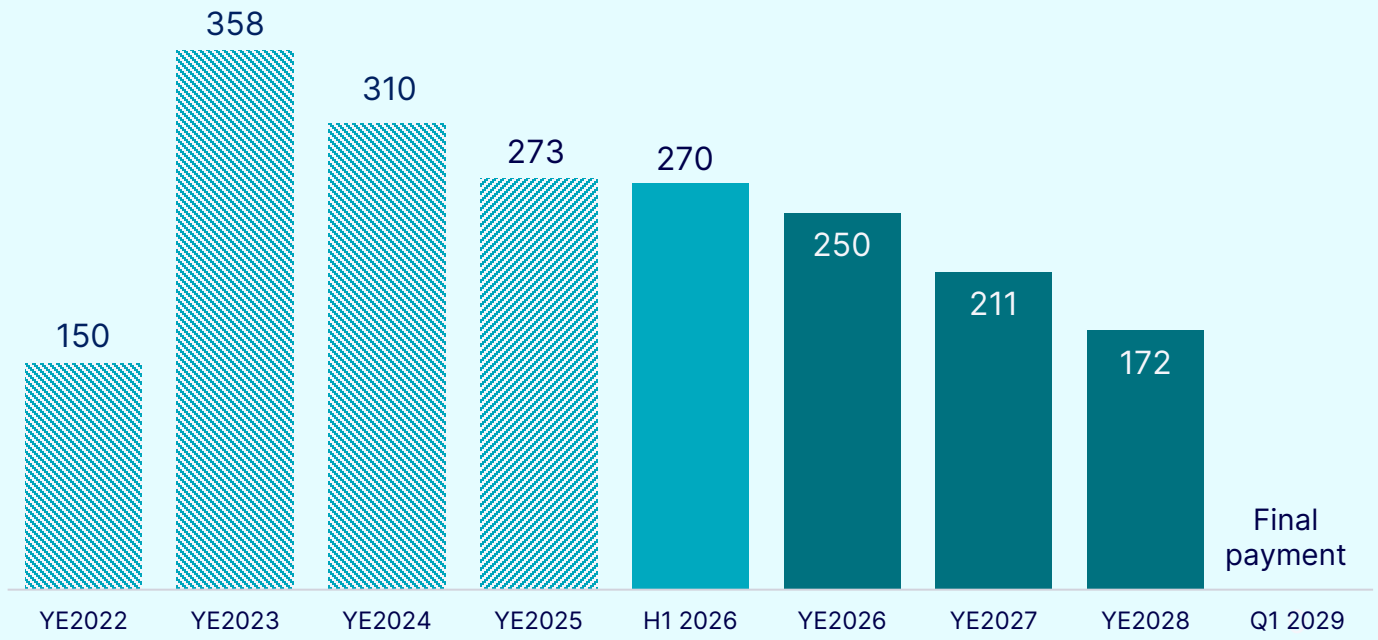
- Net Income impact predominantly driven by un-realised (non-cash) FX losses
- €8.3m net FX loss in H1 2026 versus a €3.5m FX gain in H1 2025
- The movement was predominantly related to Hungarian forint revaluation during 1H 2026

Notes: (1) Basic weighted average number of shares

Debt Profile

Amortisation Profile

€270 million outstanding term facilities as at 30 June 2026
Facility A, Facility B and Term Incremental facilities



Debt profile as at 30 June 2026:

Drawn Facilities

- €270m Facility A, Facility B and Term Incremental facilities
- €80m Revolving Credit Facility ("RCF")
- **Total Drawn facilities:** €350m

Interest rate Hedging

Amortising interest rate swaps

- €190m (~70%) of term-loan exposure hedged
- Weighted fixed rate of 2.7%
- Hedge maturity in 2029

Floating Interest rate

Facility A, B and Term Incremental Facilities:

- 3M EURIBOR + 1.90% pa for net leverage ≤ 2.5
- 0.025% margin reduction when sustainability KPIs are met

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