GP 2030 Strategy

Becoming Europe’s leading
HR technology platform

Mission

We support organizations in recruitment, retention and development of their staff. We help people find the best job for them and maximize their full potential.
To achieve this, we use the most efficient and modern technologies.

Values

CUSTOMER FOCUS

COURAGE to act and learn from mistakes

RESPONSIBILITY for commitments, actions and results

AGILITY to learn and act in a fast-changing environment

RESPECT for diversity

POSITIVE vibe at work

Our vision

To become Europe's leading HR technology platform

Job Classifieds

pracuj.pl the:protocol robota.ua

Proven, highly profitable and scalable revenue streams.
Strong market position with continuous demand.

HR Software

eRecruiter (softgarden)
hrlink.pl Kadromierz absence.io

Recurring revenue & high customer retention.
Less cyclical, providing stability in volatile markets.
Scalable SaaS business model.

Two Strong Pillars for Sustainable Growth

Grupa Pracuj’s market position

Job Classifieds

Pracuj.pl is **no. 1 Job Classifieds platform** with leading position in White Collars and significant growth potential in Blue and Pink Collars

With Robota.ua being the largest job classifieds platform in Ukraine, Grupa Pracuj is best-positioned to benefit from post-war market recovery

HR Software

softgarden is a **leading Talent Acquisition Suite (TAS) in DACH** region supported by **unique multiposting** offering, which builds **strong client loyalty** due to fragmentation of local Job Classifieds market

eRecruiter is **no. 1 ATS in Poland** with strong synergies with Pracuj.pl

Kadromierz is a **leading shift management system** with growth potential supported by the GP ecosystem

Market environment

Turning market trends into
tangible strategic opportunities

Main trends affecting HR technology market

Demographic Shifts in Europe

An aging population, declining fertility rates, and a mismatch between immigrant skills and labor market needs are expected to lead to a sustained decrease in the working-age population across Europe. This will drive greater demand and increased investments in attracting, recruiting, and retaining employees.

Digitalization of HR Processes

Rising focus on employee retention and efficiency drives faster adoption of digital HR solutions, especially among SMEs. The HCM market is set to grow annually by 12–13% in Poland and 7–9% in the DACH region (2024–2029).

AI-Driven Business Transformation

Artificial intelligence will enable to offer a better value propositions for both employers and job seekers, as well as improved candidate-job matching.

Poland’s Economic Growth Driven by Labor Efficiency

With wages rising rapidly, Polish companies are under pressure to adopt new technologies to offset higher labor costs and maintain competitiveness. As a result, workforce efficiency will become a critical pillar of Poland’s economic development.

Accelerated Job Rotation Trends

Younger generations are prioritizing work-life balance and are more likely to change jobs frequently compared to previous generations. This trend is expected to lead to an increase in both the frequency and volume of job opportunities in the market.

Job Classifieds
- mature markets with strong brands driving sustainable growth

AI-Powered Matching & Automation

Job boards will increasingly integrate artificial intelligence to provide smarter, more personalized job recommendations. Matching engines will analyse user behaviour, skills, and preferences to connect candidates with the most relevant opportunities.

Mobile-First Experience

With a growing number of users applying for jobs via smartphones, job platforms will further prioritize mobile usability. Fast, seamless mobile application processes and push notifications are becoming essential features.

Transparency & Employer Branding

Job seekers will expect more transparent job description. Companies are being encouraged to showcase their culture through rich employer profiles, team photos, videos, and employee testimonials. Job boards that support employer branding will gain a competitive edge.

HR Service Ecosystems Around Job Posts

Job boards of the future are evolving into full HR marketplaces. They are offering add-ons like candidate assessments, applicant tracking systems (ATS), video interviews, and even onboarding support – helping employers throughout the entire hiring journey.

Candidate Profiles & Diversified Talent Pools

Modern job boards encourage users to build complete profiles including CVs, portfolios, and videos. Recruiters increasingly rely on those and use multiple forms of sourcing candidates; job boards, social media, own databases.

HR Software
- dynamic growth fueled by multiple tailwinds

Increasing HR Tech usage among SMEs

Demographic changes, efficiency trends will force gradual increase of SaaS-based HR Software usage among lower segments of the customers.

Integrated Work Environments
(One Platform HR Ecosystems)

Growing demand for systems integration starting from ATS towards full HCM solutions. One platform acting as a command centre for the entire HR function.

Marketplaces and Third-Party Integrations

HR systems are opening up to external integrations with diversified value enhancing tool; assessment tools, video recruiting, calendars, payroll, and wellbeing platforms. Expanding HR-Tech ecosystem will add value for clients choosing best-of-breed path.

People Analytics and Real-Time Data

Rising demand for predictive analytics and real-time HR KPI reporting. Data covering recruitment effectiveness, employee engagement, turnover, and succession planning will become essential for efficient business management.

Cloud-Based Architecture and Scalability

Modular SaaS solutions will adapt to company size and needs, offering easy updates, remote access, and seamless integrations.

Grupa Pracuj's journey to an HR Technology platform

2000 - 2009

- Digital transformation of job advertising in Poland
- Expansion to Ukraine through acquisition of Robota.ua

2010 - 2024

- Establishing leadership positions within Job Classifieds
- Expansion into Recruitment Software through in-house development of eRecruiter and acquisition of softgarden

2025+

- Development of AI-driven products
- Expansion along the HR Software value chain
- Driving growth through M&As
- Driving value within GP ecosystem

HR Technology platform

Human Capital Management Software

Recruitment Software

Job Classifieds

Grupa Pracuj 2030 Goals

Europe's HR Tech Leader

2030 goal: near-doubling revenue through organic growth

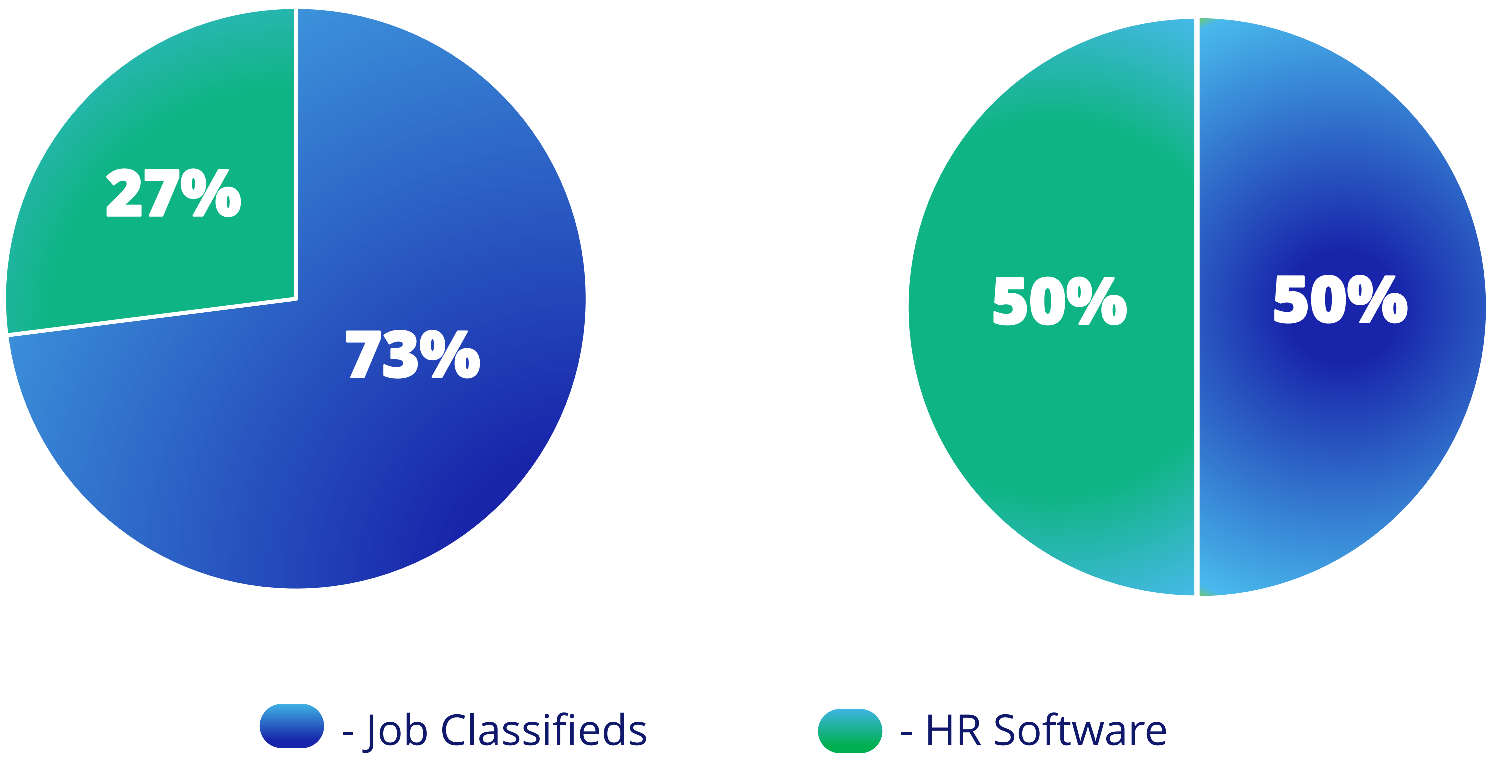
Adjusted EBITDA margin:
40%+

Amid ongoing uncertainty, we conservatively expect organic revenue CAGR at 11% (2024–2030), while seeing strong growth potential through M&A.

We are evolving towards a balanced revenue structure

- share of business areas in total revenue (including M&A)

2024



The share of **HR Software in the Group's revenue is expected to increase** due to:

- faster pace of organic growth
- accelerated expansion through M&A

We remain **open to selective M&A in Job Classifieds**, which could influence the Group's revenue mix.

Business strategy

Leading the shift to intelligent talent platforms

Job Classifieds

Focus on organic growth

Job Classifieds
drivers of sustainable leadership

Steadily growing number of recruitment projects

Leading two-sided jobs marketplace platforms in PL and UA

Innovative pricing strategies

Extracting value from different market segments

Operational efficiency

Well-established economic engine

pracuj.pl the:protocol robota.ua

Sustainable leadership
with steady growth in number of recruitment projects

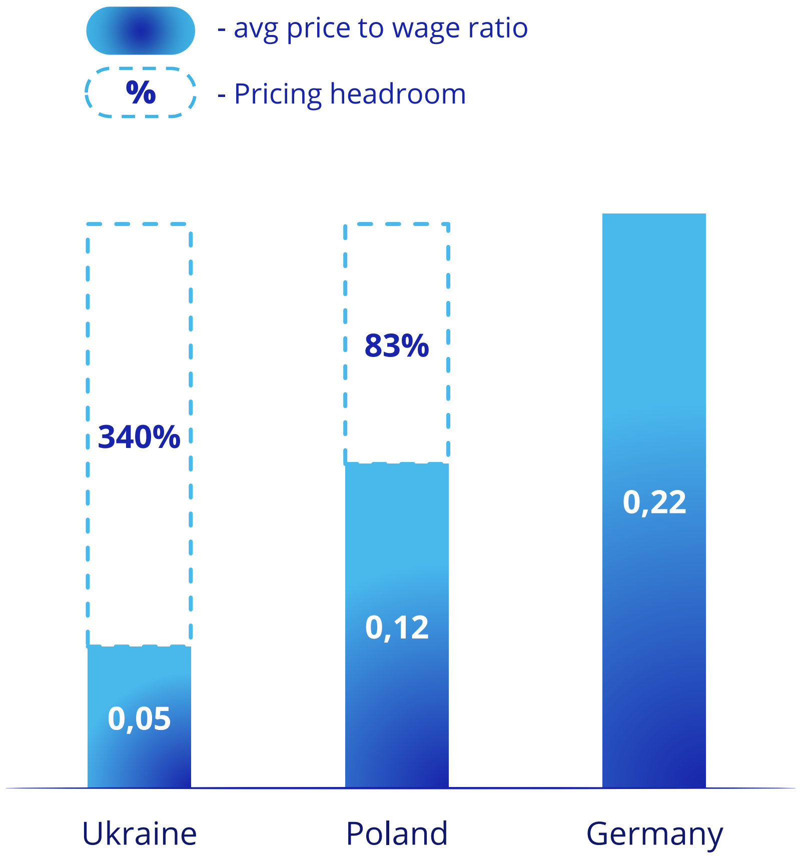
- **Sustainable leadership in White Collars**
  with over 10% volume growth by 2027
- **Growing market share in Pink and Blue Collars**
  share in total number of recruitment projects on Pracuj.pl expected to grow from 31% to approx. 38% by 2027
- **e-Commerce as a volume driver**
  expanding customer reach in a highly scalable way, with over 40% growth in no. of e-commerce clients by 2027
- **Strong brands & market fit for specific segments**
  maintain Top-of-Mind leadership in Poland and achieve it in Ukraine by 2027
- **Recovery-driven growth in Ukraine**
  market rebound supported by high employer demand and persistent candidate shortage

Dynamics calculated with 2024 as the base year

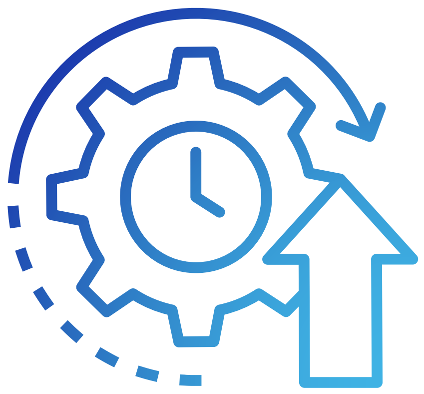
Innovative pricing solutions
for targeted recruitment markets

- **Effective pricing tailored to the market and segments**, to boost revenue growth
- **Strengthening value proposition** through regular product enhancements and further portfolio development
- **Dynamic pricing in e-commerce**: AI-driven, **real-time adjustments** by region and job requirements
- **Post-war monetization shift: phasing out freemium in Ukraine**, which stands for over 50% of overall volume in Robota.ua

Pricing headroom



Operational efficiency



- **Self-service boosting scalability** - the most effective way to serve the SME segment
- **Flexible cost structure** ensures sustainably high operating margins
- **Automation and AI tools** driving over 25% increase in revenue per FTE by 2027
- **Data-driven decision-making process:** market intelligence and strategic agility supporting sustainable growth

Dynamics calculated with 2024 as the base year

HR Software

Focus on Organic Growth and Accelerate M&A Expansion

Organic growth drivers
in HR software

Growing number of clients

Driving customer acquisition at scale

Sustainable growth of MRR

Sustaining profitable revenue growth

SaaS scalability

Balancing growth & profitability

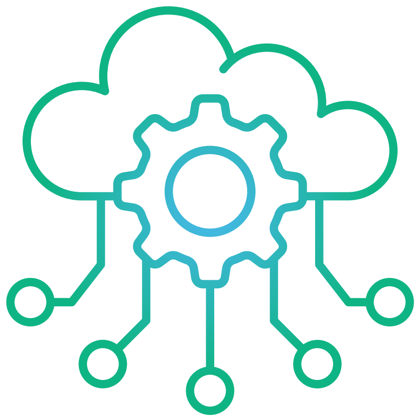
Expanding our reach
client growth at scale

- **Client expansion with self-service tool**
  expanding our value proposition into underserved market with over 65 000 medium-size enterprises in Poland and Germany
- **Seamless integration with HR Tech Solutions**
  focusing on combined SaaS and multiposting offering, complemented by post-hire contribution
- **eRecruiter transition towards ATS 360**
  expanding value proposition through new features, including offer and hire process automation, onboarding, and learning and development
- **Maintaining single-digit revenue churn**
  below market benchmark of 10%-15%

Sustainable growth of MRR

- **Revenue expansion further** into **post-hire** part of HR Software value chain
- **Upsell opportunities (AI, new modules, analytics, integrations)** expected to drive approx. 40% of MRR growth
- **Cross-selling HR solutions** across our ecosystem, including newly acquired businesses
- **Maintaining LTV/CAC above 3** as a lever for scalable and capital-efficient MRR expansion

SaaS scabillity
balancing growth & profitability



- **Higher efficiency of a high-touch model** with automation and use of AI
- **Increased profitability through introduction of self-service tools** for potential and existing clients
- **Utilizing Group synergies:** sharing resources and knowledge – improving efficiency and profitability

Rule of 40

A key SaaS metric:
Revenue Growth (%) + EBITDA Margin (%) ≥ 40.

We use it to evaluate SaaS business efficiency and balance between growth and profitability.

Well-defined M&A Strategy

aimed at delivering long-term value to shareholders

Capital allocation

We balance capital returns with M&A to drive long-term value, keeping flexibility for major events

Solid cash flows

Long-term investments

Strong balance sheet

Shareholder returns

Over 90% cash conversion

Robust and sustainable cash flows underpin long-term value-focused investments.

Well-defined M&A approach

We focus on HR Software acquisitions, while staying opportunistic in Job Classifieds.

Capital efficiency & financial safety

We optimise our balance sheet to lower cost of capital, ensure stability, and invest confidently through cycles.

Regular dividends with a target payout of 50% of net profit

Temporary policy adjustments possible during major investments; buybacks may complement or replace dividends.

Strengthening position
along HR Technology value chain

Pre-hire			Post-hire		
Talent acquisition	**Hiring**	**Onboarding**	**Admin HR**	**Talent HR**	**Payroll**
Job posting	Hiring	Onboarding	Core HR management	Employee engagement	Payroll
	Candidate Relations Management		Time & attendance	Talent management	Pay slips administration
	Screening & Selection		Expense management	Case management	Statutory reporting
Applicant Tracking Systems (ATS)	Applicant Tracking Systems (ATS)		Compensation management	Learning and development	Financial wellness
			Analytics	Benefits management	

pracuj.pl the:protocol robota.ua
eRecruiter hrlink.pl softgarden

Kadromierz absence.io

- in current Grupa Pracuj offering
- outside of current Grupa Pracuj offering

HR Software in Poland and DACH,

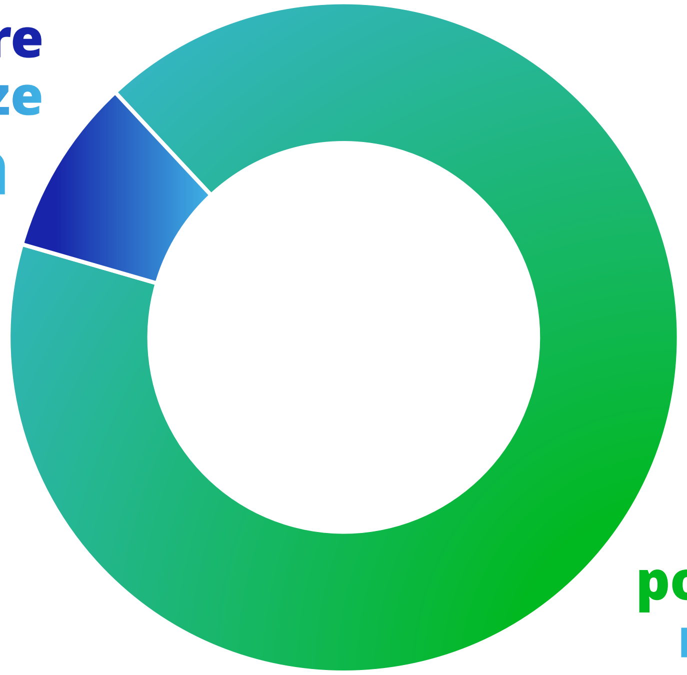
targeting post-hire systems enables entry into a market over 10x larger than pre-hire

HR Software
market size

EUR 3.5bn

HR Software market in Poland & DACH

pre-hire
market size
EUR 0.3bn



post-hire
market size
EUR 3.2bn

Expanding into the post-hire HR Software segment will unlock a **market over 10 times larger** than our current addressable space. To accelerate market entry and mitigate execution risk, **we prioritize M&A as the primary strategy**.

Investment criteria

Product
HR Software, preferably in SaaS model

Significant majority to full buy-out

Client segment
European SMEs (100-2000 employees)

Geography
Europe, preferably Poland and DACH

Target
growth companies with strong product and capable management

Market share
established market position in its business activity

Growth / profitability
must support GP value creation in mid term

M&A KPIs

- Y/Y double digit growth in revenue
- EBITDA positive or close to breakeven
- Rule of 40
- Stable growth in number of customers
- Target profitability ca. 30% achievable in 3-5 years post acquisition

We prioritize value creation over entry multiples, focusing on deals that enhance future growth and valuation.

Summary

GP 2030
Fuelled by Organic Growth Powered by Smart Acquisitions

Dynamic & resilient dual-core business model

Strong cash from Job Classifieds and scalable HR Software

HR Technology expansion

Moving into the post-hire employee lifecycle

Strategic M&A

Unlocking HR Software market potential with cash and capabilities

Sustainable, organic growth of revenue

PLN 1.4 bn in 2030

Resilient profitability:

40%+ adj. EBITDA margin

Thank You

Q&A