

## CORPORATE GOVERNANCE PRINCIPLES STATEMENT

As per § 72(7)(5a) and (b) of the Regulation of the Finance Minister and § 29 section 3 of the Regulations of the Warsaw Stock Exchange S.A., the Management Board of Boryszew S.A submits its Statement on application of corporate governance rules in 2025.

Boryszew S.A. was subject to the principles of corporate governance in 2025, which were set out in the document "Corporate Governance. "Best Practices for WSE Listed Companies 2021" adopted by the Warsaw Stock Exchange Supervisory Board in Resolution No. 13/1834/2021 of 29 March 2021 (effective 1 July 2021).

While issuers apply the 2021 Best Practices voluntarily, it is the duty of each issuer under the Rules of the WSE to inform capital market participants about the scope and manner of conformity with these rules.

The 2021 Best Practices document, which the Issuer is currently bound to observe, is available on WSE website at: [www.gpw.pl/dobre-praktyki2021](http://www.gpw.pl/dobre-praktyki2021).

In accordance with the Rules of the WSE and in view of the "comply or explain" approach indicated in the European Commission's Recommendation on the quality of corporate governance reporting, on 30 July 2021 Boryszew S.A. published a statement regarding the scope of the 2021 Best Practices applied.

In 2025 the Company recorded no incidents of violations of the principles in "Best Practices for WSE Listed Companies 2021".

On 16 March 2026, the Company published an update on the status of the application of the "Best Practices for WSE Listed Companies 2021" principles.

The Company is making every effort to follow the corporate governance principles in all aspects of its activity.

Moreover, in order to pursue an clear and efficient information policy, it ensures its shareholders, analysts and investors s fast and secure access to information, utilising both the traditional as well as modern technologies for publishing information on the Company to the widest possible extent.

### **CORPORATE GOVERNANCE RULES WHICH APPLY TO BORYSZEW S.A., WHERE THESE RULES ARE AVAILABLE, THE EXTENT OF THE COMPANY'S DEPARTURE FROM THE SET OF CORPORATE GOVERNANCE RULES AND THE REASONS FOR THIS.**

With respect to the 2021 Best Practices effective 1 July 2021, the Issuer has waived the following rules: 1.4.2., 1.6., 2.1., 2.2, 2.11.6, 3.10, 4.1., 4.3., 4.8., 4.9.1.

Detailed information on the withdrawal from use are described in a dedicated statement available on the Company's website [www.boryszew.com.pl](http://www.boryszew.com.pl).

	Principle	Explanation of non-compliance with specific rules in 2025
1.4	In order to ensure proper communication with stakeholders regarding the business strategy adopted, the company publishes on its website information on the assumptions of its strategy, measurable objectives, including in particular long-term objectives, planned activities and progress in its implementation, defined by means of metrics, financial and non-financial. Information on ESG strategies should, inter alia:	
1.4.2	present the value of the pay equity ratio paid to its employees, calculated as a percentage of the difference between the average monthly pay (including bonuses, prizes and other allowances) of women and men for the last year, and present information on the actions taken to eliminate possible inequalities in this respect, together with a presentation of the risks involved and the time horizon over which equality is planned to be achieved.	The Company presents the value of the equal pay ratio paid to its employees in the annual report, in the Company and Group Management Report. Currently, the Company does not provide information on measures taken and planned to ensure gender equality in remuneration. The company is committed to ensuring that every employee has equal access to professional development and receives the same remuneration for the same work performed. At the same time, the variation in remuneration in the Company's organisation is due to the specific nature of the industry in which the Company operates, the type of positions held and the market

		<p>dynamics of salary variability in different areas of employment. The Company wishes to emphasise that it applies market principles in determining remuneration, taking into consideration knowledge, competence and experience, as well as the position held and the substantive contribution to the development of the Company, and that it applies the principle of equal pay for women and men employed in identical positions.</p>
1.6.	<p>In the case of a company belonging to the WIG20, mWIG40 or sWIG80 index, once a quarter, and in the case of others at least once a year, the company organises an investor meeting, inviting in particular shareholders, analysts, industry experts and media representatives. During the meeting, the company's management presents and comments on the adopted strategy and its implementation, the financial results of the company and its group, as well as the most important events affecting the company's and its group's activities, the results achieved and future prospects. During the meetings the company's management publicly provides answers and explanations to the questions asked.</p>	<p>The company organises meetings for investors as well as representatives of the media and industry experts once a year, after the publication of the annual financial statements. During the meeting, representatives of the Management Board present the financial and operational results of the Company and its Group in the context of the adopted strategy, discuss the most important events and the situation in the market environment affecting the current operations, the results achieved and its future prospects. Participants in the meetings have the opportunity to ask questions, which are answered by the Management Board during the meetings. In the Company's opinion, the face-to-face meetings with investors held with such frequency, together with the possibility to address additional questions to the Company via means of remote communication, mean that the information policy and communication with investors are not adversely affected by not applying the aforementioned principle to the full extent.</p>
2.1	<p>The company should have a diversity policy for the management board and the supervisory board, adopted by the supervisory board or the general meeting respectively. The diversity policy sets out diversity objectives and criteria in areas such as gender, field of study, specialist knowledge, age and work experience, among others, and indicates when and how the achievement of these objectives will be monitored. In terms of gender diversity, the condition for ensuring the diversity of the company's bodies is that the minority participation in the respective body is no less than 30%.</p>	<p>The Company does not have a formal document detailing diversity objectives and criteria for the Company's authorities and key managers. Recruitment of Management Board and Supervisory Board members and key managers is based on experience, qualifications and competences of candidates, in line with legislation on equal treatment of employees.</p> <p>The Company is committed to ensure diversity of gender, education, age, professional experience for all its employees, with particular emphasis on senior management and key managers.</p>
2.2	<p>The persons deciding on the election of the members of the company's management or supervisory board should ensure the comprehensiveness of these bodies by selecting diversity in their composition, making it possible, inter alia, to achieve the target ratio of a minimum minority shareholding set at not less than 30%, in line with the objectives set out in the adopted diversity policy referred to in principle 2.1.</p>	<p>The Management Board of the Company believes that the composition of the Management Board and the Supervisory Board of Boryszew S.A. ensures diversity of age, educational direction and professional experience necessary to achieve a multidimensional perspective supporting the Company's operations and supervision, but does not ensure 30% gender diversity.</p> <p>Following the completion of the legislative process transposing Directive (EU) 2022/2381 of the European Parliament and of the Council of 23 November 2022 on improving gender balance among directors of listed companies and related measures into Polish law, the Company will take adaptive measures to increase the proportion of the</p>

		underrepresented gender (women) on the Management Board and the Supervisory Board to the required level, no later than 2028, taking into account the tenure of the Company's bodies.
2.11.	In addition to its activities under the law, once a year the supervisory board prepares and presents an annual report to the ordinary general meeting for approval. The report referred to above includes at least:	
2.11.6	information on the degree of implementation of the diversity policy with regard to the management board and the supervisory board, including the achievement of the objectives referred to in principle 2.1.	Since Boryszew S.A. does not have a formalised document of the diversity policy towards the Management Board and the Supervisory Board, adopted by the Supervisory Board or the General Meeting of the Company, which defines the objectives and criteria of diversity, therefore the non-application of this principle results from the non-application of principle 2.1.
3.10	At least once every five years, a review of the internal audit function is carried out in a company belonging to the WIG20, mWIG40 or sWIG80 index by an independent auditor selected with the participation of the audit committee.	In accordance with the DPSN guidance, the Company intends to undertake an independent review of the internal audit function within the required five years of the effective date of Rule 3.10, i.e. by the end of 2026.
4.1	The company should enable shareholders to participate in a general meeting using electronic means of communication (e-meeting) if this is justified by the expectations of shareholders communicated to the company, as long as it is able to provide the technical infrastructure necessary for holding such a general meeting.	<p>The Company does not currently apply this principle, but does not rule out the possibility of implementing it in the future. The Company believes that implementation of this principle involves risks to the quality of the transmission, delays in data transmission and the provision of a remote means of communication to shareholders, etc., as well as legal risks relating to the possibility of undermining the effectiveness of the resolutions adopted by the General Meeting. Also importantly, the Company does not receive information from shareholders that they are interested in participating in the general meeting using electronic communication means (e-voting).</p> <p>The Company allows shareholders to exercise their voting rights during the General Meeting either in person or by proxy, but without the possibility of using electronic communication for this purpose. Shareholders regularly exercise their voting rights by proxy at General Meetings. In the Company's opinion, the rules applied for holding and participating in the General Meeting ensure that shareholders realise the rights attached to their shares and protect their interests. In addition, the Company publishes the resolutions adopted by the General Meetings in the form of current reports available on its website and provides access at the Company's registered office to the minutes of the General Meetings. According to the Company's Management Board, this form of documenting the General Meetings ensures their transparency.</p>

4.3	The company provides a publicly available real-time broadcast of the general meeting.	Following the principle of transparency, the Company pursues a transparent information policy ensuring communication with market participants using traditional methods. The Company does not currently apply this principle, but does not rule out the possibility of implementing it in the future. As of today, transmission of the general meeting using electronic communication means is not of interest to shareholders.
4.8	Draft resolutions of the general meeting on items on the agenda of the general meeting should be tabled by shareholders at least 3 days before the general meeting.	With respect to the shareholders' exercise of their corporate rights, the Company observes the principles arising from the provisions of applicable laws, according to which a shareholder or shareholders representing at least one-twentieth of the share capital may, prior to the date of a general meeting, submit draft resolutions to the company concerning the matters on the agenda or matters that are to be added to the agenda (as per Art. 401 § 4 of the Commercial companies code), in addition, each shareholder may, during a general meeting, propose draft resolutions concerning the matters on the agenda (as per Art. 401 § 5 of the Commercial companies code). As the Company is not the addressee of this rule - it has no influence on the actions of shareholders, nevertheless the Company encourages shareholders to submit draft resolutions well in advance respecting this rule.
4.9	Where the subject of the general meeting is to be an appointment to the supervisory board or the appointment of a new supervisory board:	With respect to the shareholders' exercise of their corporate rights, the Company observes the principles arising from the provisions of applicable laws, according to which a shareholder or shareholders representing at least one-twentieth of the share capital may, prior to the date of a general meeting, submit draft resolutions to the company concerning the matters on the agenda or matters that are to be added to the agenda, and, in addition, each shareholder may, during a general meeting, propose draft resolutions concerning the matters on the agenda.
4.9.1	Nominations for supervisory board members should be made in sufficient time to enable the shareholders attending the general meeting to take a decision with due deliberation, but no later than 3 days before the general meeting; the nominations, together with a set of materials concerning them, should be published on the company's website without delay;	At the same time, the Company makes every effort to ensure that shareholders have the opportunity to review the materials and draft resolutions placed on the agenda enough in advance to gain the necessary knowledge; however, due to the regulations of the commercial companies code allowing shareholders to submit draft resolutions during a general meeting and due to the fact that the Company is not the addressee of this rule - the Company is not able to guarantee the application of this rule. The above also applies to nominating candidates for the Company's supervisory board.

## **THE MAIN CHARACTERISTICS APPLIED IN THE COMPANY'S INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS IN RELATION TO THE PROCEDURE OF COMPILING FINANCIAL REPORTS AND CONSOLIDATED FINANCIAL REPORTS**

As the binding procedures in Boryszew Capital Group relating to the capital market and publishing information must be adapted in line with the applicable legal provisions, that is new regulations on disclosure duties for companies listed at the Warsaw Stock Exchange introduced on 3 July 2016, the Management Board of Boryszew S.A. adopted resolution on 27 June 2016 on the matter of accepting: "The regulations for cooperation in fulfilling information obligations within the Boryszew Capital Group", specifying:

- requirements regarding the scope and form of fulfilling information obligations by Boryszew SA with the participation of companies from the Boryszew Capital Group,
- correct process of identification, circulation and protection of information as part of fulfilment of information obligations required by the MAR Regulation, Act on Public Offering and other regulations, in particular by defining the rules of conduct for entities obliged to apply the Regulations in connection with the possession of information subject to reporting; dates of performing information obligations,
- model of cooperation between the companies from the Boryszew Capital Group and all organizational units of Boryszew S.A., including the bodies of the companies from the Boryszew Capital Group and the Boryszew S.A. management Board Office,
- duties of managing and supervising persons as well as persons having access to confidential information related to access to confidential information and transactions on Boryszew S.A. securities and related financial instruments.

Also the Regulations define in a transparent manner the responsibility of persons who are involved in compiling and verification of the Company's financial report.

Responsibility for preparation of financial statements and formal verification of the same lies with the Financial Director (CFO).

The manner and schedule of preparation of financial statements are each and every time defined in a separate document drafted by the Chief Accountant.

Works on preparation of financial statements are supervised by the Chief Accountant.

The various Department Managers in Boryszew S.A. are responsible for submitting information which is the subject of financial reports to the Chief Bookkeeper on time and reliably.

The Presidents of affiliated and jointly controlled companies, Branch Managing Directors are responsible for designating persons responsible (entrusted persons) for ensuring that information which is the subject of financial reports is submitted to the Chief Bookkeeper on time and reliably.

The Company's annual and six-monthly financial reports are subject to independent examination and review as appropriate by a chartered accountant.

The Company manages risk involved in the process of compiling financial reports also by at all times keeping abreast of the changes in provisions and internal regulations relating to the reporting requirements of companies and prepares their implementation well in advance of time.

The Company updates the accountancy rules on an on-going basis, based on which it prepares financial reports.

In order to ensure the stability of Boryszew Capital Group, the Company co-ordinates and influences the activities of its subsidiaries through representatives of the Company in statutory bodies of companies

**SHAREHOLDERS WHO, DIRECTLY OR INDIRECTLY, HOLD SUBSTANTIAL PACKETS OF SHARES WITH INDICATION OF THE NUMBER OF SHARES HELD BY SUCH PARTIES, THEIR PERCENTAGE SHARE IN THE SHARE CAPITAL, THE NUMBER OF VOTES RESULTING FROM THE SHARES AND THEIR PERCENTAGE SHARE IN THE OVERALL NUMBER OF VOTES AT THE GENERAL MEETING.**

The table below presents Shareholders holding more than 5% of the share capital and of the total number of votes on 31 December 2025 and the date of submitting the report for publication:

Shareholders	Number of shares	% of capital	Number of votes	% of votes
<b>Roman Krzysztof Karkosik (*)</b>	<b>156 832 020</b>	<b>65.35%</b>	<b>156 832 020</b>	<b>65.35%</b>
including:				
<i>Boryszew S.A. (**)</i>	<i>34 795 000</i>	<i>14.50%</i>	<i>34 795 000</i>	<i>14.50%</i>
<i>RKKK Investments Sp. z o.o.</i>	<i>119 998 000</i>	<i>49.99%</i>	<i>119 998 000</i>	<i>49.99%</i>
<b>Unibax Spółka z o.o. (***)</b>	<b>20 374 160</b>	<b>8.49%</b>	<b>20 374 160</b>	<b>8.49%</b>
<b>Others</b>	<b>62 793 820</b>	<b>26.16%</b>	<b>62 793 820</b>	<b>26.16%</b>
<b>Total</b>	<b>240 000 000</b>	<b>100.00%</b>	<b>240 000 000</b>	<b>100.00%</b>

(\*) Mr Roman Krzysztof Karkosik with subsidiaries (as per notification of 1 October 2018).

(\*\*) As per the notification of Boryszew S.A. of 30 October 2020.

(\*\*\*) Unibax Spółka z o.o., together with its subsidiary (Susmed Spółka z o.o.), as per notification of 24 June 2025.

The Company is not aware of any agreements other than those described in p. 30 of this report as a result of which changes might occur in future in the proportions of shares held by the existing Shareholders.

The Company did not issue any securities that would confer any special controlling rights on any of its shareholders. All shares are equal, each share entitles to one vote at the Company's general meeting.

**LIMITATIONS ON VOTING RIGHTS ON SECURITIES ISSUED BY BORYSZEWS S.A.**

No statutory restrictions exist regarding exercise of voting rights attached to securities such as restrictions on exercise of voting rights by holders of any particular part or number of votes, timing restrictions regarding exercise of the voting rights or provisions under which, with the Company's co-operation, equity rights attached to securities are separated from the holding of securities.

Boryszew S.A. and subsidiaries do not exercise voting rights from the shares held in Boryszew S.A.

**LIMITATIONS ON TRANSFER OF PROPRIETARY RIGHTS TO SECURITIES ISSUED BY BORYSZEWS S.A.**

Company's shares are transferable. No limitations exist on the transfer of proprietary rights to securities issued by Company.

**PRINCIPLES OF APPOINTMENT AND DISMISSAL OF MEMBERS OF THE MANAGEMENT BOARD AND THEIR POWERS**

Pursuant to the Company's Articles of Association, duties of the Supervisory Board include appointing and recalling from office the Management Board Members. The Supervisory Board first appoints a President and on his proposal the remaining Management Board Members.

The term of office of the Management Board is three years and is common for all members of the Management Board.

The Management Board, under the chair of the President, manages the Company's affairs and represents the Company.

The powers of the Management Board include all matters which are not reserved either by law or by provisions of the Company's Articles of Association.

The Management Board of the Company has no special rights to make decisions on the issue or redemption of shares.

**RULES FOR AMENDING THE COMPANY'S ARTICLES OF ASSOCIATION**

Amendments to the Company's Articles of Association require a resolution of the General Meeting and an entry in the Register of Entrepreneurs of the National Court Register.

In order to amend the Articles of Association, the Management Board quotes, in the notification on General Meeting of the Company's Shareholders, the provisions then in force and the proposed amendments. If the intended amendments are extensive, the Management Board must also include the proposed consolidated text of the entire Articles of Association in the notification along with a list of its new or amended provisions.

Any amendment to the Articles of Association must be adopted by the General Meeting with the majority of  $\frac{3}{4}$  of votes.

An amendment to the articles of association becomes effective upon its entry in the National Court Register. The responsibility for registration of any such amendments lies with the Company's Management Board. The Management Board is obliged to file an amendment to the Articles of Association within 3 months after adoption of relevant resolution. If an amendment to the Articles of Association consists in increase in the Company's share capital, it may be filed within 6 months of resolving to increase the Company's share capital, and in the event that the consent has been granted to the introduction of a new issue to public trading – within 6 months of the date of such consent being granted, provided that the application for granting of the same is filed no later than four months after resolving to increase the Company's share capital. A resolution on reduction of the share capital should be filed with the National Court Register no later than 6 months after adoption of the same.

While filing an amendment with the registration Court, the Management Board must include the full consolidated text of the Articles of Association.

### **DESCRIPTION OF THE MANNER IN WHICH THE GENERAL MEETING ACTS, AS WELL AS OF ITS PRINCIPAL POWERS AND THE MANNER OF EXERCISING THE SAME**

General Meeting of Shareholder is the ultimate body of the Company. The General Meeting acts pursuant to the provisions of the Commercial Companies Code and of the Company's Articles of Association. The Company's Articles of Association provide that the General Meeting of Shareholders may adopt the General Meeting Regulations, which stipulate the principles of its functioning. The Regulations of the General Meeting were adopted in the Company. The Company's Articles of Association and the Regulations of the General Meeting are to be found on the corporate web site at [www.boryszew.com.pl](http://www.boryszew.com.pl)

The General Meeting is convoked by the Management Board. The Supervisory Board may convoke an Ordinary General Meeting in the event that the Management Board should fail to convoke the same at the prescribed time, and an Extraordinary General Meeting where they deem it appropriate. Shareholders representing at least half of the share capital or at least half of all votes in the Company may convoke an Extraordinary Meeting of Shareholders. Shareholders appoint the chairman of the Meeting. A Shareholder or Shareholders representing at least  $\frac{1}{20}$ th of the share capital may demand convocation of an Extraordinary Meeting of Shareholders and placement of specific matters on the agenda of that Meeting.

The General Meeting convoked by the Management Board as an Ordinary General Meeting takes place once per year, no later than in June. monthly In 2025 the Ordinary General Meeting of Boryszew S.A. took place on 21 May 2025.

The agenda of the General Meeting is determined by the Management Board. A Shareholder or Shareholders representing at least  $\frac{1}{20}$  (one-twentieth) of the share capital may demand placement of specific matters on the agenda of the next General Meeting. Such request should be submitted to the Management Board no later than twenty-one days prior to the date of the Meeting.

The General Meeting is convoked by way of notification published on the Company's website and in the manner prescribed for passing current information according to the provisions of law. Such notification must be published at least twenty-six days before the date of the General Meeting.

The General Meeting of Shareholders is valid regardless of the number of shares represented and resolutions of the General Meeting are adopted with absolute majority of votes cast, unless the Commercial Companies Code or the Articles of Association provide otherwise.

Pursuant to the Articles of Association of Boryszew S.A., apart from other matters stipulated by the Commercial Companies Code, the following matters require a resolution of the General Meeting of Shareholders:

- considering and approval of the Management Board's report on the Company's activities and financial statements for the previous year,
- adopting a resolution on distribution of profit or covering of loss,
- acknowledgement of fulfilment of duties by member of the Company's governing bodies,
- amending the Company's Articles of Association, including increasing and decreasing the share capital and changing the object of the Company's activities,
- decisions concerning claims to remedy a loss inflicted upon incorporation of the Company or upon exercising management or supervision of the same.
- appointment and dismissal of members of the Supervisory Board,

- determining the principles of remuneration for members of the Supervisory Board and the amount of their remuneration,
- redemption of shares or determining terms of such redemption,
- issue of senior bonds or convertible bonds,
- disposal or lease-out of the enterprise or of an organized part of the same, and establishing a limited right in rem on the same,
- dissolution of the Company and appointment of liquidators,
- establishing the record date for the purposes of dividend and the date of dividend payment.

The General Meeting of Shareholders may resolve to refrain from considering a matter placed on the agenda only for important reasons. Resolutions on removal of a matter from the agenda or on refraining from consideration of any matter placed on the agenda at the request of Shareholders require the majority of 75% of votes cast, provided that those Shareholders present at the General Meeting who petitioned that the matter be placed on the agenda have already granted their consent to removal of the same from the agenda or to refraining from consideration of the same.

All matters raised at the General Meeting are first presented to the Supervisory Board for consideration.

Shareholders participate in the General Meeting in person or by a proxy.

The power of attorney to participate in the General Meeting and to exercise the voting right must be made in writing to be valid.

The power of attorney to participate in the General Meeting of a public corporation and to exercise the voting right must be granted in writing or in an electronic form. Power of attorney granted in an electronic form does not require confirmation with a secure electronic signature having a valid qualified certificate.

A member of the Management Board and an employee of the Company may serve as proxies at the General Meeting of a public corporation.

If a member of the Management Board, a member of the Supervisory Board, a liquidator, an employee of a public corporation, or a member of governing bodies or an employee of a company or a cooperative being a subsidiary of that corporation serves as a proxy at the General Meeting, the power of attorney may authorise such person to participate in only one General Meeting. The proxy is obliged to disclose to the Shareholder any circumstances indicating existence of a possible conflict of interests. Granting of a further power of attorney shall be excluded.

The proxy votes in accordance with instructions given by the Shareholder.

The principles of participation in General Meetings and of exercising the voting rights are regulated by the Rules of the General Meeting of Shareholders of Boryszew S.A.

Voting at the General Meeting of Shareholders is open. A secret ballot is to be ordered at elections of and upon voting upon motions to dismiss members of the Company's governing bodies or liquidators of the Company, or on holding them accountable, as well as in personnel matters. Also, a secret ballot is to be ordered when requested by at least one of the Shareholders present or represented at the General Meeting.

Resolutions of the General Meeting of Shareholders are passed with simple majority of votes, unless provisions of the Commercial Companies Code stipulate otherwise.

As per the practice implemented at the Company, all relevant materials for the General Meeting of Shareholders are made available to the shareholders in accordance with the applicable provisions of Polish Commercial Companies Code and of the Regulation of the Council of Ministers dated 6 June 2025 on current and periodical information to be provided by issuers of securities and on conditions under which information required by laws of another state, other than a Member State, can be considered equivalent (Journal of Laws of 2025 item 755).

Pursuant to the Rules of the Sessions of General Meeting of Shareholders, the Chairperson oversees proper and efficient proceedings of the Meeting. Chairperson of the General Meeting of Shareholders also ensures that rights and interests of all Shareholders are respected. The Chairperson must not resign the position without important reason.

The shareholders of Boryszew S.A. are entitled to no rights other than those resulting from generally applicable laws.

## **PERSONAL COMPOSITION AND PRINCIPLES OF FUNCTIONING OF MANAGING AND SUPERVISORY BODIES AND THEIR COMMITTEES**

### **SUPERVISORY BOARD**

Pursuant to the Company's Articles of Association, the Supervisory Board is composed of at least five members. Members of the Supervisory Board are appointed and dismissed by the General Meeting of Shareholders. Any member of the Supervisory Board whose mandate expired during the Board's term of office must be compulsorily

replaced by the Supervisory Board with another person appointed to hold the position. Appointment of members of the Supervisory Board during the Supervisory Board's term of office must be approved by the next General Meeting of Shareholders. Should the General Meeting of Shareholders refuse to approve any of the new members of the Supervisory Board appointed during the Supervisory Board's term of office, the General Meeting will elect a new member of the Supervisory Board to replace the person who was not approved.

The term of office of a member of the Supervisory Board is three years and is common for all members of the Supervisory Board.

The Supervisory Board, on its first meeting, elects its Chairperson, Deputy Chairperson and Secretary from among its members, in secret ballot.

The Supervisory Board exercises continuous supervision over the Company's operation in all fields of its activity. Members of the Supervisory Board when performing their functions have regard to the interests of the Company. The emphasis of the Supervisory Board includes measures to improve the efficiency of management of the Company to obtain maximum financial performance of the Company as well as increase its stock market value and ensure its long-term development.

The tasks of the Supervisory Board include:

- approving annual business plans of the Company and long-term Company's growth plans,
- assessment of the Management Board's report and financial statements for previous financial year in terms of compliance with books, documents and facts as well as proposals of the Management Board on distribution of profit or coverage of loss and submitting annual written report to the General Meeting of Shareholders on the results of the assessment,
- determining the number of the Management Board members, appointing and dismissing any or all Members of the Company's Management Board,
- suspending from service, for important reasons, of any or all Members of the Company's Management Board
- determining the remuneration for Management Board members,
- delegating Members of the Supervisory Board, for a period not longer than three months, to temporarily perform duties of Members of the Management Board who have been dismissed, resigned or are unable to perform their duties for other reasons.
- selecting statutory auditors for conducting the audit of the financial statements,
- approving proposals of the Management Board to establish and discontinue branches and other organized units of the Company,
- approving acquisition and disposal of real estate property, perpetual usufruct or share in real estate,
- approving transactions concerning subscribing to, disposal or acquisition of shares and stocks where the transaction value exceeds 1/20th of the Company's share capital,
- approving acquisition and disposal of fixed assets the value of which exceeds 1/20th of the Company's share capital,
- approving conclusions by the Company of loan, borrowing agreements, granting guarantees and sureties if the value exceeds in each case 1/10th of the Company's share capital,
- adopting the consolidated text of the Company's Articles of Association for internal purposes of the Company,
- approving draft resolutions submitted by the Management Board to the General Meeting of Shareholders,
- determining the issue price of new shares approving proposals of the Management Board on concluding an agreement with a sub-issuer,
- adoption of the Regulations of Management Board and Company's Organizational Rules,

The Supervisory Board holds its meetings as required, but not less than three times a year. Meetings of the Supervisory Board are convened by its Chairman on his or her own initiative or at the request of the authorised persons.

Should a meeting be requested by the Management Board or a member of the Supervisory Board, the Chairman of the Supervisory Board is obliged to convene a meeting within two weeks of receipt of such request. Should the Chairman fail to convene a meeting of the Supervisory Board, the applicant may convene it individually, stating the date, time and proposed agenda.

Validity of resolutions of the Supervisory Board requires proper notice of the meeting of all the members of the Supervisory Board and presence of at least half of the members of the Supervisory Board, including the Chairman or Vice-Chairman.

The agenda of the meeting of the Supervisory Board is determined 5 days before the scheduled date of the meeting and approved by the Chairman and then submitted to the members of the Supervisory Board along with other

materials, unless extraordinary circumstances exist justifying shortening of this period. The agenda may be amended or supplemented if all members of the Supervisory Board are present and express consent.

In emergency, the Chairman of the Supervisory Board may order another way to notify members of the Board on the date of the meeting.

In order to enable the Supervisory Board to exercise constant supervision over the Company, the Management Board provides basic financial information on the Company and Boryszew Capital Group as well as information on any events that could significantly affect the results of operations or the state of the Company's assets.

Management Board members are invited to attend meetings of the Supervisory Board and in the case of discussing matters concerning them directly, in particular: removal, responsibilities and remuneration of the Management Board Members, Supervisory Board meetings held without participation of the Management Board members. Meetings of the Supervisory Board may also be held without formal convocation if all members of the Supervisory Board were notified and agree to hold a meeting and include specific items on the agenda. The Supervisory Board adopts resolutions only on matters included in the agenda. The Chairman administers and leads the work of the Supervisory Board and represents it to other bodies of the Company and other parties.

At each meeting of the Supervisory Board the Management Board reports on all relevant matters associated with Company's operations. In urgent matters the members of the Supervisory Board are notified by the Management Board by circulation. The President may, on their own initiative or upon a written motion of Management Board or members of the Supervisory Board, invite other persons to the meeting, in particular employees of the Company, who are responsible for the issues discussed.

The Supervisory Board may - without prejudice to the competences of other bodies of the Company - express opinions on all matters of the Company, including motions and proposals to the Management Board, which, in such case, is obliged to submit to the Chairman information on the intended use of these motions and proposals within twenty one days from the date of submission.

Members of the Supervisory Board may exercise their rights and carry out their duties in person.

Supervisory Board resolutions are adopted by an absolute majority of votes, i.e. with the number of votes exceeding half of valid votes when at least half of the Supervisory Board members are presents and all members were invited. In the event of a tie in the voting the Chairman has the casting vote.

The Supervisory Board may pass resolutions in writing or using direct means of distance communication. The resolution is valid if all member of the Supervisory Board have been notified of the contents of the draft resolution. Members of the Supervisory Board may participate in adopting resolutions by casting their votes in writing, acting through another Member of the Supervisory Board who attends the meeting.

The procedure of casting a vote in writing cannot be applied with respect to matters added to the agenda in the course of the given meeting of the Supervisory Board.

Voting of the Supervisory Board is open.

Meetings of the Supervisory Board are recorded. The minutes are to be signed by all members present during the meeting. List of attendance at the meeting is attached to the minutes.

The administrative and technical support for the Supervisory Board is provided by the Management Board, by appointing from employees of the Company the person directly responsible for handling and documentation of meetings of the Board.

Members of the Management Board must notify the Supervisory Board on any existing conflict of interest resulting from their performed functions. Statement format is determined by the Regulations of the Supervisory Board.

Remuneration of the members of the Supervisory Board is determined by the General Meeting, subject to the remuneration of Supervisory Board members, delegated to temporarily perform the duties of a member of the Management Board, being determined by resolution of the Supervisory Board.

The total remuneration of all members of the Supervisory Board, as well as each of individual members of the Board, is disclosed in the annual report.

Detailed principles of operation of the Supervisory Board are determined in the Rules for Supervisory Board of Boryszew S.A.

### **Supervisory Board Committees**

The Audit Committee operates in the structure of the Supervisory Board for Boryszew S.A.

In accordance with the Rules of the Supervisory Board, adopted on 7 September 2021, the Supervisory Board may also appoint a Remuneration Committee if necessary. The Remuneration Committee was not appointed in 2025.

## Audit Committee

Members of the Audit Committee of the Supervisory Board of Boryszew S.A. in 2025 and until the date of publication of the report:

Mr Jarosław Antosik – Chairman  
Mr Mirosław Kutnik,  
Mr Wojciech Zymek.

The Audit Committee operates on the basis of applicable laws and regulations, including but not limited to the Act of 11 May 2017 on statutory auditors, audit firms and public supervision (the Act), Regulation (EU) No 537/2014 of the European Parliament and of the Council of 16 April 2014 on specific requirements regarding statutory audit of public-interest entities and repealing Commission Decision 2005/909/EC (the Regulation), the Company's Articles of Association and the Regulations of the Supervisory Board of Boryszew S.A.

The Audit Committee meets the independence criteria and other requirements set forth in Article 128 and Article 129 of the above mentioned Act, i.e.

- 1) at least one member of the audit committee has knowledge and skills in terms of accounting or auditing financial statement:
  - a. Mr Jarosław Antosik is a graduate of the Warsaw School of Economics, Higher School of Finance and Banking (1997). In 1998 he graduated a post graduate program with the French Institute of Management earning his International Management Diploma. He was certified as a tax advisor in 2002,
  - b. Mr Wojciech Zymek has served as a member of the supervisory board of many entities, including for a listed company, for more than a dozen years. He is an active attorney and restructuring consultant and has received a number of training courses in this field in his professional practice. As a restructuring consultant, he managed large entities with multimillion-dollar turnovers, which required in-depth knowledge in accounting and taxation.
- 2) at least one member of the Audit Committee has knowledge and skills in the industry in which the Company or its individual members operate; in accordance with certain rules, this knowledge and these skills are:
  - a. Mr Wojciech Zymek is a long-time member of the Supervisory Board of Alchemia S.A. in Warsaw, a subsidiary of Boryszew S.A., where he acquired knowledge and experience in the seamless pipe industry, production of rings, rims and long products. Mr Wojciech Zymek is also a member of Supervisory Boards in other companies of the Boryszew Capital Group such as: Zakład Utylizacji Odpadów sp. z o. o., Baterpol S.A. and Huta Bankowa sp. z o. o., where he expands his knowledge of the Group and the business environment of individual companies. In addition, when participating in the restructuring process of Maflow Polska sp. z o.o. in Tychy, he acquired knowledge and experience in the production of air conditioning ducts. Also, as an attorney, he has been handling large commercial law entities in the broader steel industry for many years.
- 3) The majority of the members of the Audit Committee, including the Chairman, are independent of the Company:
  - a. Mr Jarosław Antosik - Chairman of the Audit Committee, according to the statement submitted to the Company, meets the independence criteria in the Act of 11 May 2017 on certified auditors, audit firms and public supervision.
  - b. Mr Wojciech Zymek - according to the statement submitted to the Company, met the independence criteria in the Act of 11 May 2017 on certified auditors, audit firms and public supervision.

The Audit Committee is an advisory and consultative body of the Supervisory Board for the correct financial reporting, internal control and internal audit principles applied in the Company as well as the risk management system. The Audit Committee cooperates with the Management Board and employees of the Company and the certified auditor for a good understanding of the company's operating principles and to form its own opinion on the Company's financial statements integrity.

The tasks of the Audit Committee include:

- 1) Monitoring:
  - i. the process of financial reporting, sustainability reporting or group sustainability reporting, including in their preparation and labelling, and the process of identification by the public interest entity of information presented in accordance with sustainability reporting standards,
  - ii. the effectiveness of internal control and risk management systems as well as internal audit, in particular with regard to financial reporting and sustainability reporting or group sustainability reporting, including its preparation and labelling,
  - iii. the performance of audits, in particular the audit or attestation of sustainability reporting by the audit firm, including all conclusions and findings of the Polish Financial Supervision Authority resulting from inspections carried out in the audit firm;

- 2) controlling and monitoring the independence of the statutory auditor and the audit firm, in particular when the audit firm provides services to the public interest entity other than audit of financial statements and attestation of sustainability reporting;
- 3) notifying the supervisory board of the results of the audit or attestation of sustainability reporting and explaining how this audit or attestation contributed to the integrity of financial reporting, sustainability reporting or group sustainability reporting, and what role the audit committee played in the audit or attestation process;
- 4) evaluating the independence of the auditor and consenting to the provision by the auditor of permitted non-audit services to the public interest entity;
- 5) drafting a policy of selecting an audit firm to conduct the audit and policies for the selection of an audit firm to conduct attestation of sustainability reporting;
- 6) drafting a policy for the provision by the audit firm performing the audit or attestation of sustainability reporting, by affiliates of the audit firm, and by a member of the audit firm's network of permitted services that are not an audit or attestation of sustainability reporting;
- 7) submission of recommendations to ensure the integrity of the financial reporting process, sustainability reporting of the group in a public interest entity.

The Committee holds its meetings as required, but not less than once every quarter. The meetings of the Audit Committee shall be convened by its Chairman and in his absence – by the Vice-Chairman or another Committee member indicated by the Chairman. The Meetings of the Audit Committee may also be convened by the Chairman of the Supervisory Board.

The Audit Committee has access to all Company documents and is entitled to request specific information and explanations from the Company and its employees.

The Audit Committee may conduct or commission (with the consent of the Supervisory Board) the execution of specific assessments or monitoring activities within the scope of its responsibility.

The Audit Committee shall submit the following to the Supervisory Board:

- annual reports on its activities in a given financial year and a situation assessment for the Company and the Capital Group in areas within its competence,
- the conclusions, positions and recommendations developed in relation to the performance of the Audit Committee functions in a timely manner enabling the Supervisory Board to take appropriate actions.

#### **Audit firm selection policy**

The Audit Committee of the Supervisory Board for Boryszew S.A. recommends an entity authorised to audit financial statements of Boryszew S.A. and attestation of sustainability reporting on the basis of adopted policies and procedures.

The auditor is selected by the Supervisory Board on the basis of a recommendation by the Audit Committee.

In the course of preparing recommendations for the Supervisory Board by the Audit Committee, the following is considered:

- whether the auditing firm meets the independence requirements referred to in Articles 69-73 of the Act on certified auditors;
- the existence of threats to the independence of the audit firm and the application of safeguards to minimise them;
- knowledge of the industry in which the Company operates;
- the price conditions of the offer,
- whether the audit firm has competent staff, time and other resources at its disposal to conduct the audit properly;
- whether the person designated as the key auditor has the qualifications to carry out mandatory audits, obtained in the European Union member state where the audit is required, including whether that person is registered in the relevant registers of auditors maintained of the European Union member state where the audit is required.
- independence of the audit firm and persons involved in financial audit activities in the light of Articles 69-73 of the Act on certified auditors;
- statutory restrictions on providing services to the Company, possible conclusions and guidelines contained in the annual audit report issued by the Audit Supervision Committee, referred to in Article 90 section 5 of the Act on certified auditors that may influence the appointment of an audit firm.

The selection is made from any audit firms which submitted a bid to provide the statutory audit service in accordance with accepted procedures, provided that:

- the audit firm that audited the Financial Statements of the Company after the expiry of the maximum duration of the mandate may not undertake the audit of the Company's financial statements within four consecutive years,
- the organisation of the procurement procedure may not exclude from participation in the selection procedure companies which have received less than 15% of their total audit fees from public-interest entities in the European Union member state concerned, in the previous calendar year, included on the list of audit firms,

#### **Restrictions on choice**

- the maximum continuous duration of statutory audit engagements carried out by an audit firm or any member of the network established in the European Union to which these audit firms belong may not exceed 10 years, subject to the limitations in applicable laws;
- The key certified auditor may not conduct an audit of the annual financial statements in the Company for a period longer than 5 years;
- The key certified auditor may again perform audits of the Company's annual financial statements after at least 3 years from the end of the last audit.
- the first agreement on auditing the Financial Statements is concluded with the Eligible Entity for a period of not less than two years with the possibility of extension for further periods of at least two years.

#### **Remuneration rules:**

Remuneration for the audit work received by the audit firm, its statutory auditors and subcontractors acting in their name and on their behalf may not be:

- dependent on any conditions, including the result of the audit;
- shaped or dependent on the provision to the Company or its related entities of additional services which are not audited by an Entitled Entity or any entity related to an audit firm or belonging to a network.

The audit fees must reflect the workload and complexity of the work and the qualifications required.

#### **Selection of an audit firm to audit the financial statement of for 2025 - 2027**

On 6 June 2025 the Audit Committee recommended to the Supervisory Board to appoint BDO Sp. z o. o. sp. k. to audit the financial statements for 2025 - 2027.

The recommendation of an entity authorised to audit financial statements was prepared in accordance with the requirements of the Act of 11 May 2017 on certified auditors, audit firms and public supervision and the Company's policy and procedure on selection of an entity authorised to audit financial statements in Boryszew S.A.

The Supervisory Board, having reviewed of the recommendation of the Audit Committee, on 10 June 2025 appointed BDO Sp. z o. o. sp. k. based in Warsaw to conduct the audit of the separate financial statements of Boryszew S.A. and the consolidated financial statements of Boryszew Capital Group for 2025 and 2027.

#### **Services allowed**

#### **Policy on provision of permitted non-audit services by the audit company engaged to carry out audits of financial statements, by economic operators associated with that audit firm as well as by a member of the audit firm's network;**

The policy of providing permitted services was prepared by the Audit Committee operating within the Supervisory Board of the Company. In accordance with the policy adopted by the Company, the provision of permitted services is possible only after the Audit Committee has carried out an assessment of threats and safeguards of independence referred to in Articles 69-73 of the Act on certified auditors.

The Audit Committee of Boryszew S.A., following appropriate assessment of risks and independence safeguards as per Art. 5 sec. 4 of the Regulation (EU) No 537/2014 of the European Parliament and of the Council of 16 April 2014 on the detailed requirements for statutory audits of public interest entities, consented to the performance by BDO Spółka z ograniczoną odpowiedzialnością Spółka komandytowa the following additional services:

- verification of the electricity consumption intensity factor.
- BDO's assessment of the Supervisory Board's report on the implementation of the remuneration policy for the Management Board and Supervisory Board.
- BDO's attestation of the sustainability report.

## **Audit Committee meetings**

In 2025 the Audit Committee held 5 meetings, the main topics of which were associated with the fulfilment of its statutory duties, including sustainability reporting. No separate meetings dedicated solely to sustainability issues were held.

## **SUPERVISORY BOARD**

In 2025 the following persons were members of the Supervisory Board of Boryszew S.A.:

Ms Małgorzata Waldowska	– Chairperson of the Supervisory Board.
Mr Mirosław Kutnik	– Vice Chairperson of the Supervisory Board,
Mr Damian Pakulski	– Secretary of the Supervisory Board,
Mr Jarosław Antosik	– Member of the Supervisory Board,
Mr Janusz Siemieniec	– Member of the Supervisory Board,
Mr Wojciech Zymek	– Member of the Supervisory Board.

In 2025 members of the Audit Committee were:

Mr Jarosław Antosik	– Chairman of the Audit Committee,
Mr Wojciech Zymek	– Member of the Audit Committee,
Mr Mirosław Kutnik	– Member of the Audit Committee.

By the date of publication of the report no changes occurred in the Company's Supervisory Board or the Audit Committee.

## **MANAGEMENT BOARD OF THE COMPANY**

Pursuant to the Company's Articles of Association of Boryszew S.A., the Company's Management Board is composed of one to five persons, including: President of the Management Board, up to two Vice-Presidents and members of the Management Board. The term of office of the Management Board is three years and is common for all members of the Management Board. The Management Board, under the chair of the President, manages the Company's affairs and represents the Company.

The Board is responsible for the fair conduct of the Company's affairs and implementation of its statutory functions, in accordance with law and good practice. All matters that are not reserved for the competence of the General Meeting of Stockholders and the Supervisory Board fall within the competence of the Management Board. The Management Board prepares the strategy of the Company and is responsible for its implementation and execution. The strategy is subject to approval by the Supervisory Board. The Management Board of the Company carefully analyses all actions and decisions.

A resolution of the Management Board is required in matters falling beyond the scope of ordinary management, in particular on:

- incurring loans,
- issuing sureties and guarantees,
- disposal and acquisition of fixed assets,
- approval for publication of midyear and annual Management Board's reports on the activities of the Company and of the Capital Group, as well as financial statements of the Company and consolidated statements of the Capital Group,
- proposals for profit distribution or loss coverage,
- adoption of the growth programme for the Company and for the Capital Group,
- adoption of the budget of the Company and of the Capital Group,
- establishing of proxies,
- appointing, on the basis of civil law, representatives to perform certain tasks within the limits of their authorisation (with the exception of one-time power of attorney to perform certain legal actions and powers of attorney to sign the papers and documents that do not result in incurring liabilities by the Company or disposing property rights of the Company as well as power of attorney ad litem)
- approving the remuneration system and work regulations based on agreements with the trade unions,
- taking a position on issues commissioned by the Supervisory Board in the form of a resolution.

The Management Board may not resolve on share buybacks or share issue.

Authorized to make declaration of will and sign documents on behalf of the Company are: the President of the Management Board acting independently or two members of the Management Board acting jointly, or a member of the Management Board acting jointly with a commercial proxy.

The Management Board convenes on as-needed basis. Management Board meeting can be participated by employees of the Company or other persons, competent for the matters discussed.

Resolutions of the Management Board are adopted by an absolute majority of votes. In case of a tied vote, the President has the casting vote.

A member of the Management Board, absent during a meeting, shall acknowledge and follow, on the first day at work after absence, resolutions passed during his or her absence, confirming it with a signature on the original copy of the minutes.

Meetings of the Management Board are recorded and signed by members of the Management Board present during the meeting.

Members of the Management Board must notify the Supervisory Board on any existing or potential conflict of interest resulting from their performed functions.

The principles of remuneration of the Management Board members are determined by the Supervisory Board of the Company, considering the responsibilities and function as well as the economic and financial situation of the Company.

The aggregate remuneration of all members of the Management Board and of individual members of the Management Board, with details on individual elements of remuneration, is disclosed in the annual report.

The Management Board makes every effort to ensure that the Company conducts an effective economic activity, respecting the interests of all groups of shareholders and other groups associated with the Company's interest.

#### **CHANGES IN THE COMPOSITION OF THE MANAGEMENT BOARD**

On 1 January 2025, the following persons were members of the Management Board of Boryszew S.A.:

Mr Wojciech Kowalczyk – President of the Management Board, General Director  
Mr Łukasz Bubacz – Member of the Board of Directors, Chief Investment Officer,  
Mr Adam Holewa - Member of the Management Board, Automotive Segment Director

On 16 April 2025, the Supervisory Board of the Company, decided to appoint Mr Maciej Korniluk as a Member of the Management Board, Chief Operating Officer, effective 18 April 2025.

On 31 December 2025 the Management Board of Boryszew S.A. had the following members:

Mr Wojciech Kowalczyk – President of the Management Board, General Director  
Mr Łukasz Bubacz – Member of the Board of Directors, Chief Investment Officer,  
Mr Adam Holewa – Member of the Management Board, Automotive Segment Director  
Mr Maciej Korniluk – Member of the Management Board, Chief Operating Officer.

No changes in the Management Board Boryszew S.A. occurred until the date of publication of the financial statements.

#### **DESCRIPTION OF DIVERSITY POLICY**

No formal document has been drafted by the Company on its diversity policy in relation to the management body and management team. Recruitment of Management Board members and key managers is based on experience, qualifications and competences of candidates, in line with legislation on equal treatment of employees. The Company is committed to ensure diversity of gender, education, age, professional experience for all its employees, with particular emphasis on senior management and key managers. In 2025, the Management Board was composed exclusively of men and the Supervisory Board had one woman.