

Group Capital Protektor

Management Board report on
the activities of the Protektor
Capital Group and PROTEKTOR
SA for the financial year ended
December 31, 2025

Lublin, April 30, 2026

(*The official version of the report is the
Polish version. The English translation is
provided for information purposes only.)

PROTEKTOR CAPITAL GROUP



PLN 79.5 million

consolidated sales



PLN 0.5 million

EBITDA



74.6%

share of foreign sales



337

number of employees



456,000 pairs

footwear production



PLN 26.8 million

market capitalization as of December 30,
2025

MAIN

1Q

- ✦ Registration of amendments to the Company's Articles of Association – new authorized capital (series E)
- ✦ Issue and acquisition of Series E Shares by Luma Holding Limited
- ✦ Conclusion of a contract with the Chief Commander of the Police for the supply of

2Q

- ✦ Convening and holding an Extraordinary General Meeting – amendment to the Statute
- ✦ Annual General Meeting of PROTEKTOR SA – approval of reports for 2024
- ✦ Conclusion of annexes to loan agreements with mBank SA

3Q

- ✦ Registration of amendments to the Company's Articles of Association – increase of authorized capital to 16 million shares (§ 9F)
- ✦ Conclusion of a framework agreement with the Chief Commander of the Police (gross, 36 months)
- ✦ Conclusion of executive agreements with the Chief Commander of the Police and agreement with the Navy
- ✦ Resignation of Supervisory Board Member

4Q

- ✦ Conclusion of a contract with PKP Polish Railway Lines / Railway Protection Guard (PLN 1,792,000 gross)
- ✦ Issue and acquisition of Series F Shares by Luma Holding Limited (4 million shares, PLN 2,000,000)

Ladies and Gentlemen, Dear Shareholders,

The year 2025 was a challenging period for the Protektor Capital Group, marked by a series of complex and interconnected market challenges that significantly determined our operational, financial, and strategic actions. We operated in an environment of heightened geopolitical and economic uncertainty, requiring not only flexibility but also rapid decision-making and the consistent implementation of adaptive measures.

In 2025, the Protektor Capital Group achieved sales revenues of 79.5million PLN, i.e. about -4.3PLN million lower than in 2024 (in percentage terms) -5.1%% y/y). The EBITDA result in 2025 was 0.5million PLN and was about1.7PLN million higher compared to 2024. As a result of the decline in sales revenues and its margin, the Protektor Capital Group recorded a net loss in the amount of -9.4PLN million compared to -11.7 PLN million net loss in 2024.

The continuation of the Russian-Ukrainian war, as well as the ongoing instability in the Middle East, had a direct impact on global economic stability and public spending. In particular, we observed significant increases in defense budgets in many European countries, which translated into a growing importance of the military and tactical footwear segment. At the same time, lengthy tender procedures and growing competition in the public procurement sector required even greater cost discipline and the improvement of our product offerings under the GROM and PROTEKTOR brands.



At the same time, changes in the internal security policies of European countries, resulting from growing migration pressures and hybrid threats, have led to increased demand for equipment for uniformed services, including the police, border guards, and special forces. This trend has provided significant support for our core business, while simultaneously increasing quality and technological requirements for suppliers.

From the perspective of civilian segments, macroeconomic processes related to the economic slowdown in Europe and persistent inflationary pressures in the first half of the year had a significant impact. In the industrial sector, including those utilizing ESD solutions, we observed reduced investment and a more cautious approach

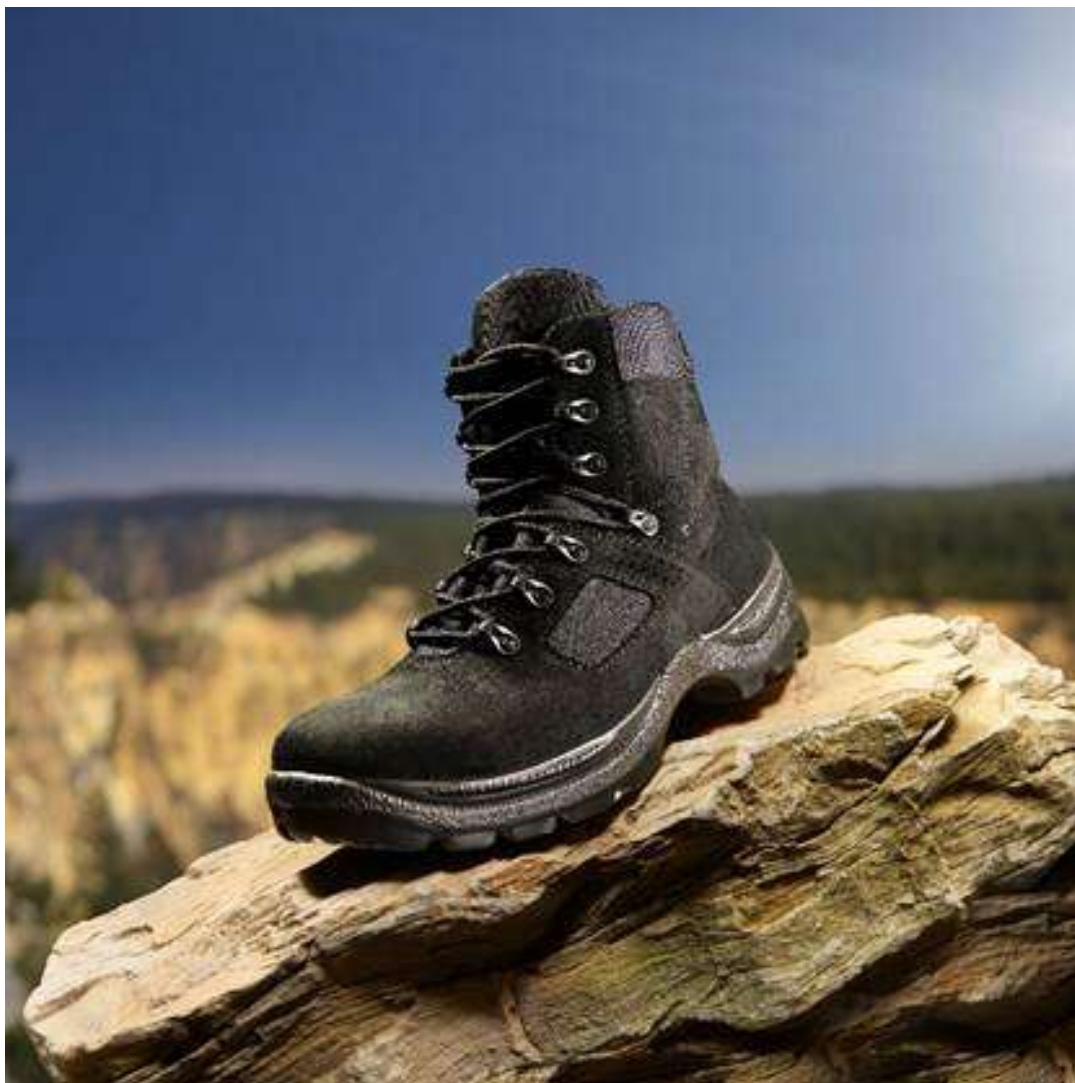
by customers to purchases, which translated into volatility in demand. At the same time, the gradual stabilization of the situation in the second half of the year and the rebuilding of supply chains in the electronics and automotive industries began to lay the foundations for an economic recovery.



The HoReCa segment remained influenced by consumer shifts and cost pressures stemming from factors such as rising energy and labor prices. Despite the gradual recovery of the food service and hotel services market, customers continued to focus on optimizing operating costs, which influenced purchasing decisions for employee equipment, including specialized footwear.

In healthcare, after a period of intense spending related to the pandemic, 2025 was marked by a normalization of budgets, but also a growing emphasis on improving the quality of work of medical personnel. As a result, we observed stable demand for ergonomic and certified footwear for this sector, with a simultaneous increase in the importance of comfort and product durability.

Regulatory changes at the European Union level also had a significant impact on our operations, including further tightening requirements for sustainable development, carbon footprint, and supply chain transparency. While adapting to the new regulations required additional organizational and investment expenditures from the Group, we view these changes as an opportunity to build a competitive advantage based on a responsible and modern approach to production.



In response to these challenges, the Capital Group has been determined to continue and expand upon the recovery efforts initiated in the second half of 2024. Our initiatives focused primarily on optimizing operational processes, increasing cost efficiency, and reshaping the business model. These actions are aimed at creating a more resilient, flexible, and modern organization, better prepared to operate in a dynamically changing market environment. At the same time, we place great importance on developing corporate social responsibility, believing that a responsible, ethical, and sustainable approach is the foundation of long-term value for all stakeholders.

Regardless of ongoing repair processes, the Protektor Capital Group is intensively developing its expertise in marketing, product development, and sales strategy. We place particular emphasis on innovation in the specialized and military footwear segment, as well as on the development of products dedicated to the industrial, healthcare, and service sectors. We recognize the growing importance of product specialization and tailoring our offerings to the specific needs of end users.

We would like to strongly emphasize that our employees are our organization's most important asset. Their knowledge, experience, and commitment enable us to achieve ambitious strategic goals and effectively address the challenges facing the Group. Last year, close collaboration between teams operating in various countries, including Poland, Germany, Moldova, and France, was particularly important. We believe that international

synergy, the exchange of knowledge and experience, and the shared pursuit of goals are among our key competitive advantages.

We thank our shareholders for their trust and patience during this period of transformation, and our business partners for their cooperation and support in this challenging market environment. We are confident that the consistent implementation of our adopted strategy and the corrective actions taken will allow the Protektor Capital Group to return to a path of stable growth, improve its financial results, and continue to build lasting value for all stakeholders.

With respect,

Radosław Rogacki

Witold Rzewuski

President of the Management Board

This Management Board Report on the activities of the Protektor Capital Group and PROTEKTOR SA for 2025 has been prepared in accordance with §72 and §73 of the Regulation of the Minister of Finance of 6 June 2025 on current and periodic information provided by issuers of securities and conditions for recognizing as equivalent information required by the laws of a non-member state (Journal of Laws of 2025, item 592).

In accordance with §73 section 6 of the above Regulation, the Management Board's Report on the activities of the Protektor Capital Group for 2025 and the Management Board's Report on the activities of PROTEKTOR SA for 2025 have been prepared in the form of one document.

All sections of this Report, except section 4, which describes the separate financial results of PROTEKTOR SA for 2025, refer to consolidated data. Due to the fact that PROTEKTOR SA is the Parent Company of the Group, most of the information included in the remaining sections of the Report also applies to the operations of PROTEKTOR SA. To understand the nature of PROTEKTOR SA's operations, it is recommended that you read the entire document.

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1. Characteristics GRupand Capital Protector

1.1. BUSINESS PROFILE

PROTEKTOR SA, based in Lublin, is the parent company of the Protektor Capital Group, specializing in the production and sale of safety, professional, military and emergency services and police footwear.

Safety and occupational footwear is primarily designed for light and heavy industry, as well as for service industries. In the industrial sector, the footwear offered is used by workers in the food production, medical, industrial manufacturing, transportation and warehousing sectors, electronics, construction, as well as metallurgy and welding. In the services sector, the Group supplies catering establishments, companies involved in the broader HoReCa sector, hospitals, and pharmaceutical companies. Military footwear is designed for the military and military enthusiasts. Other footwear models in the Group's offering are used in high-risk professions, including firefighting, police, and emergency medical services.

Protektor Capital Group products reach customers in over 50 countries worldwide (primarily Germany, Poland, France, Austria, Switzerland, and Romania). Production is carried out in our own production plants in Poland and Moldova, and partially in cooperation with external suppliers.

An outline of the corporate history of the Capital Group

2021	sale of 51% of shares in Terri-Pa (Moldova) – an indirect subsidiary of the Parent Company
2016	relocation to a new factory in the Lublin Subzone of the EURO-PARK Mielec Special Economic Zone
2012	sale of 100% shares in Prabos (Czech Republic)
2009	increase to 100% of shares in Abeba and Inform Brill (Germany)
2007	acquisition of 75% of shares in Abeba and Inform Brill (Germany) and 100% of shares in Prabos (Czech Republic)
1998	debut on the Warsaw Stock Exchange as Lubelskie Zakłady Przemysłu Skórzanego PROTEKTOR SA
1993	privatization process, taking over full control by private investors
1992	transformation into a single-member company of the State Treasury
1958	establishment of the state-owned Lublin Leather Industry Plant named after Marian Buczek
1944	commencement of footwear production for the Polish People's Army

Business model

The Protektor Group's business model is based on the sale of protective footwear under its own brands, which is manufactured in-house and partially in collaboration. Product sales are primarily conducted through a B2B (business-to-business) model, as well as a B2C (business-to-consumer) model. Sales are conducted by the Parent Company, headquartered in Lublin, Poland, and its subsidiaries, ABEBA Spezialschuh-Ausstatter GmbH and Abeba France SARL, located in Germany and France. The primary sales channels for the Protektor Group's products are specialized wholesalers and distributors, as well as public tenders. Additionally, the Group sells through online stores: [eprotektor.com](https://www.eprotektor.com) and [abeba.com](https://www.abeba.com). Sales are conducted both through modern distribution channels and through our own sales representatives and external partners. Manufacturing is carried out by the Parent Company in Lublin, by the subsidiary Inform GmbH, based in Germany and with a factory in Moldova (Transnistria region), and by collaborators. The Group boasts extensive experience, numerous certifications for specific footwear groups, as well as ISO and AQAP certificates and the NATO Commercial and Government Entity Code (NCAGE).

Production and distribution

The Protektor Group has two production plants, one located in Poland (Lublin) and the other in Moldova (Transnistria region). Production is also carried out at the Terri-Pa factory in Moldova (Transnistria region), which was part of the Protektor Capital Group until December 31, 2021. Cooperation between Inform Brill and Terri-Pa is based on a framework agreement that governs the terms of cooperation until the end of 2026.



The Group has two logistics centers located in Poland and Germany. The warehouse in Poland (Lublin) is responsible for distribution in Poland and Eastern Europe, and also handles e-commerce sales ([eprotektor.com](https://www.eprotektor.com) and [abeba.com](https://www.abeba.com)). The warehouse in Germany (St. Ingbert) handles shipments within Western Europe and to countries outside Europe.

Below are detailed data on the production plants belonging to the Protektor Capital Group:

- ◆ Poland – a modern production facility (built in 2015) in Lublin, located in the Euro-Park Mielec Special Economic Zone. Installed production capacity is 400,000 pairs of footwear per year, depending on the number of shifts. Footwear production technologies used: direct injection assembly, traditional assembly.
- ◆ Moldova - RIDA production plant in Tiraspol (Transnistria region). Installed production capacity: 500,000 pairs per year. Technologies used: direct injection assembly, traditional assembly.

In 2025, the total production in all factories was 456,000 pairs of shoes compared to 448,000 pairs of shoes in 2024 (changes 8,000 pairs y/y). The table, in addition to the production of our own factories in Lublin and Rida, also presents production at the Terri-Pa factory for the Protektor Group.

TABLE1 FOOTWEAR PRODUCTION VOLUME BY FACTORY IN THE PERIOD 01.01.2025 – 31.12.2025 AND 01.01.2024 – 31.12.2024

Location	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change %
	number of pairs	number of pairs	
Poland (Lublin)	99 552	110 710	-10.1%
Moldova (Rida, Transnistria)	233 371	236 033	-1.1%
Moldova (Terri-Pa, Transnistria)	122 614	101 446	20.9%
Together	455 537	448 189	1.6%

Sale

The main distribution channel for the Protektor Group's products is a network of specialized wholesalers and direct sales, conducted by its own sales force. In 2025, the value of footwear and accessories sales through this channel amounted to PLN 66.2 million (change -8.0million y/y) and accounted for 82.6% Consolidated revenues from the sale of products and goods of the Protektor Group. The Group also participates in public tenders, through which it executes orders for, among others, uniformed services such as the army, police, fire brigade, border guard, and customs and tax service. In 2025, the value of sales revenues realized under public procurement contracts amounted to 12.8 PLN million (change 4.9 million y/y), which was responsible for 16.0% consolidated revenues, compared to 9.4% participation in 2024 (changes 6.5% pp y/y). Sales through the e-commerce channel amounted to PLN 1.1 million (change -0.6million y/y) and accounted for 1.4% share in total revenues from the sale of products and goods.

SALES REVENUE STRUCTURE BY DISTRIBUTION CHANNELS, 2025 [% SHARE]		SALES REVENUE STRUCTURE BY DISTRIBUTION CHANNELS, 2025 VS 2024 [PLN MILLION]			
			2024	2025	
	Hurtownie i sprzedaż bezpośrednia 88,6%	74,2			66,2
E-commerce 1,4%			7,9	12,8	
Przetargi publiczne 16,0%					1,7 1,1
		Hurtownie i sprzedaż bezpośrednia	Przetargi publiczne	E-commerce	

End recipients

The Protektor Capital Group's product offerings are tailored to the specific needs of customers from various geographic markets and industries. Protektor Capital Group customers include uniformed services (military, police, fire departments, and emergency medical services), as well as clients from the mining, metallurgical, warehousing, logistics, and manufacturing sectors. Protektor Capital Group footwear is also worn by employees in the restaurant and hospitality industries, hospital staff, pharmaceutical companies, and laboratories, as well as military enthusiasts.

Brands and products

Private labels

The Protektor Group sells footwear and accessories primarily under its own brands. Currently, the Group has three brands in its portfolio: Abeba, Protektor, and GROM. The key characteristics of each brand are presented in the table below.

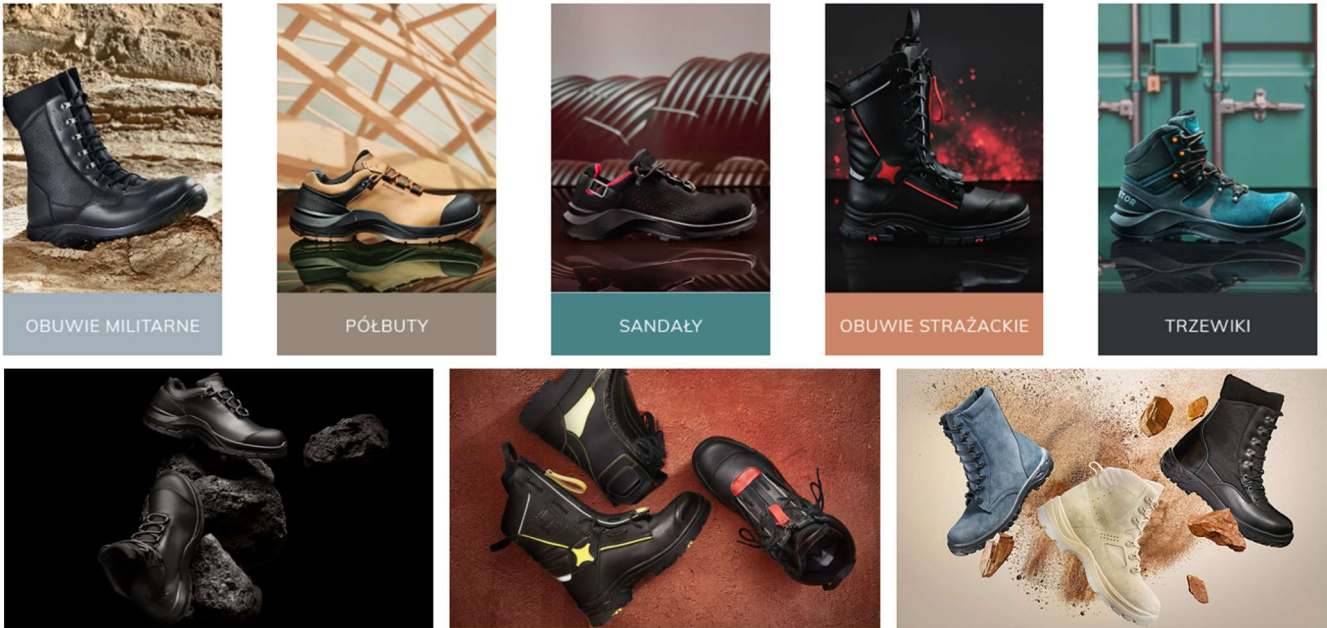
Mark	Characteristics
	<p>Footwear</p> <ul style="list-style-type: none"> ◆ Type: safe and professional ◆ Technology: direct injection assembly, traditional assembly ◆ Application: service sector, mainly HoReCa, catering, hospitals, pharmacy and industrial sector, mainly food and medical
	<p>Footwear</p> <ul style="list-style-type: none"> ◆ Type: safe and professional, military, for rescue services and police ◆ Technology: direct injection assembly, traditional assembly ◆ Applications: construction industry, industrial production, transport and warehousing, electronics industry, food industry, metallurgy and welding, fire brigade, police, emergency medical services, military



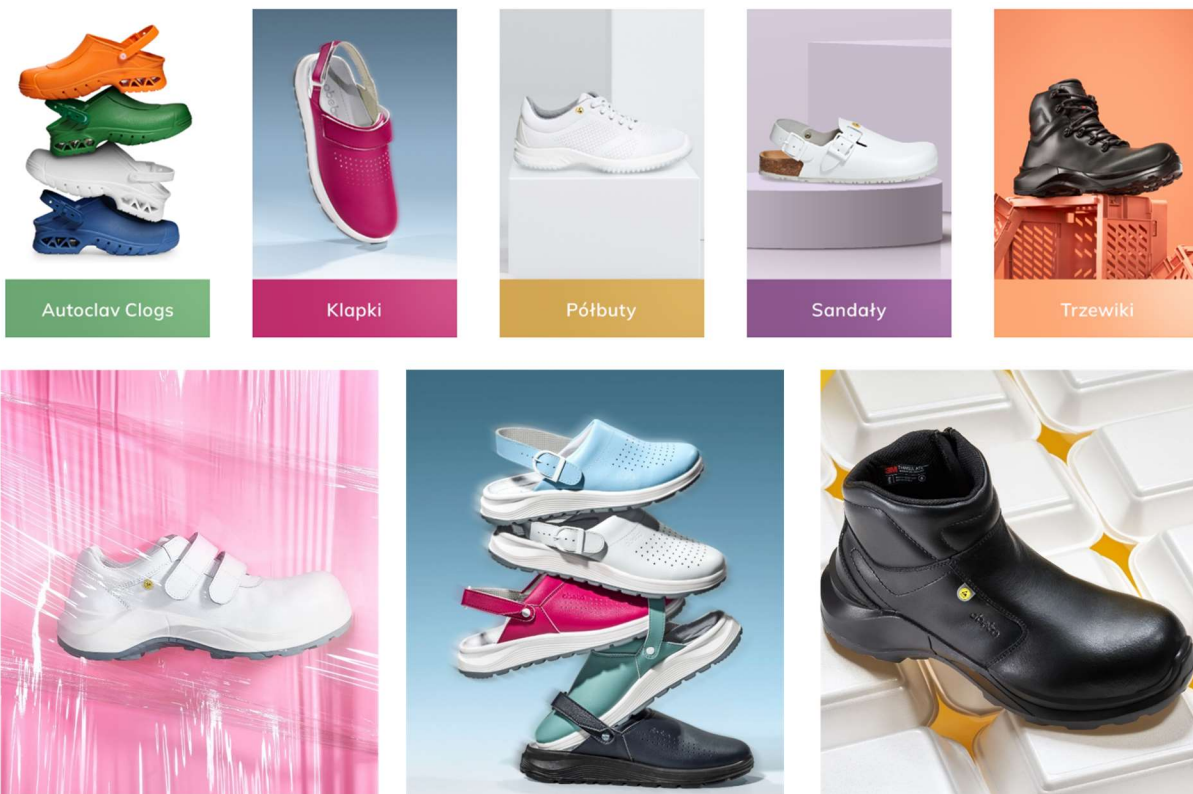
Footwear

- ◆ Type: Paramilitary and Tactical
- ◆ Technology: direct injection assembly, traditional assembly
- ◆ Application: uniformed services, border guards, customs services, airports, security agencies, trekking enthusiasts, paramilitary, military schools

An example of the Protektor Capital Group's offer in the Grom and Protektor brands is presented in the image below:



An example of the Protektor Capital Group's offer in the Abeba brand is presented in the image below:



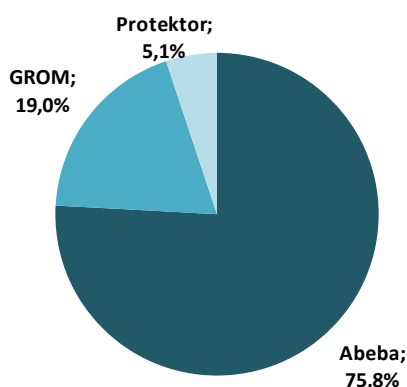
Sales of Abeba private label products are the main source of sales revenue for the Protektor Group. In 2025, sales of this brand's footwear and accessories totaled 60.8 PLN million, change compared to 2024 - 5.5 million y/y. The Abeba brand accounted for 75.8% total consolidated revenues from the sale of products and goods in the Group.

Sales of the Protektor private label in the period under review were at the level of 15.3 PLN million, change by PLN 6.1 million vs. 2024. The share of the Protektor brand in the total revenues from sales of the Group's products and goods amounted to 19.0%.

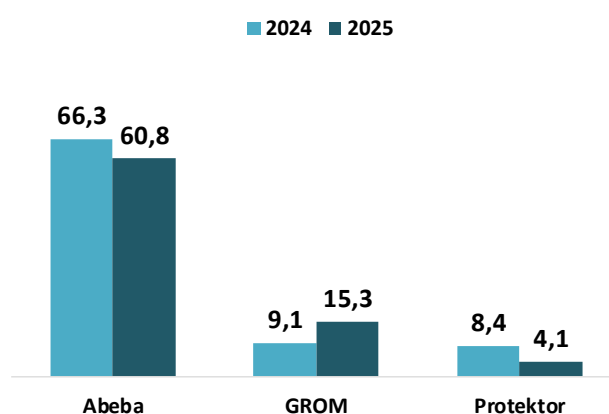
The GROM brand in 2025 achieved sales of PLN 4.1 million, change by PLN -4.3 million compared to the previous year, and its share in the total revenue from the sale of footwear and accessories of the Group amounted to 5.1%.

The difference in the proportions of individual brands is primarily due to the number of lines and models available in the offer and the geographical scope of sales.

SALES REVENUE STRUCTURE BY BRAND, 2025 [% SHARE]



SALES REVENUE BY BRAND, 2025 VS 2024 [PLN MILLION]



Products

The Protektor Group specializes in the production of safety and professional footwear, including military footwear, as well as footwear designed for emergency services and the police. In 2025, sales of safety and professional footwear, offered under its own brands Abeba, Protektor, and GROM, amounted to PLN 34.7 million (change -34.2 million y/y), which in total amounted to 66.4% share in consolidated revenues from the sale of footwear and accessories. Military footwear (Protektor and GROM brands), the sales of which in 2025 were at the level PLN 15.5 million (change 2.8 million y/y) was responsible for 29.7% share in revenue. Sales of police and emergency service footwear (Protektor brand) in 2025 amounted to 1.7 PLN million (change -0.1 million y/y), which was 3.3% consolidated revenues from the sale of products and goods of the Protektor Group.



Safety and occupational footwear

Specialized safety and occupational footwear is designed for professionals from various industries, including those working daily in difficult conditions, exposed to mechanical injuries, and requiring enhanced protection. Occupational and safety footwear undergoes a series of tests to meet the requirements of the PN-EN ISO 20347 and PN-EN ISO 20345 standards. Products in these categories include protective toecaps, anti-puncture inserts, and insoles with antistatic and ESD properties, while the specialized construction of the footwear ensures comfort and safety in various conditions.

In this footwear category, the Group sells its products under three own brands, i.e. Abeba, Protektor and GROM.



Military footwear

Military boots are models designed with special forces in mind. Characteristic features of these models include reinforced soles and highly comfortable insoles, which enhance walking ergonomics even during cross-country runs or very long marches. Military boots are high-top models made almost entirely of full-grain leather. They offer increased resistance to mechanical damage, low temperatures, and moisture. Importantly, they fit perfectly to any foot, are lightweight, and feature a fabric insole.

In this footwear category, the Group sells its products under its own brands Protektor and GROM.



Footwear for emergency services and police

When designing footwear for fire brigades, rescue services and other uniformed services, we pay particular attention to: The focus is on the wearer's comfort and mobility. Shoes are designed to support functional activities and be easy to put on and take off. These work shoes are designed to avoid causing any discomfort or damage to the foot, while also ensuring safety and being tailored to the specific needs of the service.

In this footwear category, the Group sells its products under its own brand Protektor.

Additionally, the Protektor Group sells accessories (including shoe inserts and protectors). Revenue from the sale of this product group is **0.7%** consolidated revenues from the sale of products and goods of the Protektor Group.

Main sales markets

Revenues from the sale of products and goods of the Abeba, Protektor and GROM brands in 2025 and 2024, broken down by geographical area, are presented in the table below.

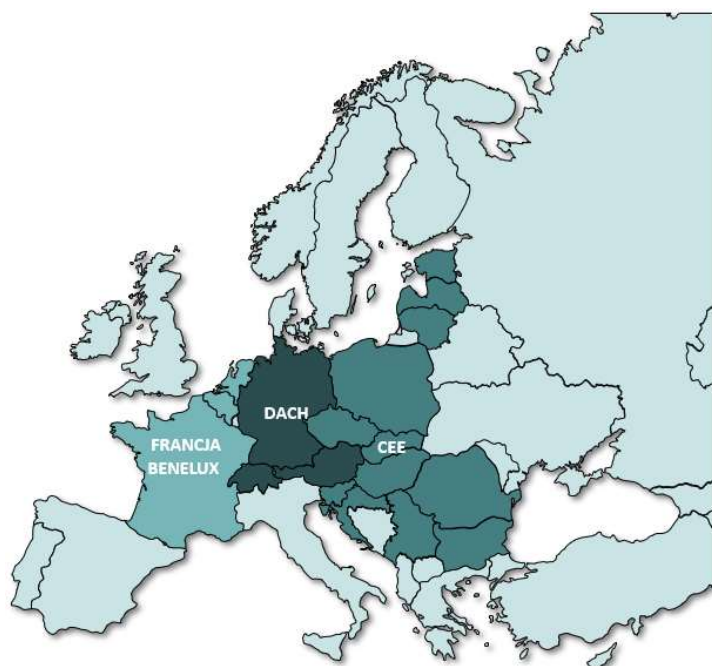
TABLE2REVENUE FROM SALES OF PRODUCTS AND GOODS BY GEOGRAPHY FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Region / Country	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change %
	in thousands PLN	in thousands PLN	
ROOF, including:	40 710	42,886	-5.1%
Germany	34,650	35,895	-3.5%
Austria	3,542	3,793	-6.6%
Switzerland	2,518	3 199	-21.3%
CEE, including:	26 831	25,458	5.4%
Poland	20,333	18,682	8.8%
Romania	1,249	1,746	-28.5%
Slovenia	1,482	1,143	29.7%
Hungary	597	638	-6.5%
Baltic countries	1,268	996	27.4%
The remaining	1,902	2,252	-15.6%
France	7,994	9 231	-13.4%
Benelux	1,852	2 220	-16.6%
The remaining	2,756	4,021	-31.5%
Together	80 142	83 815	-4.4%

Region / Country	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change %
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The main geographical market for the sale of the Group's products and goods is Germany, which in 2025 was responsible for **43.2%** consolidated sales revenues. The second largest sales market is Poland, where in the analyzed period the Group realized **25.4%** total revenue from the sale of footwear and accessories. France is the third largest sales market, accounting for **10.0%** total sales in 2025.

From the perspective of geographical macroregions, the DACH countries (i.e. Germany, Austria and Switzerland) in 2025 constituted **50.8%** (Change **0.00 ppy/y**) total revenues from sales of Abeba, Protektor and GROM brand products and goods, the CEE region was responsible for **33.5%**(Change **0.03 ppy/y**), while France and the Benelux countries accounted for **12.3%** sales (change**-0.01 ppy/y**).



ROOF

- ✦ The main markets in which the Protektor Group sells.
- ✦ Contribution to total sales at the level of **50.8%** in 2025.
- ✦ Germany – the largest market in Europe – was **43.2%** consolidated revenues in 2025.

CEE

- ✦ The second most important region for the Protektor Group.
- ✦ Contribution to total sales at the level of **33.5%** in 2025.
- ✦ Poland was responsible for **25.4%** consolidated revenues in 2025.

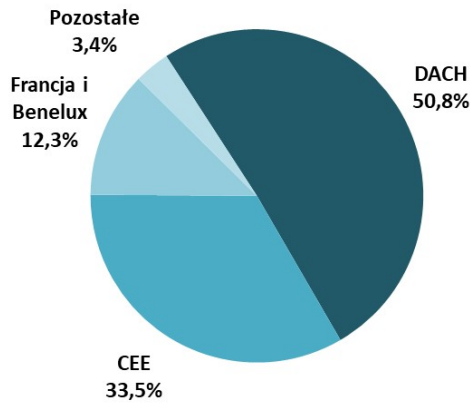
France and Benelux

- ✦ The region's share in the sales revenues of the Protektor Group amounted to **12.3%** in 2025.
- ✦ France – the third largest market in Europe – was **10.0%** consolidated sales revenues in 2025.

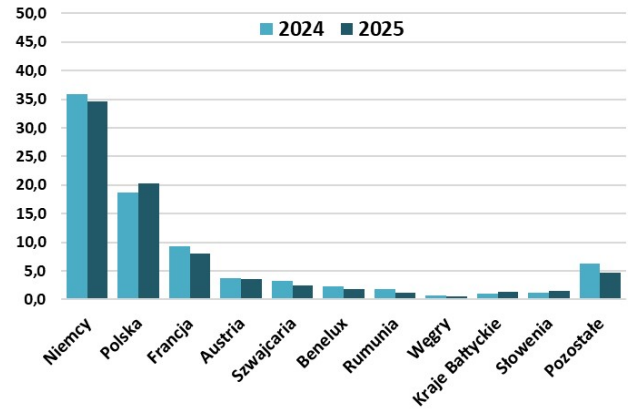
The remaining

- ✦ The remaining countries were responsible for **3.4%** consolidated sales revenues in 2025.

SALES REVENUE STRUCTURE BY GEOGRAPHY, [FOOTWEAR, ACCESSORIES], 2025 [% SHARE]



SALES REVENUE STRUCTURE BY GEOGRAPHY, [FOOTWEAR, ACCESSORIES], 2025 VS 2024 [PLN MILLION]



Seasonality of sales

The work and safety footwear industry, in which the Protektor Group operates, is characterized by relatively limited sales cyclicity. Factors influencing revenue fluctuations include:

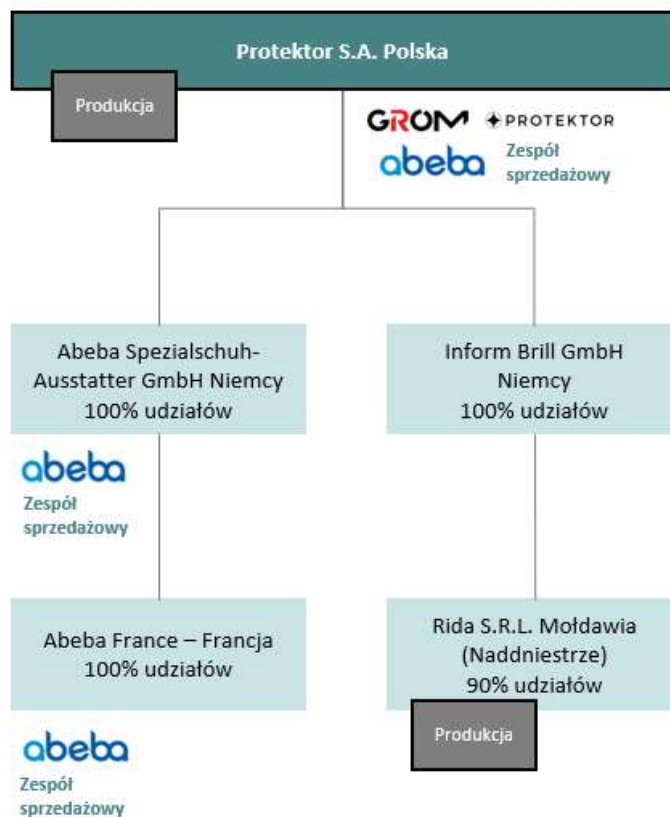
- ◆ number of business days in a given settlement period (e.g. January; May, August, December),
- ◆ holiday period (July – September),
- ◆ budget expenditure period (e.g. Q4),
- ◆ holiday season (December – January, Easter).

The Protektor Capital Group places emphasis on increasing the share of turnover generated on industrial and service markets, which are insensitive to economic fluctuations, which is expected to improve the Group's financial results now and in the future.

1.2. ORGANIZATIONAL STRUCTURE OF THE CAPITAL GROUP

Entities subject to consolidation

Companies/Subsidiaries included in the Protektor Capital Group subject to full consolidation as at 31 December 2025:



- ◆ PROTEKTOR SA - Parent Company. PROTEKTOR SA is also the highest-level parent company in the Protektor Group.
- ◆ ABEBA Spezialschuh-Ausstatter GmbH, based in Sankt Ingbert, Germany, is a subsidiary company entered in the commercial register of the District Court in Saarbrücken under number HRB 32581. PROTEKTOR SA holds 100% of the shares. Control was acquired in May 2007. Core business: sale of footwear, footwear parts, leather goods, and related products.
- ◆ Inform Brill GmbH, based in Sankt Ingbert, Germany, is a subsidiary company entered in the commercial register of the District Court in Saarbrücken under number HRB 32553. PROTEKTOR SA holds 100% of the shares. Control was acquired in May 2007. Core business: trade in footwear and its parts, leather goods, and related products.
- ◆ ABEBA FRANCE SARL with its registered office in Sarreguemines, France – entered in the Registre du Commerce et des Sociétés Sarreguemines under number TI 490524964. The sole shareholder of the company is ABEBA Spezialschuh-Ausstatter GmbH. An indirect subsidiary of PROTEKTOR SA
- ◆ Rida LLC, based in Tiraspol, Moldova (Transnistria), registered under a certificate dated February 4, 1993, under number 01-023-2054. Inform Brill GmbH holds 90% of the company's shares. An indirect subsidiary of PROTEKTOR SA
- ◆ The companies ABEBA Spezialschuh-Ausstatter GmbH and Inform Brill GmbH together with their subsidiaries are referred to in this report under the common name: Abeba Capital Group.

The companies ABEBA Spezialschuh-Ausstatter GmbH and Inform Brill GmbH, together with their subsidiaries, are referred to in this report as the Abeba Capital Group.

Other related entities

An entity that is not a subsidiary, but is still among the related entities, is POLANIA Sp. z o.o. in liquidation. PROTEKTOR SA holds 12,242 shares in POLANIA Sp. z o.o. in liquidation (in bankruptcy until May 4, 2006), representing 14.1% of the votes represented at the General Meeting of Shareholders of that company. These shares were purchased on October 25, 2002 for PLN 1.00 and were subsequently subject to a revaluation write-down of PLN 1.00.

Changes in the structure of the Capital Group

During the reporting period and until the date of publication of these financial statements, there were no changes in the organisation of the Protektor Capital Group, including as a result of mergers, obtaining or losing control over subsidiaries and long-term investments, as well as division, restructuring or discontinuation of operations.

1.3. MOST IMPORTANT EVENTS AND ACHIEVEMENTS IN 2025

In 2025, the following significant events occurred, both achievements and failures, which had an impact on the Group's operations.

Significant achievements

- ◆ Reduction of sales and general administrative costs of PROTEKTOR SA by **2.1** PLN million y/y (**22.5%** y/y).
- ◆ Increase in sales revenues of PROTEKTOR SA by PLN **0.5** million y/y (**1.5%** y/y).
- ◆ Execution of tender contracts, including for the supply of footwear to the Tax Administration Chamber, Police Headquarters, PKP PLK, and various military units.
- ◆ Signing of an agreement between PROTEKTOR SA and Luma Holding Limited concerning the acquisition of 3,804,319 series E shares with a total nominal value of PLN 1,902,159.50 and subsequently an analogous agreement regarding 4,000,000 series F shares with a total nominal value of PLN 2,000,000.00.
- ◆ Extension of existing loan agreements with the financing bank mBank SA
- ◆ Modernization of the product portfolio and introduction of new price lists, taking into account the profitability of individual product lines.
- ◆ Further optimization of the cost structure in terms of both general and administrative costs and sales costs.

Significant failures

- ◆ Delays in the publication of periodic reports for 2024 and the first quarter of 2025, resulting from the prolonged process of auditing financial statements.
- ◆ Temporary suspension of trading in the Company's shares as a result of the above-mentioned delays in fulfilling disclosure obligations.

Conclusion of important agreements

✓ Credits

On **June 30, 2025** (CR 22/2025) the Management Board of PROTEKTOR SA concluded annexes to four loan agreements with mBank SA, renegotiating the terms of financing the Company:

Framework agreement for the multi-product line No. 87/067/20/Z/VX of October 19, 2020 – the overdraft facility will be repaid according to the schedule agreed with the Bank.

Framework Agreement No. 43/069/24/Z/GX (guarantee line) of October 4, 2021 – the period of use of the guarantee limit extended until June 26, 2026; the guarantee limit is set at PLN 749,000.00; the final validity period of the guarantee remains until June 28, 2030.

Flexible revolving credit agreement no. 02/168/22/Z/LE of 30 June 2022 – the loan amount in individual periods will be variable in accordance with arrangements with the Bank.

Credit agreement for the payment of liabilities No. 87/066/20/Z/ZE of October 19, 2020 – the loan amount in individual periods will be variable in accordance with arrangements with the Bank.

On **June 30, 2025** (RB 27/2025) The Management Board of PROTEKTOR SA concluded with mBank SA another annex to the Credit Agreement for the payment of liabilities (electronic version) No. 87/066/20/Z/ZE dated October 19, 2020. Under the annex, the repayment dates of the used loan were postponed to the final repayment date, i.e. July 15, 2026. The Company is not able to reuse the funds in the event of early repayment.

On **August 29, 2025** the Management Board of PROTEKTOR SA announced (CR 42/2025) that PROTEKTOR and mBank SA have entered into Annex No. 2 to the Revolving Credit Agreement for Contract Financing dated March 6, 2024, as amended. In order to ensure the continuity of financing for the Company's operations, including through bank loans, the Management Board of the Company has negotiated new financing terms with the Bank, which were introduced pursuant to the relevant annex. The repayment date of the used credit facility has been extended to the final repayment date of the Credit Facility, i.e., June 30, 2026. The Company is not able to reuse the credit facility funds in the event of early repayment.

✓ **Tenders**

On **March 11, 2025** (CR 4/2025) The State Treasury – the Chief Commander of the Police signed an agreement with PROTEKTOR SA for the execution of the order entitled "Conclusion of an agreement for the production and delivery of 3,000 pairs of service shoes". The subject of the agreement is the delivery of new, 3,000 pairs of service shoes from the current production to Police organizational units. The implementation deadline was 120 days from the conclusion of the agreement, i.e. by July 9, 2025. The total value of the agreement is PLN 1,646 thousand gross.

On **August 26, 2025** (CR 40/2025) the State Treasury – the Chief Commander of the Police signed a framework agreement with PROTEKTOR SA for the implementation of the order entitled "Conclusion of a framework agreement for the production and delivery of service shoes". The subject of the framework agreement is to define the terms and conditions of production and delivery of 1,000 to 3,000 pairs of service shoes under individual executive orders addressed to organizational units of the Police. The agreement was concluded for a period of 36 months. The total value of funds that the State Treasury – the Chief Commander of the Police intends to allocate for the implementation of the above-mentioned agreement is PLN 18,750 thousand gross.

On **September 22, 2025** (RB 48/2025) The State Treasury – the Chief Commander of the Police signed an agreement with PROTEKTOR SA for the execution of the order under inquiry No. 1 entitled "Conclusion of an agreement for the production and delivery of 3,000 pairs of service shoes". The subject of the agreement is the delivery of new 3,000 pairs of service shoes from the current production. The completion deadline was 90 days from the conclusion of the agreement, i.e. by December 21, 2025. The total value of the agreement is PLN 1,467 thousand gross.

On **September 23, 2025** (RB 49/2025) The State Treasury – the Chief Commander of the Police signed an agreement with PROTEKTOR SA for the execution of the order under inquiry No. 2 entitled "Conclusion of an agreement for the production and delivery of 3,000 pairs of service shoes". The subject of the agreement is the delivery of new 3,000 pairs of service shoes from the current production. The completion deadline was 90 days

from the conclusion of the agreement, i.e. by December 21, 2025. The total value of the agreement is PLN 1,482 thousand gross.

On **September 24, 2025** (RB 50/2025) State Treasury – 1st Regional Logistics Base in Wałcz signed an agreement with PROTEKTOR SA for the implementation of the order entitled "Agreement No. 180/2025 for the supply of Navy training shoes, model 914/MON". The subject of the agreement is the supply of new, from current production, 1,500 pairs of Navy training shoes under the basic order and 500 pairs under the option right. The deadline for the completion of the basic order was 80 days from the conclusion of the agreement, i.e. by November 28, 2025. The total value of the agreement is PLN 1,643 thousand gross.

On **October 15, 2025** (RB 57/2025) PKP Polskie Linie Kolejowe SA – Headquarters of the Railway Protection Guard signed an agreement with PROTEKTOR SA for the implementation of the order entitled "Delivery of uniforms for officers of PKP Polskie Linie Kolejowe SA Headquarters of the Railway Protection Guard in the years 2025–2026". The subject of the agreement is the delivery of new, from current production, up to 2,400 pairs of summer shoes and up to 2,200 pairs of tactical high boots. Deliveries are carried out successively until 31 December 2026 or until the contract value is exhausted, within 90 days of each detailed order. The maximum value of the agreement is PLN 1,792 thousand gross.

Changes in the composition of the Management Board

On **September 29, 2025** the Supervisory Board adopted a resolution on appointing Mr. Witold Rzewuski to the Company's Management Board and entrusting him with the function of a Member of the Management Board as of 1 October 2025.

Changes in the composition of the Supervisory Board

Resignations:

- On August 19, 2025, WOJCIECH SOBCZAK resigned - Member of the Supervisory Board, effective August 21, 2025 (CR 31/2025) On August 20, 2025, JAROSŁAW PALEJKO - Chairman of the Supervisory Board, resigned, effective August 21, 2025 (CR 31/2025)
- On August 19, 2025, TOMASZ KRZEŚNIAK, Member of the Supervisory Board, resigned with effect from August 21, 2025 (RB 31/2025)

Appointments to the body:

- On August 21, 2025, the Extraordinary General Meeting adopted a resolution on the appointment of MACIEJ KOLON, ALEKSANDRA ZAMASZ, DOMINIKA WELON to the Supervisory Board of PROTEKTOR SA (RB 35/2025)

Feature changes:

- On September 3, 2025, the Supervisory Board, by resolution No. 1/IX/2025, elected ALEKSANDRA ZAMASZ as the Chairwoman of the Supervisory Board (RB 46/2025)
- On September 3, 2025, the Supervisory Board, by resolution No. 2/IX/2025, elected PIOTR ZARZYCKI as Deputy Chairman of the Supervisory Board (RB 46/2025)
- On September 3, 2025, the Supervisory Board, by resolution No. 3/IX/2025, elected DOMINIKA WELON as Secretary of the Supervisory Board (RB 46/2025)

Changes to the composition of the Audit Committee:

On September 3, 2025, the Supervisory Board of PROTEKTOR SA appointed new members of the Audit Committee from among its members. The following persons were appointed to the Audit Committee:

- Ms. Aleksandra Zamasz – Chairwoman of the Audit Committee,
- Mr. Maciej Kolon – Member of the Audit Committee,
- Mr. Krzysztof Matan – Member of the Audit Committee.

Shareholders

On **March 14, 2025** the Management Board of PROTEKTOR S.A. announced (CR 5/2025) that the Company received a notification from Mr. Mariusz Szymula of a reduction in the total number of votes in the Company below the 5% threshold. The reduction resulted from share sale transactions carried out on 6, 7, 11, 12 and 13 March 2025. Before the change, the Shareholder held 1,995,755 shares, which constituted a 10.49% stake in the share capital. After the transaction, the Shareholder held a total of 382,321 shares, which constituted a 2.01% stake in the share capital.

On **March 17, 2025** the Management Board of PROTEKTOR S.A. announced (CR 6/2025) that the Company received a notification from Mr. Piotr Szostak of a reduction in the total number of votes in the Company below the 10% threshold. The reduction resulted from share sale transactions carried out on March 7 and 10, 2025. Before the change, the Shareholder held 1,935,182 shares, which constituted a 10.17% stake in the share capital. After the transaction, the Shareholder held a total of 430,065 shares, which constituted a 2.26% stake in the share capital.

On **August 20, 2025** the Management Board of PROTEKTOR S.A. announced (RB 33/2025) that the Company received a notification from Luma Holding Limited of a change in the previously held share of over 33% of the total number of votes by at least 1%, as a result of the share sale transaction carried out on August 19, 2025. Before the change, Luma Holding Limited held 10,007,880 shares (43.8% share in the capital). After the transaction, the holding amounted to 9,708,449 shares (42.5% share in the capital).

On **August 26, 2025** the Management Board of PROTEKTOR SA informed (RB 39/2025) that the Company received a notification from Luma Holding Limited about a change in the previously held share of over 33% of the total number of votes by at least 1%, as a result of share sale transactions carried out on August 20, 21 and 22, 2025. As a result of subsequent transactions, the holding of Luma Holding Limited decreased from 9,708,449 shares (42.53%) to 9,448,098 shares (41.39% of the share capital).

On **October 15, 2025** the Management Board of PROTEKTOR SA informed (RB 55/2025) that the Company received a notification from Luma Holding Limited about a change in the previously held share of over 33% of the total number of votes by at least 1%, as a result of share disposal transactions carried out from October 1 to 8, 2025. The shareholding of Luma Holding Limited decreased from 9,401,403 shares (41.19%) to 9,137,473 shares (40.03% of the share capital).

On **November 3, 2025** the Management Board of PROTEKTOR SA informed (RB 64/2025) that the Company received a notification from Luma Holding Limited about a change in the shareholding currently held over 33% of the total number of votes by at least 1%, as a result of share disposal transactions carried out on October 27 and 30, 2025.

On **December 5, 2025** the Management Board of PROTEKTOR SA announced (RB 70/2025) that the Company received a notification from Luma Holding Limited of a change in the previously held share of over 33% of the total number of votes by at least 1%, as a result of the registration of an increase in the Company's share capital (issue of series F shares). As a result of the registration, the shareholding of Luma Holding Limited increased from 7,994,479 shares (35.02%) to 11,994,479 shares (44.71% of the share capital).

Share issue

On **March 27, 2025** the Management Board of PROTEKTOR SA adopted Resolution No. 2/III/2025 on increasing the share capital by issuing ordinary series E bearer shares, within the authorized capital, excluding all subscription rights of the existing shareholders.

On **March 28, 2025** the Agreement for the acquisition of series E shares was concluded between the Company and a strategic investor — Luma Holding Limited with its registered office in St. Julians, Malta. The subject of the agreement was the acquisition of 3,804,319 series E shares with a total nominal value of PLN 1,902,159.50.

On **June 16, 2025** during the Extraordinary General Meeting of PROTEKTOR SA, Resolution No. 3/2025 was adopted amending the Articles of Association, authorizing the Management Board to further increase the share capital within the authorized capital, excluding the subscription rights of existing shareholders. Pursuant to the above Resolution, the Management Board of the Company was authorized to increase the share capital by an amount not exceeding PLN 8,000,000.00 by issuing a maximum of 16,000,000 new ordinary bearer shares with a nominal value of PLN 0.50 each.

On **November 20, 2025** the Management Board of PROTEKTOR SA adopted Resolution No. 2/XI/2025 on increasing the share capital by issuing ordinary series F bearer shares, within the authorized capital, excluding all subscription rights of the existing shareholders.

On **November 25, 2025** the Agreement for the acquisition of series F shares was concluded between the Company and a strategic investor — Luma Holding Limited with its registered office in St. Julians, Malta. The subject of the agreement was the acquisition of 4,000,000 series F shares with a total nominal value of PLN 2,000,000.00.

2. Factors influencing the Group's activities

2.1. MACROECONOMIC ENVIRONMENT

The Protektor Capital Group's results are closely linked to the macroeconomic situation of the largest European economies – particularly Western Europe and Central and Eastern Europe, which constitute the Group's main markets. The level of economic activity, measured by GDP growth and business climate indicators, directly influences the level of demand for professional footwear generated by the industrial and service sectors.

2025 brought a moderate economic recovery in Europe compared to the challenging 2024. Eurozone GDP growth accelerated to 1.5% (compared to 0.9% in 2024), although the dynamics were uneven across quarters and geographically. Despite this improvement, negative macroeconomic trends – the industrial slowdown, tariff pressure from the US, and geopolitical uncertainty – continued to have a dampening impact on the Protektor Group's operations.

Eurozone – situation in 2025:

- Eurozone GDP grew by 1.5% in 2025 as a whole, accelerating from 0.9% in the previous year. The dynamics were uneven, with stronger growth recorded in the first quarter, followed by some deceleration (Eurostat / ECB, February 2026).
- Growth was mainly driven by the services sector and private consumption, while manufacturing remained under pressure. PMIThe composite for production in the eurozone in November 2025 was 52.8, which signaled a moderate increase in service activity, while industrial processing stagnated.
- The unemployment rate in the eurozone remained low at around 6.2% at the end of 2025, but the job vacancy rate continued to decline, signaling cooling demand for labour in the industrial sector.
- Eurozone inflation gradually approached the ECB's 2% target and remained within that range for most of the year. According to the ECB's December projections, overall inflation will average around 2.0% in 2025.
- Trade tensions, including US tariffs on EU imports (base rate of 10%), the strong appreciation of the euro and geopolitical uncertainty limited eurozone exports and hampered corporate investment decisions.
- New public spending on infrastructure and defense, especially in Germany (the constitutional reform of the “debt brake”), heralds a gradual strengthening of eurozone domestic demand from 2026.

Germany – situation in 2025:

- The German economy is projected to grow its GDP by 0.2% in 2025, avoiding a third consecutive year of recession. This is a symbolic improvement after the declines of 2023–2024, but not enough to constitute a sustained recovery (Destatis, January 2026).
- Growth was uneven throughout the year: after a 0.2% increase in the first quarter, there was a 0.2% decline in the second quarter, stagnation in the third quarter, and a 0.3% increase in the fourth quarter. The final annual rebound was driven by domestic demand – increased consumer spending and a revival in construction.
- The industrial sector remained weak. Exports were hampered by US tariffs, a strong euro, and growing competition from China. Investment in production machinery and equipment remained below pre-pandemic levels.

- The unemployment rate rose to approximately 6.3% in 2025 (from 6.0% in 2024). Employment in the industrial sector has been steadily declining since mid-year, although the overall labor market remained relatively stable.
- Inflation in Germany declined in 2025, hovering around 2.0–2.2%. Real wages rose (+1.9% y/y), supporting private consumption.
- A key growth driver for the 2026–2027 period is the constitutional reform of the "debt brake," enabling increased spending on defense and infrastructure. This investment program, worth hundreds of billions of euros, should gradually have a positive impact on demand for Protektor Group products.
- In the entire 2025, Germany's GDP increased year-on-year by only 0.3–0.4% (quarterly data year-on-year; 0.2% on average annual basis), lagging far behind Poland and the EU average.

Poland – situation in 2025:

- Poland's GDP grew by 3.6% year-on-year in 2025 (after 3.0% growth in 2024) – the best result since 2022 and one of the highest among major EU economies. In the fourth quarter of 2025, GDP growth accelerated to 4.0% year-on-year (GUS, January/February 2026).
- The main driver of growth was private consumption (+3.7% y/y), supported by rising real wages. For the first time in a long time, investment also increased significantly (+4.2% y/y after a 0.9% decline in 2024), and net exports made a positive contribution to GDP.
- The average annual inflation in Poland in 2025 amounted to 3.6% (CPI), with the December reading at 2.4% y/y – which is in line with the NBP inflation target range (1.5–3.5%) (GUS, January 2026).
- The unemployment rate remained one of the lowest in the EU (around 5-5.3%), although wage growth gradually cooled compared to previous years.
- The public finance sector deficit increased to approximately 2.7% of GDP, and rating agencies (Fitch, Moody's) changed the outlook for Poland's rating to negative due to the deficit growth path in the coming years. At the same time, the long-term credit rating was maintained at A-/A2.
- Poland remained the leader in GDP growth among the largest EU economies (for comparison: Germany 0.2%, France 0.9%, eurozone average 1.5%).

France – situation in 2025:

- France's GDP grew by approximately 0.9% throughout 2025, representing a slight improvement compared to the previous year. The dynamics were mixed – the strongest growth was recorded in the third quarter (0.5% y/y), with a slowdown towards the end of the year (0.2% y/y in the fourth quarter), (INSEE / IMF 2026).
- Household consumption was a significant stabilizing factor, although investment was hampered by uncertainty and high financing costs. Inflation in France was low, reaching around 0.7–1.0% year-on-year in 2025, the lowest level in years.
- France's public finances remained a structural challenge. Public debt and budget deficits remained elevated, limiting the scope for fiscal expansion.

Monetary policy / interest rates

- The European Central Bank (ECB) continued its cycle of interest rate cuts in 2025, making a total of eight cuts by 25.bp each since the start of the easing cycle in 2024. The ECB deposit facility rate was lowered to 2.00% in June 2025, and monetary policy was described as being "in a good place."

- Inflation in the euro area remained close to the 2% target throughout 2025, which allowed the ECB to pursue a neutral monetary policy.
- For 2026 and 2027, the ECB forecasts further moderate growth (around 1.2% and 1.4%), supported by a slow recovery in domestic demand and the gradual effect of lower interest rates.

Impact on the activities of the Protektor Group

Negative macroeconomic trends in Western Europe, particularly the prolonged industrial slowdown in Germany and the weak economic climate in France, had a significant impact on the Protektor Group's operations in 2025. Low economic activity and a deteriorating business climate in key industrial sectors limited demand generated by the manufacturing and service sectors – the key customers for professional footwear.

Economic uncertainty and the challenging situation for businesses led to more cautious purchasing decisions by both distributors and end customers, which had a direct impact on the Group's sales and profitability. At the same time, the positive macroeconomic environment in Poland, as well as the announced increase in infrastructure and defense spending in Germany and further interest rate cuts by the ECB, may gradually improve the Group's operating conditions in the coming quarters.

2.2. SAFETY FOOTWEAR MARKET IN WESTERN EUROPE

In 2025, the European safety footwear market is expected to experience dynamic growth while maintaining long-term stability, responding to changing economic and social conditions. The market in Western Europe is currently valued at approximately USD 8.27 billion, with a projected increase to USD 11.42 billion by 2029, representing a compound annual growth rate of approximately 8.4% (Research and Markets, 2025).

Market stability stems primarily from consistent compliance with occupational health and safety regulations in key sectors such as manufacturing, construction, and logistics. Growth is also supported by growing awareness among employers of the need to provide appropriate personal protective equipment. Safety footwear is no longer perceived solely as a protective element; increasing emphasis is being placed on comfort, attractive design, and technological innovation, further stimulating demand, especially in countries with mature economies.

At the same time, emerging economies are witnessing a growing awareness among management regarding occupational health and safety standards and the implementation of quality management systems, which also translates into an increased demand for professional protective products. Market stability in recent years has been further supported by the offsetting of declines in the industrial sector with increased activity in services such as transport and logistics, opening up new development opportunities for PPE (personal protective equipment) manufacturers.

In the long term, safety footwear replacement cycles remain relatively long, and sales levels remain stable, especially for established products. However, periods of economic slowdown and growing uncertainty lead to short-term demand fluctuations and structural market changes. In such circumstances, companies extend footwear lifecycles, and consumer price sensitivity increases. As a result, established brands enjoy greater trust, over new, less recognizable solutions.

Producers with a diversified offer, targeted at various industries, are able to compensate for declines in one segment with growth in another, which promotes market consolidation and increases the competitiveness of the largest entities.

Operating in a post-pandemic environment and the rise of digitalization have also transformed the way trade and distribution are conducted. Companies collaborating with supra-regional distribution partners, investing in professional product positioning, and developing e-commerce channels gain a competitive advantage by reducing

service costs and increasing sales efficiency. Alternative communication channels, including social media, are also playing an increasingly important role, enabling direct contact with customers and effectively presenting their offerings.

In summary, the safety footwear market in Western Europe remains stable and promising in 2025. Its growth is driven by strict occupational health and safety regulations, technological innovations, changes in the employment structure, and growing awareness of quality and safety among employers.

Manufacturers who can flexibly respond to changing market conditions, offering high-quality products that meet the real needs of users, have a real opportunity to further strengthen their position and expand into new market segments.

2.3. IMPACT OF EXTRAORDINARY EVENTS ON THE GROUP'S ACTIVITIES

The impact of the war in Ukraine on the Group's activities

Like most other manufacturing companies, the Protektor Capital Group operates in conditions of increased uncertainty resulting from the ongoing armed conflict in Ukraine and its multidimensional effects on the geopolitical and economic situation in Europe.

The impact of the war on the situation of the Protektor Capital Group has been visible since its beginning in February 2022. The most important effects that directly or indirectly negatively affect the Group's operations and results include:

- Increases in production costs – including electricity and heat costs, costs of materials and services – resulting from general inflationary pressures caused by the conflict.
- The growing importance of price in consumer product selection is increasing, which intensifies competition from cheaper products from the Far East. At the same time, geopolitical uncertainty and pressure on supply chain security may favor European producers with stable operational bases.

Throughout 2025 and 2026, an intensive diplomatic process aimed at ending the conflict was underway. In November 2025, representatives of the United States and Ukraine, with the participation of European partners, held talks in Geneva, resulting in the development of an updated framework for a peace agreement. In January and February 2026, three rounds of trilateral talks involving delegations from the United States, Ukraine, and Russia were held – in Abu Dhabi (twice) and in Geneva – which, however, did not result in a breakthrough. The key issue remains the territorial status, particularly of eastern Ukraine. Since March 2026, the trilateral talks have been suspended due to the shift of US diplomatic attention towards the conflict in the Middle East. As of the date of this report, there is no date for the resumption of negotiations, and uncertainty regarding the future political and military situation in the region remains high.

Protektor Capital Group does not sell its products directly to Russia or Belarus. Recently, steps have been taken to expand sales in the Ukrainian market. The Group sources its raw materials and supplies from suppliers operating outside the areas affected by armed conflict.

Protektor Capital Group conducts operations in the Transnistrian Moldovan Republic through subsidiaries. The Management Board continuously monitors the geopolitical situation in the region and assesses the risk of significant operational disruptions as moderate.

The outcome of the 2025 parliamentary elections in Moldova, which ended with a victory for the pro-European party, remains a stabilizing factor, confirming the current direction of Moldova's integration with the European

Union. The Board believes that neither Russia nor Moldova would benefit economically from a formal annexation of Transnistria – the region is one of the poorest in Europe, with approximately 70–75% of its exports directed to Western markets. Full political integration with Russia would mean economic sanctions and a humanitarian crisis for Transnistria, which is contrary to the economic interests of both the authorities and the region's inhabitants.

The energy situation in Transnistria remains an additional challenge, having deteriorated since the start of 2025 following the interruption of gas supplies from Russia. The impact of these disruptions on the operations of plants cooperating with the Group has been limited to date thanks to flexible adaptation to available capacity.

In the event of a significant military escalation in southern Ukraine, the Management Board has a contingency plan in place that assumes: (i) immediate securing of production equipment, materials, and work in progress located at Transnistria plants; (ii) launching part of Abeba footwear production at the Lublin plant, which has rebuilt equipment for selected lines; (iii) outsourcing of selected models to external manufacturers, including non-European ones. In the extreme scenario of Russia's annexation of Transnistria, the Management Board does not rule out the risk of loss of control over the subsidiary due to potential nationalization actions, but assesses this scenario as unlikely.

The Management Board believes there is no risk of the Group's operations being disrupted due to the ongoing military operations in Ukraine. The Management Board remains in direct contact with the management of Transnistrian companies and is constantly analyzing incoming information to effectively respond to the evolving situation.

The Management Board also notes the potential positive impact of the conflict on the military and specialized footwear segment. Programs to increase defense, firefighting, and rescue spending implemented at the NATO, European Union, and individual member states levels are generating growing demand for products from the Protektor Capital Group portfolio. The Management Board expects this trend to continue in the coming years.

The impact of the conflict in the Middle East on the Group's activities

On February 28, 2026, the United States and Israel launched military operations against Iran, triggering a global energy and logistics crisis. As of the date of this report, the conflict continues, the fate of the declared ceasefire is currently uncertain, and shipping traffic through the Strait of Hormuz remains well below pre-conflict levels.

Rising energy and petrochemical prices translate into cost pressures for polyurethane components, which are a key component of footwear production costs. The ongoing rise in aluminum prices resulting from production and export disruptions in the Persian Gulf region could, if the conflict persists, impact, among other things, the purchase costs of footwear molds. Disruptions in maritime transport on Asian routes, in turn, result in increased freight costs and the risk of delays in the delivery of materials and components. A continued military conflict could therefore impact costs and, consequently, profitability, due to the limited ability to immediately pass on costs to buyers.

The Group generally does not sell to markets in the Middle East or Southeast Asia, where the conflict could impact its ability to maintain supplies. Therefore, it has no direct impact on the Group's sales revenues – the impact of the conflict is limited solely to operating costs.

Due to the continuing instability of the situation, the Management Board is unable to reliably estimate the total impact of the above factors on the Group's financial results in 2026. The situation remains monitored on an ongoing basis.

Relations between the USA and the European Union

Relations between the European Union and the United States remain a significant external factor influencing the macroeconomic, regulatory and security environment and thus indirectly the Group's operations.

The US commitment to the peace agreement in Ukraine and the shift in budget priorities in Europe initiated after President Donald Trump took office have resulted in a sustained acceleration in defense spending growth in the European Union. The EU-US partnership remains the largest bilateral trade and investment partnership in the world. At the NATO summit in The Hague in June 2025, leaders of member states committed to increasing defense spending to 5% of GDP by 2035, with 3.5% of GDP allocated to core defense needs and 1.5% to investments in cybersecurity, military mobility, and critical infrastructure. Historically, defense spending in the EU has grown at around 9% annually since 2015; according to data from the European Defense Agency, a further real increase of over €100 billion is expected by 2027.

The planned increase in the number of professional soldiers and the re-equipment of uniformed services in Europe is being analyzed by the Protektor Capital Group as a potential opportunity for the military and specialized footwear segment. However, the nature and scale of this demand remain uncertain and dependent on the pace of implementation of individual countries' commitments.

In July 2025, European Commission President Ursula von der Leyen and President Donald Trump reached an agreement on tariffs and trade, confirmed by a joint statement in August 2025. The agreement set a tariff rate cap of 15% for most goods imported from the EU to the US.

As of the date of this report, the agreement has not yet been fully ratified. The European Parliament adopted its negotiating position in March 2026, introducing a suspension clause that would suspend tariff preferences if the US introduced additional tariffs above the agreed 15% threshold, and a sunset clause that would condition the agreement's entry into force on the US fully complying with its commitments. Negotiations between the European Parliament and the Council of the EU on the final legislative framework are ongoing.

The situation is further complicated by the US Supreme Court ruling of February 20, 2026, that the International Emergency Economic Powers Act does not authorize the imposition of tariffs, following which the US administration switched to the legal basis of Section 122 of the Trade Act of 1974, introducing a temporary 10% import surcharge for up to 150 days, which introduces additional uncertainty as to the target rate level.

The Management Board believes that the agreement reached represents a significant step towards stabilizing transatlantic relations. However, its final implementation remains fraught with uncertainty stemming from ongoing legislative processes on both sides and potential further actions by the US administration. This volatility may impact raw material costs, the stability of supply chains, and the overall business environment for European manufacturers. The Group is monitoring developments and adopting cautious assumptions regarding the potential impact of changes in transatlantic relations on its operations.

Analysis of the impact of extraordinary factors on the valuation of assets and liabilities

Impairment of tangible fixed assets or intangible assets

Analyses of key assets performed in the Group as at 31 December 2025 in accordance with IAS 36 "Impairment of Assets" did not provide any indication of a significant risk of impairment of assets and their impact on future estimated cash flows.

Credit assessment

The Group conducted an analysis of the impact of extraordinary factors on the level of credit risk to which it is exposed from its counterparties. As of the date of approval of this report for publication, no significant

deterioration in repayment performance, increase in bankruptcies, or restructurings among the Group's clients was observed.

Given the lack of exposure to the Russian and Belarusian markets and the lack of exposure to the Middle East, the Management Board expects that the collectability of receivables reported in the statement of financial position as of December 31, 2025, will remain unchanged. Therefore, no changes have been made to the assumptions used in the models for estimating and calculating credit losses in accordance with IFRS 9.

Liquidity situation

As at the balance sheet date and at the time of approval of this report for publication, the financial situation of the Protektor Capital Group is subject to an increased risk of loss of liquidity in the absence of further internal optimisation measures (in particular changes to the business model and an increase in sales), limited market recovery in terms of public tenders and failure to implement the planned further share issues, i.e. an increase in the share capital within the authorized capital (at the time of preparation of these financial statements, 7 million shares remain to be issued within the authorized capital).

In order to improve its capital situation and ensure its continued ability to implement investment projects and orders under tender procedures, the Company has taken the following actions:

- On **March 27, 2025** The Management Board of PROTEKTOR SA adopted Resolution No. 2/III/2025 on increasing the share capital by issuing ordinary series E bearer shares, within the authorized capital, excluding all subscription rights of the existing shareholders.
- On **March 28, 2025** the Agreement for the acquisition of series E shares was concluded between the Company and a strategic investor — Luma Holding Limited with its registered office in St. Julians, Malta. The subject of the agreement was the acquisition of 3,804,319 series E shares with a total nominal value of PLN 1,902,159.50.
- On **June 16, 2025** during the Extraordinary General Meeting of PROTEKTOR SA, Resolution No. 3/2025 was adopted amending the Articles of Association, authorizing the Management Board to further increase the share capital within the authorized capital, excluding the pre-emptive rights of existing shareholders. Pursuant to the above Resolution, the Company's Management Board was authorized to increase the share capital by an amount not exceeding PLN 8,000,000.00 by issuing a maximum of 16,000,000 new ordinary bearer shares, with a nominal value of PLN 0.50 each. An increase in the share capital of PROTEKTOR SA in 2025 is also necessary due to the provisions of the annex to the loan agreement concluded with mBank SA, concerning a revolving credit facility intended to finance contracts implemented as part of tender procedures for public entities. Under the concluded annex, mBank agreed to extend the possibility of using the loan until May 31, 2026, and to extend the final repayment date of the loan until June 30, 2026. The above conditions are conditional on the Company fulfilling the capital commitment, according to which: "Luma Holding Limited with its registered office in St. Julians, Level 2, Luxe Pavilion, Portomaso Complex, STJ 4010 St. Julians, Malta, entered in the Maltese Registry of Companies under number C76225, being a shareholder of [the Company], will provide capital financing to [the Company] by increasing the share capital of [the Company] by a total amount of not less than PLN 4,000,000.00, and the cash contribution to cover this increase will be made in full in cash. The first increase in the share capital by an amount of not less than PLN 2,000,000.00 will be carried out by 28 November 2025 ("Increase No. 1"), and the second increase in the share capital by an amount of not less than PLN 2,000,000.00 will be carried out by February 27, 2026 ("Increase No. 2")." Maintaining this loan is crucial to ensuring the Company's current financial liquidity, as well as to continue participating in the public procurement system, in particular in the implementation of projects requiring significant capital and production involvement.

- On **June 30, 2025** the Management Board announced the conclusion of annexes to loan agreements between PROTEKTOR SA and mBank SA, which extend the loan period and establish a loan repayment schedule in order to ensure the continuity of financing of the Company's operations.
- On **August 29, 2025** the Management Board announced the conclusion of an annex to the revolving credit agreement for the financing of contracts between Protektor SA and mBank SA, which extends the credit period until May 31, 2026.
- On **November 20, 2025** the Management Board of PROTEKTOR SA adopted Resolution No. 2/XI/2025 on increasing the share capital by issuing ordinary series F bearer shares, within the authorized capital, excluding all subscription rights of the existing shareholders.
- On **November 25, 2025**, the Agreement for the Acquisition of Series F Shares was concluded between the Company and a strategic investor, Luma Holding Limited, based in St. Julian's, Malta. The subject of the agreement was the acquisition of 4,000,000 Series F shares with a total nominal value of PLN 2,000,000.00.
- On **February 6, 2026** (CR 16/2026) The Management Board of PROTEKTOR S.A. adopted a resolution to increase the Company's share capital by issuing 4,000,000 new ordinary bearer series G shares, with a nominal value of PLN 0.50 each, within the authorized capital, excluding the subscription rights of existing shareholders. The issue took place in a private subscription addressed to Luma Holding Limited, at an issue price of PLN 0.50 per share, i.e. at a total issue price of PLN 2,000,000.00.
- On **February 7, 2026** (RB 17/2026) The Management Board of PROTEKTOR SA announced the signing of an agreement for the acquisition of Series G Shares with Luma Holding Limited on the terms specified in the above resolution.
- On **March 25, 2026** (CR 23/2026) The Management Board of PROTEKTOR S.A. adopted a resolution to increase the Company's share capital by issuing 1,000,000 new ordinary bearer series H shares, with a nominal value of PLN 0.50 each, within the authorized capital, excluding the subscription rights of existing shareholders. The issue took place in a private subscription addressed to Luma Holding Limited, at an issue price of PLN 0.50 per share, i.e. at a total issue price of PLN 500,000.00.
- On **March 26, 2026**(RB 24/2026) The Management Board of PROTEKTOR SA announced the signing of an agreement for the acquisition of Series H Shares with Luma Holding Limited on the terms specified in the above resolution.
- On **April 22 2026**(RB 27/2026) The Management Board of PROTEKTOR SA announced the signing of a bill of exchange agreement securing a factoring agreement with recourse with a limit of PLN 1,500,000.00 with Bibby Financial Services Sp. z o. o.

These activities are aimed at strengthening the capital structure of PROTEKTOR SA, securing operational and investment financing, meeting the conditions of loan agreements and reducing liquidity risk.

Other accounting estimates

As at the date of approval of these financial statements for publication, the Group does not identify any significant risks related to a potential breach of the terms of signed commercial agreements.

2.4. BUSINESS RISKS

Risk management at the Protektor Group encompasses monitoring, controlling, and taking corrective actions in the areas of financial and operational risk. Financial risk stems from financial instruments held, which in the Group's case include bank loans, credits, factoring, leasing agreements, and cash, as well as trade receivables and payables arising directly from business operations. Defined risk groups in the area of financial instruments include credit risk, exchange rate risk, interest rate risk, and liquidity risk. Due to operating in a dynamically changing economic environment, and taking into account the specific nature of the industry and the nature of the business, the Management Board of PROTEKTOR SA has identified a number of operational risks and threats, which are the

subject of a policy aimed at avoiding or mitigating potential losses and increasing the company's revenues and margins. The Group's operations are also affected by unusual risks that are difficult or impossible to predict, which are the subject of a separate analysis in section 2.3. "THE IMPACT OF EXTRAORDINARY EVENTS ON THE ACTIVITIES OF THE PROTEKTOR GROUP".

Credit risk

Credit risk is the risk of financial losses resulting from the failure of a client or counterparty to fulfill its contractual obligations under a financial instrument. Credit risk is primarily related to the timely collection of the Group's receivables from customers and the level of cash and cash equivalents held in bank accounts.

As part of our collaboration with entities outside the Group, before signing a collaboration agreement, the potential partner is assessed for their ability to meet their financial obligations in accordance with existing creditworthiness verification procedures. As part of its ongoing operations, the Group monitors due dates and oversees and collects receivables for sales.

TABLE3CURRENT ASSETS AS AT 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	per day	per day
	31/12/2025	31/12/2024
Trade receivables	4,046	4,071
Other receivables	2,578	1,847
Cash and cash equivalents	1,717	1,945

TABLE4ANALYSIS OF MATURITY DATES OF FINANCIAL ASSETS AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	Book value	as of December 31, 2025, including:			Book value	as of December 31, 2024, including:		
		< 1 month	1 - 3 months	1 year >		< 1 month	1 - 3 months	1 year >
		Cash on hand	17	17		-	-	22
Cash in bank accounts	1,671	1,671	-	-	1,905	1,905	-	-
Other	28	28	-	-	17	17	-	-
Together	1,717	1,717	-	-	1,945	1,945	-	-

TABLE5AGING STRUCTURE OF RECEIVABLES AS OF 31 DECEMBER 2025

Specification	Gross value 31/12/2025	Write-down 31/12/2025	Net worth 31/12/2025
Not required	6,282	-	6,282
Past due from 0 to 30 days	293	-	293
Past due between 31 and 90 days	30	-	30
Past due between 91 and 180 days	2	-	2
Past due from 181 to 365 days	36	(18)	18
Overdue for more than 1 year	81	(81)	-

SUM	6,724	(99)	6 625
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TABLE6AGING STRUCTURE OF RECEIVABLES AS OF 31 DECEMBER 2024

Specification	Gross value 31/12/2024	Write-down 31/12/2024	Net worth 31/12/2024
Not required	4,956	-	4,956
Past due from 0 to 30 days	453	-	453
Past due between 31 and 90 days	365	-	365
Past due between 91 and 180 days	125	-	125
Past due from 181 to 365 days	25	(12)	13
Overdue for more than 1 year	49	(43)	6
SUM	5,973	(55)	5,918

TABLE7AGE STRUCTURE OF LIABILITIES AS OF 31.12.2025 AND 31.12.2024

Specification	Gross value 31/12/2025	Gross value 31/12/2024
Not required	7,212	6 420
Past due from 0 to 30 days	2 128	1,261
Past due between 31 and 90 days	314	937
Past due between 91 and 180 days	154	504
Past due from 181 to 365 days	779	1,220
Overdue for more than 1 year	533	294
SUM	11 120	10,636

Interest rate risk

The Capital Group companies have liabilities under loans, credits, factoring, and leases, for which interest is calculated based on a variable interest rate. Interest rate risk does not include the Group's liabilities under leases of warehouses and office buildings, as well as some leased vehicles and office equipment, for which the interest rate is fixed. As of December 31, 2025, liabilities under loans, credits, factoring, and leases, for which interest was calculated at a variable interest rate, constituted 77.9% total value of financial liabilities. Their sensitivity to interest rate changes is presented in the table below:

TABLE8INTEREST RATE CHANGE RISK AS OF DECEMBER 31, 2025

Changes in interest rates on loans, credits, factoring and leased assets	-5.00%	-1.00%	0.00%	1.00%	5.00%
Change in interest costs	(969)	(194)	-	194	969

Negative amounts shown in the table indicate a reduction in costs and consequently increase the net result, while positive amounts have a negative impact on the Group's net result. Debt from loans, borrowings, factoring, and leasing agreements was assumed at a constant level, as at December 31, 2024. The calculation does not take into account changes in the cost of money over time.

The Group considered the risk associated with interest rate fluctuations to be insignificant, and therefore did not hedge against interest rate increases. Given recent changes and the significant increase in the reference rate, the Group's management does not rule out the possibility of taking hedging measures in the future.

Risk of changes in exchange rates

The Group's currency risk stems primarily from purchases and sales in foreign markets, as well as intra-group settlements and dividends. The primary currency of foreign transactions has always been the euro.

In 2025, the Group companies were not parties to any currency contracts nor did they hedge against currency risk through any financial instruments.

The Protektor Capital Group's sensitivity to percentage increases and decreases in the Polish zloty exchange rate against foreign currencies is presented in the table below. The assumed value of 5% reflects the Management Board's assessment of potential changes in foreign currency exchange rates. The sensitivity analysis covers only outstanding monetary items denominated in foreign currencies and adjusts the currency translation at the end of the accounting period for a 5% change in exchange rates. A positive value in the table below indicates an increase in profit and equity as a result of a 5% appreciation of the Polish zloty exchange rate against foreign currencies in the case of foreign currency receivables (the reverse is true for foreign currency liabilities). If the Polish zloty weakened by 5% against a given foreign currency, this value would be negative and represent a decrease in profit and equity (the reverse is true for foreign currency liabilities).

TABLE 9 CURRENCY RISK AS OF DECEMBER 31, 2024

Specification	Currency assets	Rate change +5%	Gross impact on profit	Rate change -5%	Gross impact on profit
Currency assets expressed in EUR thousand	1,383				
Currency assets expressed in thousands of USD	5				
Currency assets expressed in thousands of PRB*	327				
Currency assets expressed in foreign currencies after conversion into PLN thousand	5,933	6 230	297	5,636	(297)
The total effect of the increase in rates			297		(297)
Tax effect 19%			57		(57)
Net effect of the increase in exchange rates (impact on the financial result)			240		(240)

*Transnistrian ruble

TABLE 10 RISK RELATED TO THE GROUP'S RESULTS AS OF 31 DECEMBER 2025

Specification	Net profit/loss	Rate +5%	change	Gross impact on profit	Rate change -5%	Gross impact on profit
Net profit (loss) expressed in EUR thousand	739					
Net profit (loss) expressed in EUR thousand after conversion into PLN thousand	3 131	3,288		157	2,974	(157)
The total effect of the increase in rates				157		(157)
Tax effect 19%				30		(30)
Net effect of the increase in exchange rates (impact on the financial result)				127		(127)

Risk of losing financial liquidity

The risk of losing financial liquidity may occur in the event of a disruption in the relationship between current operating income and liabilities arising from production, investments and fixed costs.

The main threats to financial liquidity include:

- ◆ insufficient sales revenues compared to production costs and other current liabilities,
- ◆ the need to finance tender and investment projects,
- ◆ debt obligations, including loans and leases.

Available sources of financing

As at the balance sheet date, the company had the following active credit agreements and financial lines with mBank SA:

- ◆ Flexible revolving credit – limit: PLN 7,300,000 with repayment date in March 2028,
- ◆ Electronic loan for repayment of liabilities – limit: PLN 2,500,000 with repayment deadline by July 2026,
- ◆ Multi-product line – limit: PLN 2,025,000 (including: overdraft limit: PLN 320,000, guarantee line: PLN 1,705,000) with an expiry date of July 2026,

- ◆ Guarantee lines – limit: PLN 749,000 with an expiration date in June 2030,
- ◆ Revolving credit facility – limit: PLN 2,000,000, repayment date: December 2027.

As of December 31, 2025, ABEBA and ABEBA France had overdraft facilities totaling EUR 1,950 thousand.

The Company is reducing its debt on an ongoing basis based on the schedule resulting from the final repayment dates agreed with mBank SA. The Company is not able to extend the Flexible Revolving Credit, Electronic Credit for Repayment of Liabilities and Revolving Credit products beyond the agreed repayment dates due to the current financial situation.

In order to improve its liquidity situation, in April 2026, the Company concluded a recourse factoring agreement with a limit of PLN 1,500,000 with Bibby Financial Services Sp.

Risk assessment and actions taken

The Management Board undertook a number of optimization measures in 2025, including:

- ◆ reduction of operating costs, in particular external services and employment,
- ◆ sale of unnecessary assets,
- ◆ limiting the wide product range of the Protektor and Grom brands,
- ◆ development of project sales – production "to order", minimization of inventories,
- ◆ diversification of markets and contracts – searching for larger, homogeneous export orders,
- ◆ obtaining new, larger orders, in particular within the framework of public procurement procedures.

Additionally:

- ◆ In March 2025, the Management Board adopted a resolution on the issue of series E shares (3,804,319 shares, total nominal value PLN 1,902,159.50), acquired by Luma Holding Limited under the agreement of March 28, 2025.
- ◆ In June 2025, the Extraordinary General Meeting approved the possibility of a further share capital increase to PLN 8,000,000 through the issuance of up to 16,000,000 shares within the authorized capital, excluding pre-emptive rights. On this basis, in November 2025, Series F shares (4,000,000 shares, PLN 2,000,000.00) were issued by Luma Holding Limited at an issue price of PLN 0.50 per share. The issuance of Series F shares constituted the execution of the first tranche of the capital commitment to mBank S.A., which was a condition for the extension of the revolving credit facility until June 30, 2026.
- ◆ In 2026, two further issues were carried out within the same authorized capital, each time addressed to Luma Holding Limited at a price of PLN 0.50 per share: series G (4,000,000 shares, PLN 2,000,000.00, February 2026) – fulfilling the second tranche of the obligation towards mBank – and series H (1,000,000 shares, PLN 500,000.00, March 2026). Series F and G issues fulfilled the capital obligation towards mBank SA (totalling ≥ PLN 4,000,000), which was a condition for the extension of the revolving credit facility until June 30, 2026.

Details of individual issues are presented in the section Analysis of the impact of extraordinary factors on the valuation of assets and liabilities.

Regardless of the above, the risk of losing liquidity remains real, assuming the lack of effective implementation of optimisation measures (in particular changes to the business model and an increase in sales), a limited recovery on the market in terms of public tenders and the failure to implement the planned further share issues, i.e. an increase in the share capital within the authorized capital (at the time of preparing these financial statements, 7 million shares remain to be issued within the authorized capital).

The Management Board, being aware of these threats, conducts intensive analysis of strategic scenarios and monitors all key liquidity areas, taking actions to secure the continuation of operations over the next 12 months.

Risk related to the supply of materials and raw materials for production

The risk related to the supply of materials and raw materials for production includes in particular:

- ◆ risk of dependence on a limited number of suppliers (poor market diversification),
- ◆ the risk of increases in the purchase prices of raw materials and external services, affecting the level of costs of sales.

In the opinion of the Management Board, the Group is not currently exposed to a significant risk of dependence on key suppliers due to its relatively well-developed purchasing network.

Purchases of production materials and components are made within several basic raw material groups, such as: leather, uppers, insoles and insole materials, adhesives, metal accessories, and linings.

Unpredictable changes in the purchase prices of materials, raw materials, and services may lead to reduced product profitability and negatively impact the Group's financial results. To mitigate price risk, the Group employs mechanisms such as adapting its sales pricing policy to changes in purchasing costs and entering into agreements with suppliers that include pricing formulas that limit unfavorable price fluctuations.

In order to increase purchasing security and production continuity, the Protektor Group systematically expands its database of potential suppliers, deepens relationships with existing partners, and obtains appropriate certificates and approvals for key footwear models, which enables the use of components from many alternative suppliers.

Risk of dependence on key clients

The fragmentation of external customers and the order portfolio of Group companies is so large that the risk of dependence on key customers is adequately minimized.

In 2025, the percentage share of turnover with the largest retail customer did not exceed 10% of the consolidated amount of sales revenue.

Risk related to the procedures and conditions for awarding public tenders

This risk refers to potential threats arising from participation in the public procurement system, encompassing both the bidding process and contract execution. It includes the risk of establishing suboptimal pricing terms, difficulties in delivering deliveries on time and in accordance with the contract, as well as the risk of contractual penalties or losses resulting from unprofitable contracts.

Main sources of risk in the Protektor Capital Group:

- ◆ Price pressure and strong competition – leads to offering very low prices, often at the break-even point.
- ◆ Differences between the calculation and actual costs may lead to lower than expected profitability or losses.
- ◆ Accumulation of orders – simultaneous execution of many tenders may overload production capacity.
- ◆ Material or logistics shortages – negatively impact on timely deliveries.
- ◆ Contractual Penalty Provisions – Delays, product defects or other breaches may result in contractual penalties (e.g. financial penalties, product replacement).
- ◆ Reputational risk and exclusion from future proceedings – in the event of improper execution of contracts.

For the Protektor Capital Group, participation in tenders and the execution of public procurement contracts is handled through PROTEKTOR SA. Public tenders constitute a significant sales channel and source of revenue, particularly for specialized, uniform, and military footwear. At the same time, they involve significant operational and financial risks. Precise calculation, production planning, and strict quality control are crucial. Protektor SA takes conscious steps to mitigate the potential negative effects of participating in the public procurement system.

Risk related to the tax system

The risk related to the tax system refers to the uncertainty resulting from the possibility of a different interpretation of tax law provisions and other regulations related to public law obligations (in particular social security and health insurance contributions) by the tax authorities in relation to the position adopted by the companies of the Protektor Group.

The Management Board does not currently anticipate any significant threats in this area, however, the risk of unfavorable interpretations or decisions being issued by tax administration authorities cannot be completely ruled out.

The Company exercises due diligence in the following areas:

- ◆ ongoing monitoring of changes in tax regulations,
- ◆ using the services of tax and legal advisors,
- ◆ applying individual interpretations (if deemed justified),
- ◆ keeping accounting records in accordance with the principle of prudence and applicable legal provisions.

The Management Board hereby informs that the Capital Group's operations in Germany are subject to periodic tax audits conducted by the German tax office. In accordance with applicable regulations, tax audits in Germany are conducted every three years.

The most recent completed audit covered the 2015–2017 tax years and was concluded in April 2023. This proceeding was favorable for the Group and resulted in the refund of overpaid income tax to the subsidiary Inform Brill GmbH.

In April 2025, the Tax Office (Finanzamt) in Saarbrücken announced a new tax audit (so-called large company audit) covering the years 2021 to 2023. A potentially significant tax risk was identified if some of the costs were questioned.

In January and March 2026, meetings between the management of Abeba Spezialschuh-Ausstatter GmbH and Inform Brill GmbH and the Tax Authority were held without any major issues. At this stage, the scope of the cases appears limited, and the proceedings are ongoing.

Risks of doing business in Moldova

During the period under review, criminal proceedings are underway in the Republic of Moldova against Inform Brill GmbH, relating to allegations of irregularities in a customs declaration that occurred in January 2023. The case is at the evidence collection and analysis stage and has not yet been brought to court.

The customs authorities classified the incident as a serious infringement, but there are significant discrepancies as to the factual circumstances, in particular regarding the value of the goods and the circumstances of transport.

Protektor Capital Group, as the owner of Inform GmbH, provided – through the Moldovan Consulate in Germany – all necessary information and explanations indicating that the situation was the result of an error and not an intentional act, and is taking steps to clarify the matter as quickly as possible.

At this stage, the scope of liability and potential sanctions have not been definitively determined, but the case remains ongoing and carries regulatory risks inherent to this type of proceedings. This risk stems in particular from the Moldovan authorities' rigorous approach to smuggling cases, which is reflected, among other things, in the strict classification of offenses (distinctions in value thresholds resulting in significantly different sanctions) and the practice of imposing harsh measures on economic entities, such as significant financial penalties and restrictions on operations. Therefore, the Capital Group is approaching this matter with the utmost diligence and due seriousness.

General economic and political risk

General economic and political risk is the risk of the impact of unfavorable changes in the macroeconomic environment and the geopolitical situation on the Group's operations, financial results, liquidity and development prospects.

Economic factors:

- ◆ inflation and rising business costs (e.g. energy, raw materials, labor),
- ◆ interest rate volatility,
- ◆ economic slowdown or recession,
- ◆ disruptions in supply chains,
- ◆ limitations in the availability of raw materials (especially energy and critical ones),
- ◆ instability of financial and currency markets.

Political and geopolitical factors:

- ◆ armed conflicts (e.g. war in Ukraine, Middle East),
- ◆ tensions between the US, China and the EU,
- ◆ economic and financial sanctions,
- ◆ protectionist policies and tariff wars (e.g. US–EU, US–China),
- ◆ the situation in the Transnistrian region and Moldova (significant due to the activities of the subsidiary).

The Group generates revenues mainly on the domestic market and in Western European countries, including Germany, which makes it sensitive to economic and political changes in these regions.

Armed conflicts and international tensions can lead to increased operating costs, inflation and reduced availability of materials.

Changes in the EU and Poland's armaments policy may have a positive impact on the potential increase in demand for military and specialized footwear – which constitutes a development opportunity.

The ongoing instability in the Transnistrian region (Moldova) poses a potential operational and logistical risk due to the presence of one of the Issuer's subsidiaries.

General economic and political risk is systemic in nature and difficult to eliminate. The Company can only mitigate its effects through appropriate strategic actions, scenario analyses, and flexible responses to changes in the macroeconomic environment. Given the specific nature of the Company's operations, this risk represents both a threat and a potential development opportunity, particularly in the context of rising defense spending in Europe.

2.5. FACTORS THAT MAY AFFECT THE ACTIVITIES OF THE PROTEKTOR CAPITAL GROUP

Positive factors

- ◆ Reconstruction of the collection structure for the Protektor, Abeba and GROM brands, including refreshing the image of own brands and the successive introduction of new products to the market, with particular emphasis on the ABEBA brand and models dedicated to tenders for large institutional customers, such as the army or the police.
- ◆ Intensification of marketing and sales activities in the HoReCa and industrial foodservice sectors. The ABEBA brand will participate in the A+A trade fair in Düsseldorf in October 2025.
- ◆ Increasing activity in the area of public tenders, actively monitoring the tender market and selecting tenders in which the Group can offer the most competitive products, which will translate into additional revenues for the Group.
- ◆ Improving communication processes and cooperation between entities within the Protektor Capital Group.
- ◆ Increased defense spending in Europe and in selected countries around the world, which may translate into an increased number of tenders for uniformed services
- ◆ The concentration of the safety footwear market and the dominance of a few major players creates opportunities for manufacturers offering new models of high quality and competitive prices, standing out in a market saturated with a uniform offer.
- ◆ Economic interventionism that may affect the implementation of infrastructure projects, which may result in increased demand for footwear in the construction segment.
- ◆ Deliveries made for the needs of Western European armies are carried out by foreign affiliates of PROTEKTOR SA (e.g. military units in Austria and Germany).
- ◆ Recapitalization by Luma Holding Limited – capital support from the main shareholder has a positive impact on the Group's financial liquidity and creditworthiness.

Negative factors

- ◆ Negative changes in the macroeconomic environment, in particular a significant increase in prices on raw material markets, resulting from military operations both in Ukraine and the conflict in the Middle East.
- ◆ The unresolved trade conflict between the United States and the European Union over tariffs.
- ◆ Problems related to the availability and quality of production materials, especially leather, and production services, especially the preparation and sewing of uppers.
- ◆ Increased costs of developing production equipment, labor costs, electricity and transportation costs, including increased fuel prices.
- ◆ Exchange rate volatility affecting sales revenues and operating costs.
- ◆ Decline in demand for personal protective equipment (PPE) in the manufacturing sector, caused by a decline in business sentiment and disruptions in the supply chains of production components.
- ◆ An unfavorable climate for implementing new product lines, resulting from market uncertainty and companies' focus on survival, which reduces the willingness to test innovations.
- ◆ Price pressure from competitors outside the European market.

- ◆ Underutilization of the machinery park in the Polish factory, requiring further optimization in the context of the activities of the entire Group.
- ◆ The location of footwear production, which accounts for approximately 75% of the Group's turnover, in Transnistria, carries the risk of the region potentially becoming part of the conflict in Ukraine.

2.6. EVENTS AFTER THE BALANCE SHEET DATE

SHARE ISSUES

On **February 6, 2026** The Management Board of PROTEKTOR S.A. adopted a resolution (RB 16/2026) on an increase in the share capital by issuing 4,000,000 new ordinary bearer series G shares, with a nominal value of PLN 0.50 each, within the authorized capital, excluding the subscription rights of existing shareholders. The issue took place in a private subscription addressed to Luma Holding Limited, at an issue price of PLN 0.50 per share, i.e. at a total price of PLN 2,000,000.00.

On **February 7, 2026** the Management Board of PROTEKTOR SA informed (RB 17/2026) about signing an agreement for the acquisition of Series G Shares with Luma Holding Limited.

On **March 25, 2026** the Management Board of PROTEKTOR S.A. adopted a resolution (RB 23/2026) on an increase in the share capital by issuing 1,000,000 new ordinary bearer series H shares, with a nominal value of PLN 0.50 each, within the authorized capital, excluding the subscription rights of existing shareholders. The issue took place in a private subscription addressed to Luma Holding Limited, at an issue price of PLN 0.50 per share, i.e. at a total price of PLN 500,000.00. The share capital increased from PLN 15,474,459.50 to PLN 15,974,459.50, and the total number of shares amounted to 31,825,919.

On **March 26, 2026** the Management Board of PROTEKTOR SA informed (RB 24/2026) about signing an agreement for the acquisition of Series H Shares with Luma Holding Limited.

CHANGES TO THE STATUTE

On **February 19, 2026** the Management Board of PROTEKTOR S.A. announced (RB 19/2026) that the District Court for Lublin-Wschód in Lublin registered on the same day amendments to the Company's Articles of Association introduced by resolution of the Management Board No. 2/II/2026 dated February 6, 2026. § 9 sections 1 and 2 of the Articles of Association were amended, reflecting the new amount of the share capital — PLN 15,474,459.50 — and the total number of 30,825,919 series A–G shares. The remaining authorized capital to be taken up amounted to PLN 4,000,000.00.

On **April 15, 2026** the Management Board of PROTEKTOR S.A. announced (RB 26/2026) that the District Court for Lublin-Wschód in Lublin registered on the same day amendments to the Company's Articles of Association introduced by resolution of the Management Board No. 2/III/2026 dated March 25, 2026. § 9 sections 1 and 2 of the Articles of Association were amended, reflecting the new amount of the share capital — PLN 15,974,459.50 — and the total number of 31,825,919 series A–H shares. The remaining authorized capital to be taken up amounted to PLN 3,500,000.00.

SHAREHOLDING

On **January 5, 2026** the Management Board of PROTEKTOR SA informed (RB 2/2026) that the Company received a notification from Luma Holding Limited about a change in the share of over 33% of votes by at least 1%, as a result of share sale transactions carried out on December 23, 29 and 30, 2025.

On **January 13, 2026** the Management Board of PROTEKTOR SA informed (RB 6/2026) that the Company received a notification from Luma Holding Limited about a change in the shareholding above 33% of votes by at least 1%, as a result of share sale transactions carried out on 7, 8, 9 and 12 January 2026.

On **January 15, 2026** the Management Board of PROTEKTOR SA informed (RB 8/2026) that the Company received a notification from Luma Holding Limited about a change in the shareholding above 33% of votes by at least 1% as a result of the share sale transaction carried out on January 13, 2026.

On **February 10, 2026** the Management Board of PROTEKTOR SA informed (RB 18/2026) that the Company received a notification from Luma Holding Limited about the acquisition of the Company's shares on February 6, 2026 - a transaction of acquiring Series G Shares under a private subscription (Article 19, section 1 of MAR).

On **February 19, 2026** the Management Board of PROTEKTOR SA announced (RB 20/2026) that the Company received a notification from Luma Holding Limited of a change in the shareholding of over 33% of votes by at least 1%, as a result of the registration of the share capital increase (issue of series G shares) in the National Court Register. The shareholding of Luma Holding Limited increased from 7,890,319 shares (29.41%) to 11,890,319 shares (38.57% of the share capital).

On **March 27, 2026** the Management Board of PROTEKTOR SA informed (RB 25/2026) that the Company received a notification from Luma Holding Limited about the acquisition of shares on March 25, 2026 - a transaction of acquiring Series H Shares under a private subscription (Article 19, Section 1 of MAR).

On **April 23, 2026** the Management Board of PROTEKTOR SA announced (RB 28/2026) that the Company received a notification from Luma Holding Limited of a change in the shareholding of over 33% of votes by at least 1%, as a result of the registration of the share capital increase (issue of series H shares) in the National Court Register. The shareholding of Luma Holding Limited increased from 11,890,319 shares (38.57%) to 12,890,319 shares (40.5% of the share capital).

PUBLIC PROCUREMENT - SELECTION OF OFFERS

On **March 6, 2026** the Management Board of PROTEKTOR SA announced (RB 21/2026) that on March 5, 2026, the Company's offer was selected as the most advantageous in the procedure conducted under request No. 3 to the framework agreement with the Chief Commander of the Police No. 178/BLP/82/Ckt/25/RG. The subject of the order is the delivery of 3,000 pairs of service boots. The value of the submitted offer was PLN 1,350,540.00 gross, with a completion deadline of 90 days from the date of signing the implementation agreement.

On **March 6, 2026** the Management Board of PROTEKTOR SA announced (CR 22/2026) that on March 5, 2026, the Company's offer was selected as the most advantageous in the procedure conducted under inquiry no. 4 to the same framework agreement with the Chief Commander of the Police. The subject of the order is the delivery of 3,000 pairs of service boots. The value of the submitted offer was PLN 1,350,540.00 gross, with a completion deadline of 90 days from the date of signing the implementation agreement.

SHARE TRANSACTIONS BY LUMA HOLDING LIMITED (Article 19 MAR)

In the period from January to March 2026, the Management Board of PROTEKTOR SA published a total of 14 current reports (RB 1, 4, 7, 9, 10, 11, 12, 13, 14, 15/2026) regarding notifications from Luma Holding Limited on transactions of sale of the Company's shares on the regulated market, executed successively on the following dates:

December 29–30, 2025 (RB 1/2026, published on January 5, 2026)

7–9 and 12 January 2026 (RB 4/2026, published on 13 January 2026)

13–14 January 2026 (RB 7/2026, published on 15 January 2026)

January 15, 2026 (RB 9/2026, published January 16, 2026)

January 16, 2026 (RB 10/2026, published January 19, 2026)

January 20, 2026 (RB 11/2026, published January 21, 2026)

January 21, 2026 (RB 12/2026, published January 23, 2026)

January 23, 2026 (RB 13/2026, published January 26, 2026)

26–27 January 2026 (RB 14/2026, published on 28 January 2026)

January 28, 2026 (RB 15/2026, published January 29, 2026)

2.7. CONTINUATION OF BUSINESS

1. Determination of the condition under Article 397 of the Commercial Companies Code

Pursuant to Article 397 of the Commercial Companies Code (Commercial Companies Code, Journal of Laws 2024, item 18, consolidated text), if the balance sheet prepared by the management board shows a loss exceeding the sum of supplementary and reserve capital and one third of the share capital, the management board is obliged to immediately convene a general meeting to adopt a resolution concerning the continued existence of the company.

Based on the balance sheet prepared by the Management Board of Protektor SA as at 31 December 2025, the circumstances referred to in Article 397 of the Commercial Companies Code were found to exist in the case of the Parent Company.

The total balance sheet loss as at 31 December 2025 amounted to PLN 22,863,000 and exceeded the threshold resulting from Article 397 of the Commercial Companies Code (the sum of supplementary and reserve capital and 1/3 of the share capital) amounting to PLN 21,683,000 PLN 1,180,000.

At the consolidated level, the above condition is not met – the Group's equity remains positive and does not show a qualified loss within the meaning of Article 397 of the Commercial Companies Code.

2. Financial liquidity

The main risk factors in the area of financial liquidity are described in detail in section 2.4. "BUSINESS RISKS" of this report. Management identifies the following key risk areas:

- insufficient sales revenues compared to production costs and current liabilities in the absence of effective implementation of optimization activities,
- making the improvement of the liquidity situation dependent on the recovery in the area of public procurement, in particular tenders for uniformed services,
- limited possibilities of extending some of the credit products at mBank SA beyond the agreed repayment dates, resulting from the current financial situation of the Group and the failure to meet the bank covenants by the Parent Company,
- the risk of non-renewal of other credit and guarantee products in the event of the Parent Company's failure to meet the requirements of mBank SA regarding the establishment of collateral.

Beginning in the second half of 2024, the Management Board has been undertaking extensive remedial measures, which were intensified in 2025 and will continue in 2026. These measures are aimed at improving liquidity, including reducing operating costs, selling redundant assets, limiting the product offering, developing project sales, and diversifying markets. Such measures often yield long-term results, which were also fueled by the challenging market conditions in 2025 and 2026. In the area of financing, four share issues were conducted with Luma Holding Limited (series E, F, G, and H) with a total nominal value of PLN 6,402,159.50. In April 2026, i.e.,

after the balance sheet date, the Parent Company entered into a recourse factoring agreement with Bibby Financial Services Sp. z o.o. with a limit of PLN 1,500,000, providing an additional source of financing for ongoing operations.

Regardless of the above actions, the risk of losing liquidity remains real in the scenario of the lack of effective implementation of the recovery program, lack of recovery in public tenders or failure to carry out the planned further share issues within the authorized capital (at the time of preparing the report, 7,000,000 shares remain to be issued within the approved authorized capital).

3. The Group's activities in Moldova and the Transnistrian region

During the period under review, criminal proceedings are underway in the Republic of Moldova against Inform Brill GmbH, a company belonging to the Group, related to allegations of irregularities in a customs declaration that occurred in January 2023. The case is at the stage of collecting and analyzing evidence and has not yet been brought to court.

The customs authorities classified the incident as a serious infringement, but there are significant discrepancies as to the factual circumstances, in particular regarding the value of the goods and the circumstances of transport.

The Group, as the owner of Inform GmbH, provided – through the Moldovan Consulate in Germany – all necessary information and explanations indicating that the situation was the result of an error and not an intentional act, and is taking steps to clarify the matter as quickly as possible.

At this stage, the scope of liability and potential sanctions have not been definitively determined, but the case remains ongoing and carries regulatory risks inherent to this type of proceedings. This risk stems in particular from the Moldovan authorities' rigorous approach to smuggling cases, which is reflected in, among other things, the strict classification of offenses (distinctions in value thresholds resulting in significantly different sanctions) and the practice of imposing harsh measures on economic entities, such as high fines and business restrictions.

4. Activities of the Management Board

Due to the finding that the condition under Article 397 of the Commercial Companies Code has been met in the case of the Parent Entity, the Management Board of the Company is obliged to immediately convene an Extraordinary General Meeting of Shareholders in order to adopt a resolution regarding the further existence of the Company.

The Company's Management Board also informs that it has taken and continues to take actions aimed at improving the financial situation of the Group, in particular:

- led four share issues addressed to Luma Holding Limited (series E, F, G and H) and is in active talks regarding further capital financing;
- seeks to raise additional funds within the authorized capital (7,000,000 shares remain to be issued). This funding would be aimed at:
 - strengthening the Company's working capital and ensuring the continuity of settlement of operational liabilities;
 - financing investment activities related to the development of new footwear models;
 - covering the costs of technological implementations related to the automation of production processes.
- signed a factoring agreement for trade receivables, which will shorten standard payment terms to two business days. This is a direct, immediate action that impacts the company's ability to meet its current liabilities. The benefits of implementing factoring include:
 - immediate release of cash frozen in trade receivables;

- the ability to settle liabilities to suppliers of materials and components on time, which allows for the negotiation of more favorable purchase conditions;
- reducing the need for short-term bank financing.
- conducts a systematic analysis of the price structure for all key footwear models and has developed a price optimization program that assumes:
 - verification of the production cost estimate for each model and identification of excessive intermediate margins;
 - renegotiating the terms of purchase of materials and components with suppliers;
 - standardization of list prices and adaptation of tender price lists to current market realities;
 - introducing flexible pricing strategies that take into account the scale of the order and long-term contracts.
- is implementing a program to develop new footwear models, creating a price-competitive product offering that enables the Company to participate in tenders in which it has not participated so far due to the lack of appropriate products in its product range;
- is implementing a program to return to actively offering its products in public tenders in Poland and abroad;
- conducts optimization activities aimed at reducing operating costs, including optimizing production scheduling to reduce downtime and the costs of unused production capacity;
- implements initiatives aimed at improving operational efficiency, process automation using artificial intelligence and working capital management;
- implements extensive measures to develop and ensure the long-term growth of the ABEBA brand, mainly in Western European markets, by strengthening the sales and marketing team, strengthening relationships with key customers, diversifying geographical markets (including expanding beyond Europe), developing and implementing new products, intensifying participation in international trade fairs, cooperating with strategic partners (contractors, research institutions), implementing a social responsibility strategy and digitalizing processes;
- monitors the situation regarding operations in Moldova (Transnistria) and analyzes strategic options for protecting the activities and interests of subsidiaries.

5. Assessment of the ability to continue as a going concern

After analysing the financial and operational situation of the Group, taking into account available and potential sources of financing, concluded loan agreements and cash flow forecasts, the Management Board is of the opinion that the Group will be able to continue as a going concern for at least 12 months from the balance sheet date, i.e. until 31 December 2026.

The following arguments support the assumption of going concern:

- Strong and documented capital commitment of the majority shareholder – Luma Holding Limited – confirmed by four subsequent share issues (series E, F, G, H) carried out in 2025–2026, providing a total of over PLN 6.4 million in capital.
- 7,000,000 shares remaining available within the approved authorized capital, constituting a potential source of further financing by Luma Holding Limited.
- Maintained banking relations with mBank SA and planned continuation of cooperation in the scope of some business financing products.
- Conclusion in April 2026 of a recourse factoring agreement with Bibby Financial Services Sp. z o. o. with a limit of PLN 1,500,000 as an additional source of financing for current operations.
- Growing footwear market in Poland and Europe – the Polish footwear market is expected to generate revenues of approximately \$1.88 billion in 2025, with an estimated annual growth rate of approximately 6.8%.

Market forecasts indicate that the value of the Polish footwear market is expected to increase to approximately \$4.7 billion by 2030, at a compound annual growth rate (CAGR) of 3.28%.

- Unprecedented growth in European defence spending: EU countries' spending will reach €381 billion in 2025, a 59% increase from 2022, generating structural, multi-year demand for soldier personal equipment.
- NATO's defence target of 5% of GDP by 2035 – an increase from the current 2% – represents a long-term increase in institutional demand for uniformed services equipment and supplies.
- The growth of the Polish Armed Forces – currently numbering approximately 218,000 soldiers, with plans for further expansion – directly translates into growing orders for uniforms and footwear. The Ministry of National Defense's current expenditures for 2026, including supplies, will increase by 9.3% year-on-year to PLN 52.47 billion. Every 10,000 soldiers added to the army generates demand for tens of thousands of pairs of uniform footwear annually, creating sustained demand for the company's products.
- Similar processes apply to the State Fire Service, Police, Border Guard, Prison Service and other uniformed services, which are also increasing their staffing levels and systematically conducting tenders for footwear supplies.
- The EUR 800 billion ReArm Europe programme, including the SAFE instrument with preferences for European suppliers.
- Protektor SA's established position as a supplier of footwear for uniformed services.
- Supply chain security as a global trend favoring European manufacturers of military and tactical equipment.
- Prospects for an increase in the number of public procurement orders in the area of military and tactical footwear.
- An ongoing operating cost reduction program includes reducing the costs of external services and employment, selling redundant assets, and rationalizing the product offering.
- Switching to a project sales model ("make-to-order"), reducing the risk of excess inventory and freezing working capital.
- Access to credit lines of Abeba GmbH and Abeba France totalling EUR 1,950,000 ensuring the operational liquidity of the Group's German segment.
- Growth prospects for the segments in which Abeba GmbH operates in the German and Western European specialized footwear market, including the healthcare sector (hospitals, laboratories, research institutes, pharmaceutical production, veterinary medicine), HoReCa, ESD and light industry (long-term trends - such as, for example, the gradual return of modern production to Europe, increased spending on healthcare due to aging societies in Europe, increased interest in higher quality products with a longer life cycle, gradual improvement in the catering and hotel industry after the Covid19 pandemic). Possibility to strengthen the abeba brand's position as a unique supplier of the highest quality footwear through the use of artificial intelligence and innovative projects with research institutions).

6. Material uncertainty

At the same time, the Management Board recognizes that there are material uncertainties that may cast significant doubt on the Group's – and in particular the Parent Company's – ability to continue as a going concern. The balance sheet loss reported in the Parent Company's separate financial statements for the next two financial years (2024: PLN 11,948,000; 2025: PLN 11,455,000) and the cumulative uncovered loss of PLN 22,863,000 constitute a material uncertainty that may cast significant doubt on the Company's ability to continue as a going concern. The final assessment of this ability will depend on the effectiveness of the optimization measures and the decision of the General Meeting of Shareholders.

3. Results and financial situation of the Protektor Capital Group

3.1. PROFIT AND LOSS ACCOUNT

TABLE 11 PROFIT AND LOSS ACCOUNT OF THE PROTEKTOR CAPITAL GROUP FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Specification	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change %
	in thousands PLN	in thousands PLN	
Sales revenue	79 528	83 799	-5.1%
Cost of sales	(51,831)	(55,586)	-6.8%
Gross profit (loss) on sales	27,697	28 213	-1.8%
Selling costs	(11,741)	(12,713)	-7.6%
General administrative expenses	(14,032)	(14,365)	-2.3%
Other operating income	968	672	44.0%
Other operating costs	(8,738)	(9,727)	-10.2%
Profit (loss) from operating activities	(5,846)	(7,920)	-26.2%
Financial income	14	743	-98.1%
Financial costs	(1,881)	(2,855)	-34.1%
Profit (loss) before tax	(7,713)	(10,032)	-23.1%
Tax	(1,700)	(1,709)	-0.5%
Net profit (loss)	(9,413)	(11,741)	-19.8%
- attributed to shareholders of the parent entity	(9,432)	(11,702)	-19.4%
- attributed to minority shareholders	19	(40)	-

Sales revenue

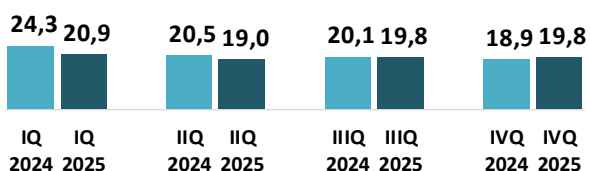
In 2025, the Protektor Capital Group achieved sales revenues of PLN 79.5 million, change-4.3PLN million compared to last year (-5.1%/y).

Sales revenues of individual companies were as follows:

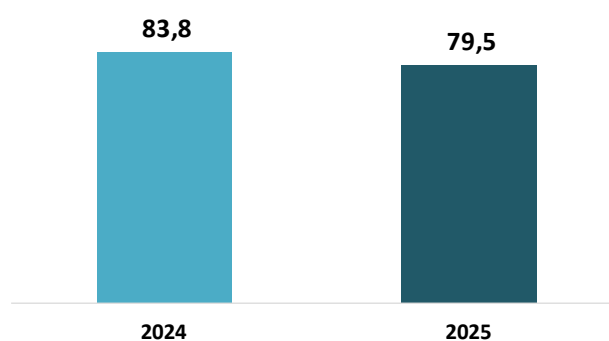
- ◆ Abeba Group:53.3PLN million (PLN -4.7 million y/y;-8.2%/y/y)
- ◆ PROTEKTOR SA:26.2PLN million (PLN 0.5 million y/y;1.8%/y/y)

In the fourth quarter of 2025, the Group generated sales revenue of PLN 19.8 million, which translates into a change of PLN 1.0 million compared to the fourth quarter of 2024 (5.1%/y/y).

CONSOLIDATED SALES REVENUE, Q1-Q4 2025 VS Q1-Q4 2024 [PLN MILLION]



CONSOLIDATED SALES REVENUE, 2025 VS 2024 [PLN MILLION]



The largest share in sales revenues comes from contracts with customers, i.e. 97.9% in 2025 were products manufactured within the Group achieved that the Level PLN 77.9 million. Revenues from the sale of services were generated at the Level PLN 0.3 million and were responsible for 0.3% total revenues, while revenues from the sale of goods and materials were at the level 1.4 million PLN, which was 1.7% total revenues.

Cost of sales

The costs of products, goods and materials sold directly associated with the sale amounted to PLN 51.8 million in 2025, change by (PLN -3.8 million, -6.8%/y/y) compared to 2024). The share of cost of sales in sales revenues recorded a change of -1.2 ppy/y

Gross profit (loss) on sales

In 2025, the Protektor Capital Group generated gross profit from sales at the level of PLN 27.7 million (-1.8%/y/y), change by PLN -0.5 million compared to last year.

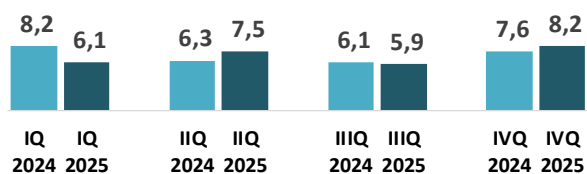
◆ in the Abeba Group: PLN 22.6 million (PLN -1.8 million y/y;-7.4%/y/y)

◆ at PROTEKTOR SA: PLN 5.1 million (PLN 1.3 million;33.7%/y/y)

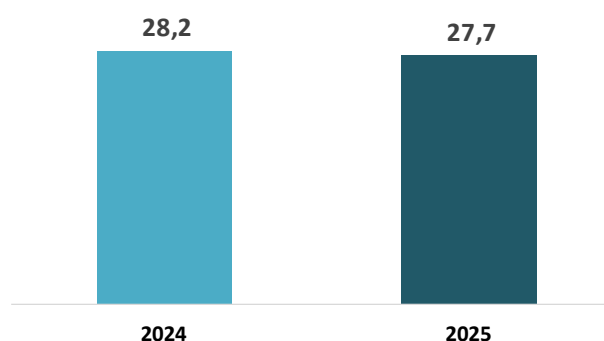
The gross sales profitability generated by the Group (the share of gross sales profit in sales revenues) amounted to 34.8% compared to 33.7% in 2023 (1.2 ppy/y).

In the fourth quarter of 2025, the Group generated gross profit on sales in the amount of PLN 8.2 million, which translates into a change of PLN 1.3 million compared to the fourth quarter of 2024 (18.8%/y/y).

CONSOLIDATED GROSS PROFIT FROM SALES, Q1-Q4 2025 VS Q1-Q4 2024 [PLN MILLION]



CONSOLIDATED GROSS PROFIT FROM SALES, 2025 VS 2024 [PLN MILLION]



Selling and general administrative expenses

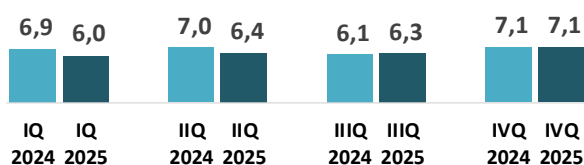
Consolidated selling and general administrative costs in 2025 in the Protektor Capital Group reached the Level PLN 25.8 million, change by -4.8% on costs incurred last year (PLN -1.3 million y/y).

Consolidated selling costs reached the level of PLN 11.7 million, change -7.6% compared to 2024 (PLN -1.0 million y/y). Selling costs constituted 14.8% revenues in 2025 (compared to 15.2% in 2024).

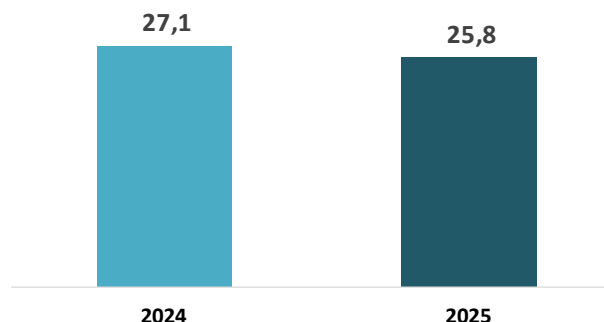
General administrative expenses constituted PLN 14.0 million change by -2.3% on costs incurred last year (PLN - 0.3 million y/y). General and administrative expenses constituted 17.6% sales revenues (compared to 17.1% in 2024).

In the fourth quarter of 2025, the consolidated selling and general administrative costs in the Group reached the level PLN 7.1 million, change by PLN 0.0 million compared to the fourth quarter of 2024 (0.2%y/y).

CONSOLIDATED SELLING AND GENERAL ADMINISTRATIVE COSTS, Q1-Q4 2025 VS Q1-Q4 2024 [PLN MILLION]



CONSOLIDATED SELLING AND GENERAL ADMINISTRATIVE COSTS, 2025 VS 2024 [PLN MILLION]



Other operating income and expenses

Other operating income in 2025 in the Protektor Group amounted to 1.0 PLN million, change by PLN 0.3 million compared to last year (44.0% y/y). The main item of other operating income was the reversal of the impairment loss on current assets of PLN 0.3 million, the use of assets for private purposes of PLN 0.2 million and the gain on the sale of property, plant and equipment of PLN 0.2 million.

Other operating costs reached the level PLN 8.7 million, change by PLN -1.0 million compared to 2024 (-10.2%). This item consisted primarily of costs of unused production capacity worth PLN 5.4 million, write-downs on deferred tax assets worth PLN 1.6 million and write-downs on current assets worth PLN 0.5 million.

In the fourth quarter of 2025, other operating income amounted to PLN 0.4 million, change by PLN 0.1 million compared to the fourth quarter of 2024, while the Group achieved other operating costs at the level of PLN 4.2 million, change by PLN -1.5 million y/y.

Operating result and EBITDA

The consolidated operating result in 2025 generated by the Protektor Capital Group was at the level of PLN -5.8 million (PLN 2.1 million y/y; -26.2%y/y).

- ◆ in the Abeba Group: PLN 3.7 PLN million (PLN -1.9 million y/y; -33.5%y/y)
- ◆ at PROTEKTOR SA: PLN -9.5 PLN million (PLN 3.9 million y/y; 29.2%y/y)

In the fourth quarter of 2025, the Group generated an operating result of -2.7 million PLN, which translates into a result higher by 2.9 PLN million y/y compared to Q4 2024.

CONSOLIDATED OPERATING RESULT, Q1-Q4 2025 VS Q1-Q4 2024 [PLN MILLION]								CONSOLIDATED OPERATING RESULT, 2025 VS 2024 [PLN MILLION]	
1,3									
	0,1								
IQ 2024	IQ 2025	IIQ 2024	IIQ 2025	IIIQ 2024	IIIQ 2025	IVQ 2024	IVQ 2025	2024	2025
		-2,0	-2,0	-1,6	-2,5		-2,7		
						-5,6			-5,8
								-7,9	

Consolidated EBITDA in 2025 amounted to PLN 0.5 million, compared to PLN -1.2 million in 2024 (PLN 1.7 million y/y). EBITDA profitability (share of consolidated EBITDA result in sales revenues) amounted to 0.6% (2.0 ppy/y).

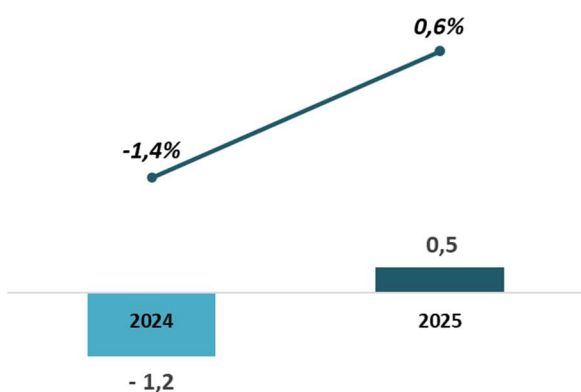
In the fourth quarter of 2025, the consolidated EBITDA result amounted to PLN -0.7 million (changes PLN 2.9 million vs Q4 2024).

TABLE 12 OPERATING PROFIT (LOSS) AND EBITDA FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

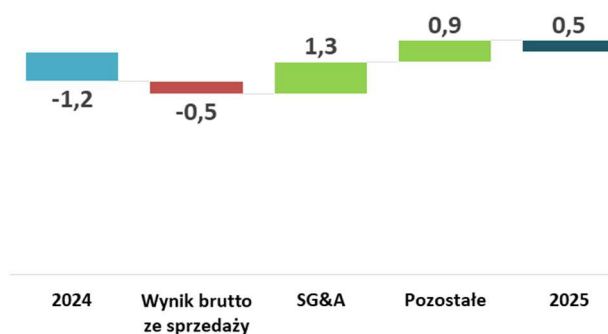
Specification	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change %
	in thousands PLN	in thousands PLN	
Profit (loss) from operating activities	(5,846)	(7,920)	-26.2%
Depreciation	6,327	6,719	-5.8%
EBITDA	481	(1,201)	-

The composition of the main components shaping the EBITDA result in the period January – December 2025 compared to the same period in 2024 is presented in the chart below.

CONSOLIDATED EBITDA AND PROFITABILITY %, 2025 VS 2024 [PLN MILLION]



CONSOLIDATED EBITDA COMPOSITION, 2025 VS 2024 [PLN MILLION]



Financial income and costs

In 2025, the Protektor Capital Group achieved financial revenues at the level of 0.0 PLN million compared to PLN 0.7 million in 2024 (-98.1%y/y).

Financial costs amounted to PLN 1.9 million, change by PLN -1.0 million y/y.

In the fourth quarter of 2025, the Group achieved financial income at the level of PLN 0.0 million, which translates into a change of PLN -0.6 million y/y compared to the fourth quarter of 2024. Financial costs in the fourth quarter of 2025 amounted to PLN 0.4 million, change by PLN -0.7 million y/y.

Gross profit (loss)

The Group recorded a gross profit in 2025 of PLN -7.7 million, which translates into a change of PLN 2.3 million compared to last year.

In the fourth quarter of 2025, the gross result amounted to PLN -3.1 million (change PLN 3.0 million y/y).

Tax

The tax for 2025 was PLN 1.7 million and was higher by PLN 0.0 million from tax for 2024. The tax burden in the Group is of a heterogeneous nature – their specification is presented in the table:

TABLE 13 TURNOVER AND INCOME TAX STRUCTURE IN THE PROTEKTOR CAPITAL GROUP IN 2025

Specification	Protector	Abeba GmbH	Ababa France	Inform	Rida
	thousand PLN	thousand EUR	thousand EUR	thousand EUR	thousand EUR
Revenues before consolidation	31,725	13,017	1,868	9,394	2,243
Gross profit (loss)	(10,761)	(74)	62	619	112
Tax	(694)	11	(19)	(183)	(69)
Effective sales tax rate	-	-	-	-	3%
Effective income tax rate	-6%	15%	30%	29%	-
Sales tax	-	-	-	-	(69)
Income tax	(694)	11	(19)	(183)	-

Specification	2025
	in thousands PLN
Sales tax	(294)
Income tax	(1,501)
Consolidation adjustments on tax	95
Tax after consolidation	(1,700)

Net result

Ultimately, the Protektor Capital Group generated net profit for 2025 at the level of -9.4 million PLN, which translates into a change of 2.3 PLN million.

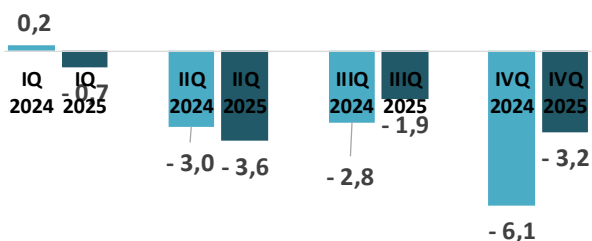
- ◆ in the Abeba Group: PLN 2.4 million (PLN -1.2 million y/y; -33.4%y/y)
- ◆ at PROTEKTOR SA: PLN -11.8 million (PLN 3.5 million y/y; 23.0%y/y)

The net result attributable to shareholders of the Parent Company amounted to PLN -9.4 million. Last year this amounted to PLN -11.7 million.

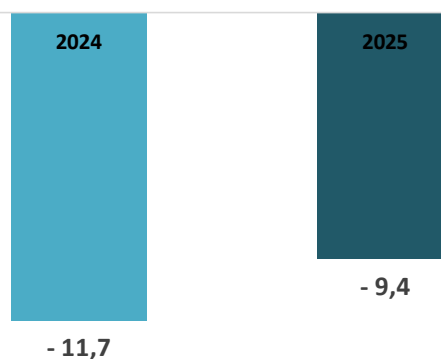
Net profitability (share of consolidated net result in sales revenues) for the reporting period amounted to -11.8% (last year this indicator was -14.0%).

In the fourth quarter of 2025, the net result reached the level PLN -3.2 million (change PLN 2.9 million y/y).

CONSOLIDATED NET RESULT, Q1-Q4 2025 VS Q1-Q4 2024 [PLN MILLION]



CONSOLIDATED NET RESULT, 2025 VS 2024 [PLN MILLION]



One-off items and normalized EBITDA

In 2025, one-off events occurred that had a significant negative impact on the consolidated EBITDA result with a total value of PLN 2.7 million. Details are presented below.

TABLE 14 NORMALIZED EBITDA FOR THE PERIOD FROM 01.01.2025 TO 31.12.2025

Specification	from 01/01/2025 to 31/12/2025
	in thousands PLN
EBITDA	481
One-off events, including:	2 217
One-off events, including:	
Write-down of deferred tax asset	1,616
Costs of abandoned projects	89
Write-down of current assets	512
Normalized EBITDA	2,698

3.2. FINANCIAL RESULTS BY BUSINESS SEGMENT

The Protektor Capital Group's operations are conducted within operating segments, which are strategic business units within the entire Group. They were separated from the Abeba Capital Group and PROTEKTOR SA.

The activities of individual segments mainly include the production and sale of safety and professional footwear, military footwear, and footwear dedicated to rescue services and the police.

Management monitors segment performance separately to make decisions about resource allocation, assess the impact of these allocations, and evaluate operating results. Segment performance is assessed based on net profit (loss).

The accounting principles applied in the reportable segments are consistent with the accounting policy of the Protektor Capital Group.

The segments were not combined. The Group does not have any other segments that were not subject to operating segment reporting requirements.

TABLE 15 OPERATING SEGMENTS OF THE PROTEKTOR CAPITAL GROUP FOR THE PERIOD FROM 01.01.2025 TO 31.12.2025 AND FROM 01.01.2024 TO 31.12.2024

Specification	from 01/01/2025 to 31/12/2025			from 01/01/2024 to 31/12/2024		
	GK ABEBA	PROTEKTOR	TOGETHER	GK ABEBA	PROTEKTOR	TOGETHER
Sales revenue	57,938	31,724	89,662	63,748	31,264	95 012
Outside Sales	53 313	26 215	79 528	58 051	25,748	83 799
Sales between segments	4,625	5 509	10 134	5,697	5 516	11,213
Cost of sales	(30,735)	(21,096)	(51,831)	(33,666)	(21,920)	(55,586)
Segment result	22,578	5 119	27,697	24,385	3,828	28 213
Other segment costs (revenues)	(18,877)	(14,666)	(33,543)	(18,819)	(17,314)	(36,133)
Operating result	3,701	(9,547)	(5,846)	5,566	(13,486)	(7,920)
Financial income	450	(436)	14	624	119	743
Financial costs	(789)	(1,092)	(1,881)	(806)	(2,049)	(2,855)
Other investment gains (losses)	-	-	-	-	-	-
Profit before tax	3,362	(11,075)	(7,713)	5,384	(15,416)	(10,032)
Tax	(1,011)	(689)	(1,700)	(1,855)	146	(1,709)
Net result	2,351	(11,764)	(9,413)	3,529	(15,270)	(11,741)
Amount of impairment losses	(206)	(2,400)	(2,606)	(321)	(300)	(621)
	31/12/2025			31/12/2024		
Segment assets	39,050	15,803	54 853	38,667	24,777	63,444
including trademark - GK Abeba	5 279	-	5 279	5,337	-	5,337
including investments in subsidiaries	-	(22,840)	(22,840)	-	(22,840)	(22,840)
Segment liabilities	16,320	22,442	38,762	7,319	33,924	41,243
	from 01/01/2025 to 31/12/2025			from 01/01/2024 to 31/12/2024		
Amortization of intangible assets	295	542	837	124	675	799
Depreciation of tangible fixed assets	1,777	3,713	5,490	1,853	4,067	5,920

The Protektor Capital Group has headquarters in Poland, Germany, France and Moldova (Transnistria region).

A detailed description of the product range offered within the segments can be found in Chapter 1. "Characteristics of the Capital Group", subchapter 1.1. "BUSINESS PROFILE".

The structure of revenues from sales to external customers is presented below, taking into account the geographical areas in which the Group has its headquarters and information on the assets of the Abeba Group and PROTEKTOR SA segments.

TABLE 16 GEOGRAPHICAL AREAS OF OPERATING SEGMENTS – DATA FOR THE PERIOD FROM 01.01.2025 TO 31.12.2025

Specification	Segments			Other	Together
	Poland	Germany	Other European countries		
Total revenues	20,516	34 035	24,434	544	79 528
Segment assets	15,803	39,050	-	-	54 853

TABLE 17 GEOGRAPHICAL AREAS OF OPERATING SEGMENTS – DATA FOR THE PERIOD FROM 01.01.2024 TO 31.12.2024

Specification	Segments			Other	Together
	Poland	Germany	Other European countries		
Total revenues	18,334	35,975	27,032	2,458	83 799
Segment assets	24,777	38,667	-	-	63,444

3.3. STATEMENT OF FINANCIAL POSITION

TABLE 18 OVERVIEW OF THE MAIN ITEMS OF THE CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	31/12/2025		31/12/2024		Change	
	in thousands PLN	structure %	in thousands PLN	structure %	in thousands PLN	dynamics %
Fixed assets	18,997	34.6%	26,860	42.3%	(7,863)	-29.3%
Intangible assets	7,067	12.9%	8,158	12.9%	(1,091)	-13.4%
Property, plant and equipment and leased right-of-use assets	11,481	20.9%	15,543	24.5%	(4,062)	-26.1%
Long-term receivables	-	0.0%	502	0.8%	(502)	-100.0%
Deferred tax assets	281	0.5%	2,401	3.8%	(2,120)	-88.3%
Long-term accruals	168	0.3%	257	0.4%	(89)	-34.6%
Current assets	35,856	65.4%	36,582	57.7%	(726)	-2.0%
Supplies	26,040	47.5%	27,967	44.1%	(1,927)	-6.9%
Trade receivables	4,046	7.4%	4,071	6.4%	(25)	-0.6%
Current income tax receivables	944	1.7%	815	1.3%	129	15.8%
Other short-term receivables	2,578	4.7%	1,345	2.1%	1 233	91.7%
Other short-term financial assets	-	0.0%	33	0.1%	(33)	-100.0%
Cash and cash equivalents	1,717	3.1%	1,945	3.1%	(228)	-11.7%
Short-term accruals	531	1.0%	406	0.6%	125	30.7%
TOTAL ASSETS	54 853	100.0%	63,443	100.0%	(8,590)	-13.5%

The balance sheet total of the Protektor Capital Group as at 31 December 2025 amounted to PLN 54.9 million, change by PLN -8.6 million (-13.5%) compared to the situation as of December 31, 2024. The book value per share at the end of 2025 amounted to PLN 0.71.

Fixed assets

Fixed assets as at 31 December 2025 were at the level 19.0 million PLN and constituted 34.6% balance sheet total, change by -7.9 PLN million (-29.3%) compared to the situation as at 31 December 2024. The share of fixed assets in total assets changed by -7.7 pp compared to December 31, 2024.

Among fixed assets, the largest item, i.e. 20.9% the balance sheet total consisted of tangible fixed assets with the value PLN 11.5 million (-26.1%/y).

The second largest group among fixed assets were intangible assets amounting to PLN 7.1 million (-13.4%/y). Their share in total assets was 12.9%. Intangible assets include primarily the Abeba Capital Group trademark in the amount of PLN 5.3 million, computer software in the amount of PLN 0.6 million and expenditures on an e-commerce store in the amount of PLN 0.2 million.

Current assets

Current assets as at 31 December 2025 were at the level of PLN 35.9 million and constituted 65.4% balance sheet total. Their value changed by PLN -0.7 million (-2.0%) compared to the situation as at 31 December 2024. The share of current assets in total assets changed by 7.7 pp compared to December 31, 2024.

Among current assets, the largest group, i.e. 47.5% the balance sheet total consisted of inventories worth PLN 26.0 million, change compared to the situation as at December 31, 2024 by PLN -1.9 million (-6.9%/y).

The second largest item in current assets were trade receivables with the value of PLN 4.0 million, whose share in total assets was 7.4%. Compared to the situation as of December 31, 2024, they recorded a change of PLN 0.0 million.

TABLE 19 OVERVIEW OF THE MAIN ITEMS OF THE CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	31/12/2025		31/12/2024		Change	
	in thousands PLN	structure %	in thousands PLN	structure %	in thousands PLN	dynamics %
Equity	16,091	29.3%	22,200	35.0%	(6 109)	-27.5%
Share capital	13,474	24.6%	9,572	15.1%	3,902	40.8%
Reserve capital	10 235	18.7%	10 235	16.1%	-	0.0%
Other capital	5,639	10.3%	6 209	9.8%	(570)	-9.2%
Retained earnings	(13,581)	-24.8%	(4,149)	-6.5%	(9,432)	227.3%
Non-controlling interests	324	0.6%	333	0.5%	(9)	-2.7%
Obligations	38,762	70.7%	41,243	65.0%	(2,481)	-6.0%
Long-term liabilities	7,564	13.8%	5 118	8.1%	2,446	47.8%
Long-term loans and credits	3 319	6.1%	-	0.0%	3 319	-
Right-of-use lease liabilities (IFRS 16)	3 316	6.0%	4,286	6.8%	(970)	-22.6%
Provisions for long-term liabilities	929	1.7%	830	1.3%	99	11.9%
Long-term accruals	-	0.0%	2	0.0%	(2)	-100.0%
Short-term liabilities	31,198	56.9%	36 125	56.9%	(4,927)	-13.6%
Short-term loans and credits	14,667	26.7%	14,828	23.4%	(161)	-1.1%
Other short-term liabilities	4,076	7.4%	5,418	8.5%	(1,342)	-24.8%
Trade payables	8,280	15.1%	7,763	12.2%	517	6.7%
Current income tax liabilities	356	0.6%	1,364	2.1%	(1,008)	-73.9%
Right-of-use lease liabilities (IFRS 16)	2,380	4.3%	4,272	6.7%	(1892)	-44.3%
Provisions for short-term liabilities	1,337	2.4%	1,940	3.1%	(603)	-31.1%
Short-term accruals	102	0.2%	540	0.9%	(438)	-81.1%
TOTAL LIABILITIES	54 853	100.0%	63,443	100.0%	(8,590)	-13.5%

Equity

In the structure of liabilities of the Protektor Capital Group as at 31 December 2025, equity constituted 29.3% balance sheet total. At the end of 2025, the change in equity amounted to -6.1 PLN million compared to the situation as of December 31, 2024 (-27.5%/y/y), achieving the level PLN 16.1 million. The year-on-year change resulted from an increase in losses from previous years.

Obligations

The total value of liabilities as at 31 December 2025 was at the level of PLN 38.8 million compared to PLN 41.2 million as of December 31, 2024 (-2.5 PLN million y/y).

Long-term liabilities at the end of 2025 amounted to PLN 7.6 million (PLN 2.4 million y/y). The increase compared to the previous year was primarily due to an increase in the long-term loans and credits item by PLN 3.3 million y/y.

Current liabilities as at 31 December 2025 were at the Level PLN 31.2 million (-13.6%y/y), which translates into a change of PLN -4.9 million compared to the balance as at 31 December 2024. The largest decrease was recorded in Liabilities arising from the right-of-use assets in leases (IFRS 16) (PLN -1.9 million y/y).

3.4. CASH FLOW STATEMENT

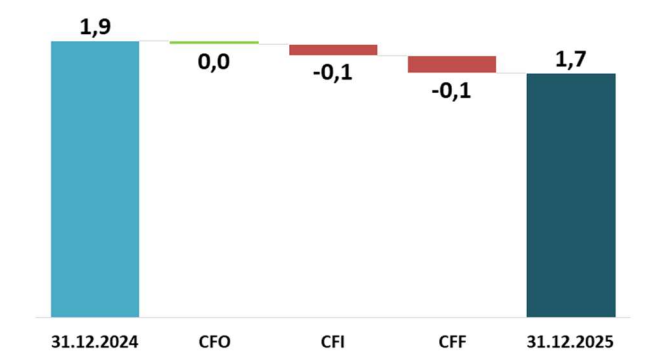
In the period from 1 January 2025 to 31 December 2025, the cash position decreased by the amount PLN -0.2 million. Cash flows from individual activities are presented in the table below:

TABLE 20 OVERVIEW OF THE MAIN ITEMS OF THE CONSOLIDATED STATEMENT OF COMPREHENSIVE CASH FLOWS FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Specification	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change	
	in thousands PLN	in thousands PLN	in thousands PLN	dynamics %
Profit (loss) before tax	(7,713)	(10,032)	2,319	-23.1%
Corrections	10,433	18,779	(8,346)	-44.4%
Income tax paid	(2,743)	(1,645)	(1,098)	66.7%
Cash flow from operating activities	(23)	7 102	(7,125)	-
Cash flow from investing activities	(76)	(180)	104	-57.8%
Cash flows from financing activities	(128)	(7,488)	7,360	-98.3%
Total cash flow	(227)	(566)	339	-59.9%

Consolidated net cash flow from operating activities in 2025 amounted to PLN 0.0 million, change by PLN -7.1 million y/y. The change was mainly due to lower profit (loss) before tax (PLN million y/y) and a negative change in inventories (PLN million y/y) and accruals (PLN million y/y).

DECOMPOSITION OF CHANGE IN CASH, DECEMBER 31, 2025 VS. DECEMBER 31, 2024 [PLN MILLION]



Consolidated net cash flows from investing activities in 2025 amounted to PLN -0.1 million (change PLN 0.1 million y/y). This value consisted of expenditures for the acquisition of tangible fixed assets and intangible assets worth PLN 0.3 million and proceeds of PLN 0.3 million from the sale of tangible fixed assets.

Consolidated net cash flows from financing activities in 2025 amounted to PLN -0.1 million (PLN 7.4 million y/y) and consisted mainly of repayment of leasing liabilities (PLN 4.3 million) and interest paid (PLN 1.6 million).

3.5. INVESTMENT EXPENDITURES

In 2025, the Protektor Capital Group continued work on the development of new footwear designs and the implementation of an e-commerce platform.

Investments in PROTEKTOR SA included primarily:

- ◆ expenses for the development of new products, research and certifications – mainly in the field of tender footwear,
- ◆ replacement costs related to production equipment, means of transport.

Investments in the ABEBA Group were of a replacement and modernization nature.

3.6. KEY FINANCIAL INDICATORS

The indicators used to assess the financial condition of the Protektor Capital Group were divided into three categories:

1. **Profitability**– 7 indicators were selected for its assessment. The first five indicators concern sales profitability, which allows for its assessment in relation to gross sales result, operating result, EBITDA result, gross financial result and net financial result. The next, sixth indicator informs about Return on assets, calculated as net profit divided by total assets. The final, seventh indicator concerns return on equity and is calculated as the ratio of net profit to equity.

TABLE 21 PROFITABILITY INDICATORS FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Profitability indicators	Computational algorithm	for the period		Change %
		from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	
Gross profit margin on sales	gross profit from sales / sales revenue * 100%	34.83%	33.67%	1.16 pp
EBIT profitability	operating profit / sales revenue * 100%	-7.35%	-9.45%	2.10 pp
EBITDA profitability	(operating profit + depreciation) / sales revenue * 100%	0.60%	-1.43%	2.04 pp
Gross sales profitability	gross profit / sales revenue * 100%	-9.70%	-11.97%	2.27 pp
Net return on sales (ROS)	net profit / sales revenue * 100%	-11.84%	-14.01%	2.18 pp
Return on total assets (ROA)	net profit / total assets * 100%	-17.16%	-18.51%	1.35 pp
Return on equity (ROE)	net profit / equity * 100%	-58.50%	-52.89%	-5.61 pp

Wskaźniki rentowności	Algorytm obliczeniowy	za okres		zmiana %
		od 01.01.2025 do 31.12.2025	od 01.01.2024 do 31.12.2024	
Rentowność zysku brutto ze sprzedaży	$\frac{\text{zysk brutto ze sprzedaży}}{\text{przychody ze sprzedaży}} * 100\%$	34,83%	33,67%	1,16 p.p.
Rentowność EBIT	$\frac{\text{zysk operacyjny}}{\text{przychody ze sprzedaży}} * 100\%$	-7,35%	-9,45%	2,10 p.p.
Rentowność EBITDA	$\frac{(\text{zysk operacyjny} + \text{amortyzacja})}{\text{przychody ze sprzedaży}} * 100\%$	0,60%	-1,43%	2,04 p.p.
Rentowność sprzedaży brutto	$\frac{\text{zysk brutto}}{\text{przychody ze sprzedaży}} * 100\%$	-9,70%	-11,97%	2,27 p.p.
Rentowność sprzedaży netto (ROS)	$\frac{\text{zysk netto}}{\text{przychody ze sprzedaży}} * 100\%$	-11,84%	-14,01%	2,18 p.p.
Rentowność aktywów ogółem (ROA)	$\frac{\text{zysk netto}}{\text{aktywa ogółem}} * 100\%$	-17,16%	-18,51%	1,35 p.p.
Rentowność kapitałów własnych (ROE)	$\frac{\text{zysk netto}}{\text{kapitały własne}} * 100\%$	-58,50%	-52,89%	-5,61 p.p.

2. Debt – Five indicators were selected to assess the debt level. One of them (net debt/EBITDA) refers to the ability to cover debt with cash flow, while the other four describe the debt structure. These indicators allow for an assessment of the company's financial situation and the degree of financial leverage.

TABLE 22 DEBT RATIOS AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Debt ratios	Computational algorithm	per day		Change %
		31/12/2025	31/12/2024	
Total debt ratio	$\frac{\text{total liabilities}}{\text{total assets}} * 100\%$	70.67%	65.01%	5.66 pp
Net debt / EBITDA	$\frac{\text{net debt}}{(\text{operating profit} + \text{depreciation})}$	48.17	-19.97	-341.18%
Coverage of debt with equity	$\frac{\text{equity}}{\text{external capital}}$	0.42	0.54	-22.88%
Coverage of fixed assets with fixed capital	$\frac{(\text{equity} + \text{long-term liabilities})}{\text{fixed assets}}$	1.25	1.02	22.44%
Sustainability of the financing structure	$\frac{(\text{equity} + \text{long-term liabilities})}{\text{total liabilities}} * 100\%$	43.12%	43.06%	0.07 pp

3. Liquidity– 3 indicators were selected for its assessment, which reflect the Group's ability to settle liabilities depending on the degree of liquidity of assets.

TABLE 23 LIQUIDITY RATIOS AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Liquidity ratios	Computational algorithm	per day		Change %
		31/12/2025	31/12/2024	
Current liquidity ratio	$\frac{\text{current assets}}{\text{current liabilities}}$	1.15	1.01	13.49%
Quick ratio	$\frac{(\text{cash} + \text{receivables})}{\text{short-term liabilities}}$	0.30	0.23	31.50%
Cash liquidity ratio	$\frac{\text{cash}}{\text{short-term liabilities}}$	0.06	0.05	2.22%

In the Management Board's opinion, the presented financial indicators provide useful information on the company's financial situation, liquidity, and profitability. These indicators are commonly used to assess various areas of business activity and provide an opportunity to interpret the company's financial condition at a given time. Because the data used to calculate these indicators is taken directly from financial statements, and the

indicators themselves are often used by entities publishing financial statements, they provide a reliable basis for comparative analysis of various companies.

3.7. FINANCIAL RESOURCE MANAGEMENT

Interest debt

The total value of interest liabilities in the period under review changed by -1.0PLN million compared to December 31, 2024.

Compared to the situation as at 31 December 2024, liabilities arising from loans and borrowings recorded a change of PLN 3.2 million y/y, finance lease liabilities change by PLN -2.9 million y/y, while other financial liabilities changed by PLN -1.3 million y/y.

TABLE 24 INTEREST DEBT AS AT 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	31/12/2025		31/12/2024		Change	
	in thousands PLN	structure %	in thousands PLN	structure %	in thousands PLN	dynamics %
Liabilities arising from loans and borrowings, including:	17,986	72.3%	14,828	57.2%	3 158	21.3%
- long-term	3 319	13.3%	-	0.0%	3 319	-
- short-term	14,667	58.9%	14,828	57.2%	(161)	-1.1%
Finance lease liabilities, including:	5,696	22.9%	8,558	33.0%	(2,862)	-33.4%
- long-term	3 316	13.3%	4,286	16.5%	(970)	-22.6%
- short-term	2,380	9.6%	4,272	16.5%	(1892)	-44.3%
Other financial liabilities, including:	1,206	4.8%	2,545	9.8%	(1,339)	-52.6%
- long-term	-	0.0%	-	0.0%	-	-
- short-term	1,206	4.8%	2,545	9.8%	(1,339)	-52.6%
TOTAL INTEREST LIABILITIES	24,888	100.0%	25,931	100.0%	(1,043)	-4.0%

As of December 31, 2025, loan debt included:

- ◆ Loan taken out by PROTEKTOR SA from mBank SA under the flexible revolving credit agreement of June 30, 2022 (as amended). At the end of December 2025, the debt under this agreement amounted to PLN 5,973,000. The agreement is valid until March 29, 2028.
- ◆ Revolving credit facility for financing contracts concluded by PROTEKTOR SA with mBank SA on March 1, 2024 (as amended). At the end of December 2025, the debt under this facility amounted to PLN 12,000. The agreement is valid until May 31, 2026.
- ◆ Overdraft facility concluded by PROTEKTOR SA with mBank SA on October 19, 2020 (as amended). As of the end of December 2025, there was no outstanding debt under this agreement. The agreement is valid until June 30, 2026.
- ◆ Loans taken out by the Abeba Group: from Bank 1 Saar for the purchase of a machine and a revolving overdraft facility. As of December 31, 2025, the Abeba Group's debt amounted to EUR 2,839,000 (PLN 12,001,000).

During the period covered by this report and after the reporting date, there were no cases of default on repayment of capital or interest.

As of December 31, 2025, the debt under finance leases amounts to:

- ◆ In PROTEKTOR SA PLN 1,264,000,
- ◆ In the ABEBA Group: EUR 1,049,000.

One of the basic debt level indicators that the Management Board analyses on an ongoing basis is the EBITDA debt ratio, i.e. the quotient of net debt and EBITDA.

The table below provides an EBITDA debt ratio calculation and an EBITDA reconciliation.

TABLE 25 EBITDA DEBT RATIO AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Indicator	31/12/2025	31/12/2024	Change %
	in thousands PLN	in thousands PLN	
Net debt	23 171	23,986	-3.4%
Loan liabilities	17,986	14,828	21.3%
(+) Lease liabilities	5,696	8,558	-33.4%
(+) Other financial liabilities	1,206	2,545	-52.6%
Total debt liabilities	24,888	25,931	-4.0%
(-) Cash and cash equivalents	1,717	1,945	-11.7%
EBITDA	481	(1,201)	-
Net profit (loss) from continuing operations	(9,413)	(11,741)	-19.8%
(+) Income tax	(1,700)	(1,709)	-0.5%
Profit before tax	(7,713)	(10,032)	-23.1%
(-) Financial costs	(1,881)	(2,855)	-34.1%
(-) Financial income	14	743	-98.1%
Operating profit	(5,846)	(7,920)	-26.2%
(+) Depreciation	6,327	6,719	-5.8%
Net debt / EBITDA	48.17	(19.97)	-

Loans granted

In 2025, none of the companies of the Protektor Capital Group granted loans.

4. Financial results of PROTEKTOR SA

4.1. PROFIT AND LOSS ACCOUNT

TABLE 26 PROFIT AND LOSS ACCOUNT OF THE PARENT COMPANY FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Specification	from 01/01/2025 to	from 01/01/2024 to	Change %
	31/12/2025	31/12/2024	
	in thousands PLN	in thousands PLN	
Sales revenue	31,725	31,264	1.5%
Cost of sales	(26 211)	(26,550)	-1.3%
Gross profit (loss) on sales	5 513	4,714	17.0%

Selling costs	(2,357)	(3,584)	-34.2%
General administrative expenses	(4,714)	(5,543)	-15.0%
Other operating income	546	217	152.3%
Other operating costs	(8,601)	(9,207)	-6.6%
Profit (loss) from operating activities	(9,612)	(13,403)	-28.3%
Financial income	493	3,359	-85.3%
Financial costs	(1,641)	(2,051)	-20.0%
Profit (loss) before tax	(10,761)	(12,095)	-11.0%
Tax	(694)	147	-
Net profit (loss)	(11,455)	(11,948)	-4.1%

Sales revenue

The sales revenues of PROTEKTOR SA in 2025 amounted to PLN 31.7 million, change by PLN 0.5 million compared to the previous year (which is 1.5%/y).

The largest share in sales revenues comes from contracts with customers, i.e. 78.8% in 2025 were products manufactured by the Company that achieved the level PLN 25.0 million. Revenues from the sale of services were at the level PLN 1.2 million and were responsible for 3.8% total revenues, while revenues from the sale of goods and materials reached the level PLN 5.5 million PLN, which was 17.4 % total revenues.

In the fourth quarter of 2025, the Company generated revenue from the sale of products, services, goods and materials in the amount of 7.8 million PLN, which translates into a change of PLN -0.5 million compared to the fourth quarter of 2024 (-0.5y/y).

Cost of sales

The costs of products, goods and materials sold directly associated with the sale amounted to PLN 26.2 million in 2025, change by -1.3% compared to 2024 (with a change in sales revenues by 1.5% y/y).

Gross profit (loss) on sales

In the period under review, the PROTEKTOR company generated gross sales profit of PLN 5.5 million, which translates into a change of PLN 0.8 million compared to last year.

The gross sales profitability generated by the Company (the share of gross sales profit in sales revenues) amounted to 17.4% compared to 15.1% in 2024 (2.3 ppy/y).

In the fourth quarter of 2024, the Company generated gross sales profit of PLN 2.4 million, which translates into a change of PLN 0.1 million compared to the fourth quarter of 2024.

Selling and general administrative expenses

Selling and general administrative costs in the Parent Company in 2025 reached the level PLN 7.1 million, which is a change of PLN -2.1 million compared to 2024 (-22.5%/y/y).

Cost of sales reached the level PLN 2.4 million, which is a change of -34.2% compared to the previous year (PLN -1.2 million y/y). Selling costs constituted 7.4% revenues for 2025 (compared to 11.5% in 2024).

General administrative expenses constituted PLN 4.7 million, change by -15.0% in relation to the costs incurred last year (PLN -0.8 million y/y). General and administrative expenses constituted 14.9% sales revenues (compared to 17.7% in 2024).

In the fourth quarter of 2025, the Company achieved selling and general administrative costs at the level of PLN 1.6 million, which translates into a change of PLN -1.0 million compared to the fourth quarter of 2024 (-37.7 % y/y).

Other operating income and expenses

Other operating income in 2025 amounted to PLN 0.5 million, change by PLN 0.3 million compared to last year (152.3 % y/y). The main item of other operating income in 2025 is the reversal of the impairment loss on current assets PLN 0.3 million.

Other operating costs reached the Level PLN 8.6 million, change by PLN -0.6 million compared to 2024 (-6.6 %). This item consisted mainly of: Costs of unused production capacity PLN 5.4 million, impairment loss on deferred tax assets PLN 1.6 million, impairment loss on current assets PLN 0.5 million

A presentation change was introduced in the 2025 financial statements regarding the recognition of costs of unused production capacity. In accordance with the adopted approach, costs of unused production capacity were reclassified from "Costs of products sold" to "Other operating expenses."

In the fourth quarter of 2025, other operating income amounted to PLN 0.10 million, change by PLN 0.08 million compared to the fourth quarter of 2024, while the Company achieved other operating costs at the level of PLN 4.0 million, change by- PLN 1.6 million y/y.

In 2025, PROTEKTOR SA did not incur any expenses related to donations.

Operating result and EBITDA

The operating result in 2025 was PLN -9.6 million, which translates into a change in the result by PLN 3.8 million compared to the previous year. The change in the operating result in 2025 was primarily influenced by the generated higher percentage margin on sales by 2.3 ppy/y

In the fourth quarter of 2025, the Company generated an operating result of PLN -2.9 million (change PLN 2.8 million y/y).

The EBITDA result in 2025 was PLN -5.2 million, compared to PLN -8.9 million in 2024 (change PLN 3.7 million y/y). EBITDA profitability (share of EBITDA result in sales revenues) amounted to -16.5%(Change 12.1 ppy/y).

In the fourth quarter of 2025, the EBITDA result amounted to PLN -5.9 million vs Q4 2024).

TABLE 27 OPERATING PROFIT (LOSS) AND EBITDA FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Specification	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change %
	in thousands PLN	in thousands PLN	
Profit (loss) from operating activities	(9,612)	(13,403)	-28.3%
Depreciation	4,384	4,471	-1.9%
EBITDA	(5,228)	(8,931)	-41.5%

Financial income and costs

In 2025, the Parent Company achieved financial income at the level of PLN 0.5 million compared to PLN 3.4 million in 2024 (-2.9 y/y). The lower level of financial income year on year is mainly due to the PLN 2.8 million lower dividend granted by subsidiaries year on year.

Financial costs amounted to PLN 1.6 million, change by PLN -0.4 million/y. Financial costs in 2025 consisted of interest related to signed loan and leasing agreements in the amount of PLN 1.2 million and commissions worth PLN 0.4 million.

In the fourth quarter of 2025, the Company achieved financial income at a level close to zero, similar to the fourth quarter of 2024. Financial costs in the fourth quarter of 2024 amounted to PLN 0.3 million, change by PLN -0.2 million y/y.

Gross profit (loss)

The company recorded a gross profit of PLN -10.8 million, change by PLN 1.3 million compared to last year.

In the fourth quarter of 2025, the gross result amounted to PLN -3.1 million (change PLN 3.1 million y/y).

Tax

The tax for 2025 was PLN 0.7 million, change by PLN 0.8 million compared to last year. Tax consisted entirely of deferred tax.

Net result

Ultimately, the net result of the Parent Company in 2025 amounted to PLN -11.5million, which is a change of PLN 0.5 million compared to 2024.

Net profitability (share of net profit in sales revenues) for the reporting period amounted to -36.1% (last year this indicator was -38.2%).

In the fourth quarter of 2025, the net result reached the Level PLN -3.1 million (change PLN 3.1 million y/y).

One-off items and normalized EBITDA

In 2025, one-off events occurred that had a significant negative impact on the EBITDA result with a total value of PLN -3.0 million. Details are presented below.

TABLE 28 NORMALIZED EBITDA FOR THE PERIOD FROM 01.01.2025 TO 31.12.2025

Specification	from 01/01/2025 to 31/12/2025
	in thousands PLN
EBITDA	(5,228)
One-off events, including:	2 217
Write-down of deferred tax asset	1,616
Costs of abandoned projects	89
Write-down of current assets	512
Normalized EBITDA	(3,011)

4.2. STATEMENT OF FINANCIAL POSITION

TABLE 29 OVERVIEW OF THE MAIN ITEMS OF THE SEPARATE BALANCE SHEET AS AT 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	31/12/2025		31/12/2024		Change	
	in thousands PLN	structure %	in thousands PLN	structure %	in thousands PLN	dynamics %
Fixed assets	29,039	73.1%	35,916	72.9%	(6,877)	-19.1%
Intangible assets	1 161	2.9%	1,938	3.9%	(777)	-40.1%
Property, plant and equipment and leased right-of-use assets	4,926	12.4%	8,738	17.7%	(3,812)	-43.6%
Investments in subsidiaries	22,840	57.5%	22,840	46.3%	-	0.0%
Deferred tax assets	-	0.0%	2 177	4.4%	(2,177)	-100.0%
Long-term accruals	111	0.3%	223	0.5%	(112)	-50.1%
Current assets	10,692	26.9%	13,370	27.1%	(2,678)	-20.0%
Supplies	7,396	18.6%	10,504	21.3%	(3,108)	-29.6%
Trade receivables	937	2.4%	1,061	2.2%	(124)	-11.7%
Other short-term receivables	1,056	2.7%	1,258	2.6%	(201)	-16.0%
Cash and cash equivalents	1,001	2.5%	168	0.3%	832	494.7%
Short-term accruals	302	0.8%	378	0.8%	(76)	-20.2%
TOTAL ASSETS	39,730	100.0%	49,286	100.0%	(9,555)	-19.4%

The balance sheet total of PROTEKTOR SA as at 31 December 2025 amounted to PLN 39.7 million, change by PLN -9.6 million (-19.4%) compared to the situation on December 31, 2024.

The book value per share at the end of 2025 was PLN 0.35.

Fixed assets

Fixed assets as at 31 December 2025 were at the level 29.0 million PLN and constituted 73.1 % balance sheet total. Their value changed by PLN -6.9 million (-19.1%) compared to the situation as at 31 December 2024. The share of fixed assets in total assets changed by 0.2 pp compared to the situation on December 31, 2024.

Among fixed assets, the largest item, i.e. 57.5% the balance sheet total consisted of investments in subsidiaries with the value of PLN 22.8 million. These are shares in subsidiaries: ABEBA Speziale Schuhe-Ausstatter GmbH and Inform Brill GmbH.

The second largest group among fixed assets (12.4% balance sheet total) were tangible fixed assets with the value 4.9 PLN million (-43.6% y/y) and consisted of own fixed assets (PLN 3.9 million) and leased assets (PLN 1 million).

Current assets

Current assets as at 31 December 2025 were at the level of PLN 10.7 million and constituted 26.9% balance sheet total. Their value changed by PLN -2.7 million () compared to the balance as at 31 December 2020. The share of current assets in total assets decreased by -0.2 pp compared to the situation on December 31, 2024.

Among current assets, the largest group, i.e. 18.6% the balance sheet total consisted of inventories worth PLN 7.4 million, which changed compared to the situation as at December 31, 2024 by PLN -3.1 million (-29.6% y/y.) The lower inventory level year-on-year is primarily due to lower production volumes and, consequently, a gradual reduction in inventory levels.

The second largest item in current assets were other short-term receivables with the value of PLN 1.1 million, whose share in total assets was 2.7%. Compared to the situation as of December 31, 2024, they recorded a change of PLN -0.2 million.

TABLE 30 OVERVIEW OF THE MAIN ITEMS OF THE SEPARATE BALANCE SHEET AS AT 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	31/12/2025		31/12/2024		Change	
	in thousands PLN	structure %	in thousands PLN	structure %	in thousands PLN	dynamics %
Equity	7,803	19.6%	15,356	31.2%	(7,553)	-49.2%
Share capital	13,474	33.9%	9,572	19.4%	3,902	40.8%
Reserve capital	10 235	25.8%	10 235	20.8%	-	0.0%
Other capital	6,957	17.5%	6,957	14.1%	-	0.0%
Retained earnings	(22,863)	-57.5%	(11,408)	-23.1%	(11,455)	100.4%
Obligations	31,927	80.4%	33,930	68.8%	(2003)	-5.9%
Long-term liabilities	3,781	9.5%	6,987	14.2%	(3,206)	-45.9%
Long-term loans and credits	3 319	8.4%	5,607	11.4%	(2,288)	-40.8%
Right-of-use lease liabilities (IFRS 16)	47	0.1%	1 112	2.3%	(1,064)	-95.7%
Provisions for long-term liabilities	414	1.0%	266	0.5%	148	55.4%
Long-term accruals	-	0.0%	2	0.0%	(2)	-100.0%
Short-term liabilities	28 147	70.8%	26,943	54.7%	1,204	4.5%
Short-term loans and credits	12 177	30.6%	7,300	14.8%	4,876	66.8%
Other short-term liabilities	3,526	8.9%	5 156	10.5%	(1,629)	-31.6%
Trade payables	10,520	26.5%	9,464	19.2%	1,056	11.2%
Right-of-use lease liabilities (IFRS 16)	1,216	3.1%	3 232	6.6%	(2016)	-62.4%
Provisions for short-term liabilities	606	1.5%	1,251	2.5%	(645)	-51.5%
Short-term accruals	102	0.3%	540	1.1%	(438)	-81.1%
TOTAL LIABILITIES	39,730	100.0%	49,286	100.0%	(9,556)	-19.4%

Equity

In the structure of liabilities of the Parent Company as at 31 December 2025, equity constituted 19.6% balance sheet total. At the end of 2025, equity was lower by PLN -7.6 million compared to the situation as of December 31, 2024 (-49.2%/y/y), achieving the Level PLN 7.8 million. The year-on-year decrease resulted from a lower level of retained earnings by PLN -11.5 million y/y.

Obligations

The total value of liabilities as at 31 December 2025 was at the level of PLN 31.9 million compared to PLN 33.9 million as of December 31, 2024 (PLN -2.0 million y/y).

Long-term liabilities at the end of 2025 amounted to PLN 3.8 million (change PLN -3.2 million y/y). This change was primarily due to the change in the level of long-term loans and credits by PLN -2.3 million y/y.

Current liabilities as at 31 December 2025 were at the Level PLN 28.1 million (4.5%/y/y), which translates into a change of PLN 1.2 million compared to the balance as at 31 December 2024. The largest change was recorded in liabilities related to the right-of-use assets in leases (IFRS 16) (PLN -2.0 million y/y).

4.3. CASH FLOW STATEMENT

In the period from 1 January 2024 to 31 December 2025, the cash position changed by the amount PLN 0.8 million. Cash flows from individual activities are presented in the table below:

TABLE 31 OVERVIEW OF THE MAIN ITEMS OF THE SEPARATE STATEMENT OF COMPREHENSIVE CASH FLOWS FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Specification	from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	Change	
	in thousands PLN	in thousands PLN	in thousands PLN	dynamics %
Profit (loss) before tax	(10,761)	(12,095)	1,334	-11.0%
Corrections	9,465	14,280	(4,815)	-33.7%
Income tax paid	-	-	-	-
Cash flow from operating activities	(1,296)	2 185	(3,481)	-
Cash flow from investing activities	1 130	1,932	(803)	-41.5%
Cash flows from financing activities	999	(5,274)	6,273	-
Total cash flow	833	(1,156)	1,990	-

Net cash flow from operating activities in 2025 amounted to PLN -1.3 million, change by PLN -3.5 million y/y. The change was mainly due to the change in receivables (PLN -3.5 million y/y).

Net cash flows from investing activities in 2025 amounted to PLN 1.1 million (PLN -0.8 million y/y). This amount consisted of PLN 0.3 million in proceeds from the sale of tangible fixed assets. Expenditures amounted to PLN 0.2 million for the acquisition of tangible fixed assets and intangible assets.

Net cash flows from financing activities in 2025 amounted to PLN 1.0 million (PLN 6.3 million y/y) and consisted mainly of repayment of leasing liabilities (PLN 3.2 million) and repayment of loans and borrowings (PLN 2.2 million).

4.4. KEY FINANCIAL INDICATORS

The indicators used to assess the financial condition of PROTEKTOR SA were divided into 3 categories:

- 1. Profitability**– Seven indicators were selected for its assessment. The first five indicators concern return on sales, which allows for its assessment in relation to gross profit on sales, operating profit, EBITDA, gross financial result, and net financial result. The next, sixth indicator provides information on return on assets, calculated as net profit to total assets. The last, seventh indicator concerns return on equity, calculated as the ratio of net profit to equity.

TABLE 32 PROFITABILITY INDICATORS FOR THE PERIOD 01.01.2025 - 31.12.2025 AND 01.01.2024 - 31.12.2024

Profitability indicators	Computational algorithm	for the period		Change %
		from 01/01/2025 to 31/12/2025	from 01/01/2024 to 31/12/2024	
Gross profit margin on sales	gross profit from sales / sales revenue * 100%	17.38%	15.08%	2.30 pp
EBIT profitability	operating profit / sales revenue * 100%	-30.30%	-42.87%	12.57 pp
EBITDA profitability	(operating profit + depreciation) / sales revenue * 100%	-16.48%	-28.57%	12.09 pp
Gross sales profitability	gross profit / sales revenue * 100%	-33.92%	-38.69%	4.77 pp
Net return on sales (ROS)	net profit / sales revenue * 100%	-36.11%	-38.22%	2.11 pp
Return on total assets (ROA)	net profit / total assets * 100%	-28.83%	-24.24%	-4.59 pp
Return on equity (ROE)	net profit / equity * 100%	-146.80%	-77.81%	-69.00 pp

2. Debt – Five indicators were selected to assess the debt level. One of them (net debt/EBITDA) refers to the ability to cover debt with cash flow, while the other four describe the debt structure. These indicators allow for an assessment of the company's financial situation and the degree of financial leverage.

TABLE 33 DEBT RATIOS AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Debt ratios	Computational algorithm	per day		Change %
		31/12/2025	31/12/2024	
Total debt ratio	total liabilities / total assets * 100%	80.36%	68.84%	11.52 pp
Net debt / EBITDA	net debt / (operating profit + depreciation)	-3.25	-2.20	47.66%
Coverage of debt with equity	equity / external capital	0.24	0.45	-46.00%
Coverage of fixed assets with fixed capital	(equity + long-term liabilities) / fixed assets	0.40	0.62	-35.88%
Sustainability of the financing structure	(equity + long-term liabilities) / total liabilities * 100%	29.16%	45.33%	-16.18 pp

3. Liquidity– 3 indicators were selected for its assessment, which reflect the Group's ability to settle liabilities depending on the degree of liquidity of assets.

TABLE 34 LIQUIDITY RATIOS AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Liquidity ratios	Computational algorithm	per day		Change %
		31/12/2025	31/12/2024	
Current liquidity ratio	current assets / current liabilities	0.38	0.50	-23.45%
Quick ratio	(cash + receivables) / short-term liabilities	0.11	0.09	15.22%
Cash liquidity ratio	cash / short-term liabilities	0.04	0.01	469.31%

In the Management Board's opinion, the presented financial indicators provide useful information on the company's financial situation, liquidity, and profitability. These indicators are commonly used to assess various

areas of business activity and provide an opportunity to interpret the company's financial condition at a given time. Because the data used to calculate these indicators is taken directly from financial statements, and the indicators themselves are often used by entities publishing financial statements, they provide a reliable basis for comparative analysis of various companies.

5. Protektor Capital Group strategy and development conditions

5.1. STRATEGY IMPLEMENTATION

Overview of strategic options

In response to the ongoing instability in international markets, as well as the need to take action to strengthen financial liquidity and improve the operational efficiency of the Protektor Capital Group, a comprehensive review of available strategic options was initiated in the second half of 2024. This process aims to identify the most optimal directions for further development and adapt the Group's operating model to current market conditions.

From a strategic perspective, the following areas of activity are of key importance to the Protektor Capital Group:

- PROTEKTOR SA – undertaking initiatives aimed at transforming the business model, the goal of which is to achieve sustainable profitability for the company. These expected results will be achieved through consistent optimization of operating costs, as well as intensification of sales activities and development of distribution channels.
- The ABEBA Group is returning to a path of stable growth, leveraging the potential and high recognition of the Abeba brand as a key asset. Strengthening the brand's market position is seen as a significant driver of value growth for the entire Capital Group.

Model biznesowy GK Protektor



Differences between financial results and previously published result forecasts

The Group did not publish any profit forecasts for 2025.

5.2. KEY ELEMENTS OF THE BUSINESS MODEL

The current business model is based on the following pillars:

1. Strong brands combining long-standing tradition with modernity

The tradition of manufacturing heavy military footwear in Lublin dates back over eight decades and constitutes a significant element of the region's industrial heritage. The Grom and Protektor brands remain its direct successors, maintaining the quality standards and specialized know-how developed over the years. Meanwhile, the Abeba brand is among the most recognizable manufacturers of specialized footwear in Western Europe, particularly in the German market, which constitutes its natural historical and market base.

The long-standing presence of these brands in the market, as well as the high level of trust placed in them by customers, constitutes a significant commitment for the Protektor Capital Group. Consequently, the Group consistently undertakes activities aimed at developing and implementing modern technological and product solutions that respond to changing market needs and growing user expectations.

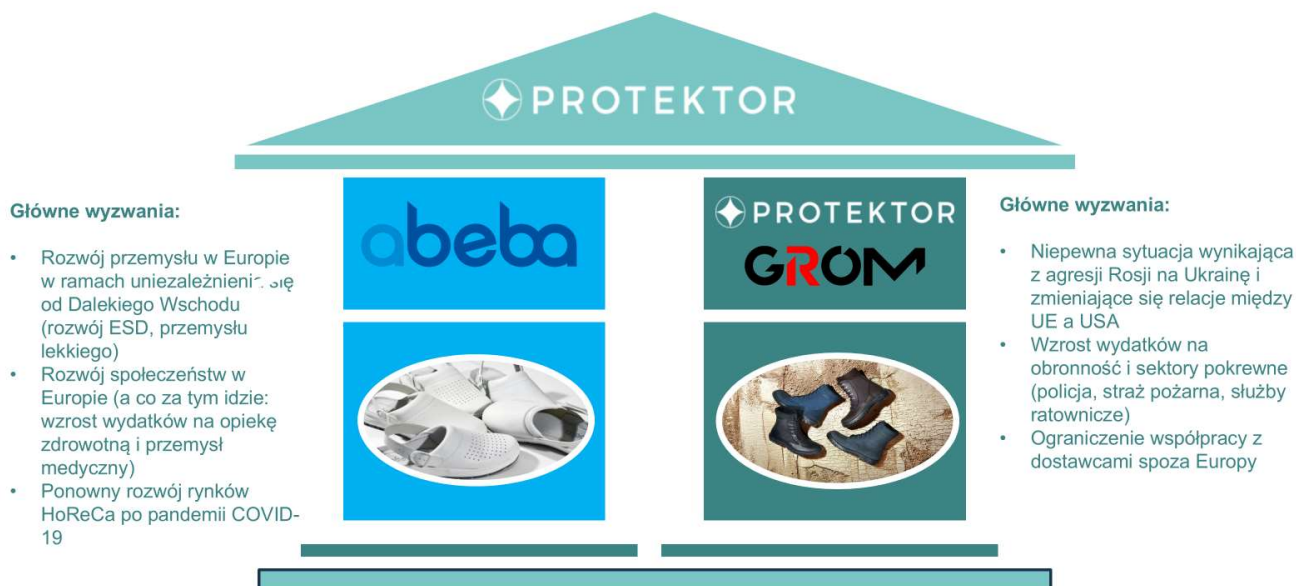
2. Ensuring high-quality products while striving for attractive prices through cost-saving measures and optimizing operational processes

The Protektor, Grom, and Abeba brands target distinct customer segments, enabling the Protektor Capital Group to build a diverse and comprehensive product portfolio that addresses a broad spectrum of market needs. Drawing on the specialized knowledge and extensive experience of its employees, the Group develops and delivers unique solutions that meet high quality and performance requirements. This is confirmed by both the results of tests and the certificates obtained, proving the compliance of its products with applicable standards.

At the same time, the Protektor Capital Group consistently implements measures aimed at maintaining competitive pricing. This includes initiatives related to cost optimization and streamlining operational processes, as well as leveraging production potential in Moldova, where relatively lower production costs support the economic efficiency of the entire organization.

Operating in various areas (strategic pillars) allows the Protektor Capital Group to minimize risk by diversifying its activities.

Filary strategiczne GK Protektor



3. Taking advantage of synergies between individual entities belonging to the Protektor Capital Group while taking advantage of their diversity

The individual entities comprising the Protektor Capital Group operate in different market segments, geographic markets, and have varying financial situations. Through separate brands (GROM, Protektor, Abeba), they target different customer groups. Despite this model, synergies exist at the Group level, but their realization depends on effective communication and collaboration across the entire Protektor Capital Group. The most significant synergies in the Protektor Capital Group's business model include:

- ◆ Activities aimed at acquiring and maintaining ongoing cooperation with customers interested in a wide range of products.
- ◆ Exchange of information and knowledge in the field of optimisation of operational processes (production, warehouse management and logistics, maintenance and IT).
- ◆ Collaboration in the field of online marketing and e-commerce.
- ◆ Centralization of selected functions (e.g. controlling, purchasing).

The above is intended to ensure that development opportunities emerging in various markets are taken advantage of.

4. Financial stability

The goal is to ensure the stable financial situation of individual companies within the Protektor Capital Group so as to ensure their sustainable profitability and shareholder returns.

5. Ensuring control in the value chain

The unstable situation in the Middle East is causing supply chains to collapse. It is in the interest of individual European Union countries to increase the share of their own production in the economy. Protektor Capital Group addresses these strategic needs by controlling the value chain at all stages:

- ◆ Obtaining materials for production primarily from European suppliers and verifying their quality in-house and in cooperation with renowned research institutions in various European Union countries with appropriate certificates.
- ◆ Own production located in Europe.
- ◆ Own warehouses of materials and finished products located in various European countries.
- ◆ Development of new products and modifications of existing models based on our own team of specialists from various countries.
- ◆ Serving various geographical markets (including: own sales forces in key markets in Poland, France and German-speaking countries, a network of agents cooperating with the Protektor Capital Group for many years) and various sales channels (including: a developed e-commerce business).

6. Social responsibility

PROTEKTOR SA operates based on a social responsibility strategy developed in September 2024, as well as the associated code of conduct (issued on September 18, 2024, in accordance with PN-ISO 26000 guidelines). In 2025, as part of the strategy's implementation, activities were conducted in cooperation with local communities (including scientific and educational institutions). For individual footwear models manufactured in Poland and Moldova, a carbon footprint is calculated as a starting point for actions to reduce negative environmental impact.

5.3. RESEARCH AND DEVELOPMENT

Achievements in research and development

In 2025, work on the following projects was completed:

- ◆ A certificate was obtained for LAMPO antistatic professional footwear intended for Polish Railway Lines, in accordance with the standards currently in force.
- ◆ The design of the Service Ankle Boots intended for the Police Headquarters has been approved – manufactured in accordance with the technical specifications of the Ordering Party and the minimum technical requirements of the Police Headquarters, using the highest quality materials.
- ◆ The SOLIGOR collection of safety, antistatic footwear has been certified in accordance with the new harmonized standard EN ISO 20345:2022 "Personal protective equipment. Safety footwear."
- ◆ The CELT occupational footwear collection – low shoes and ankle boots, and GROM ankle boots – has been certified in accordance with the new harmonized standard EN ISO 20347:2022 "Personal protective equipment. Occupational footwear."
- ◆ Renewal of the certificate for two models of Tamrex Original occupational and safety footwear in accordance with current standards.
- ◆ Research work on the Pilot's Shoes model
- ◆ Research work on a new model for the Representative Company of the Polish Army

5.4. EMPLOYMENT STRUCTURE

The average employment in the Protektor Capital Group in the year ended on 31 December 2025 and 31 December 2024 was as follows:

TABLE 35 AVERAGE EMPLOYMENT IN THE PERIOD 01/01/2024 - 31/12/2024 AND 01/01/2023 - 31/12/2023

Specification	for the period from 01/01/2025 to 31/12/2025	for the period from 01/01/2024 to 31/12/2024
White-collar workers	57	63
Manual workers	276	273
Together	333	337

Average employment in 2025 was 4 full-time equivalents lower than in 2024, which translates into a 1.1% year-on-year decline.

5.5. DEVELOPMENT AND MOTIVATION PROGRAMS

In 2025, the Protektor Capital Group did not have an Incentive Program.

Obligations arising from pensions and similar benefits towards former managers and supervisors

During the reporting period, the Group had no liabilities of this type.

Information about the employee share program control system

Not applicable in the analyzed period.

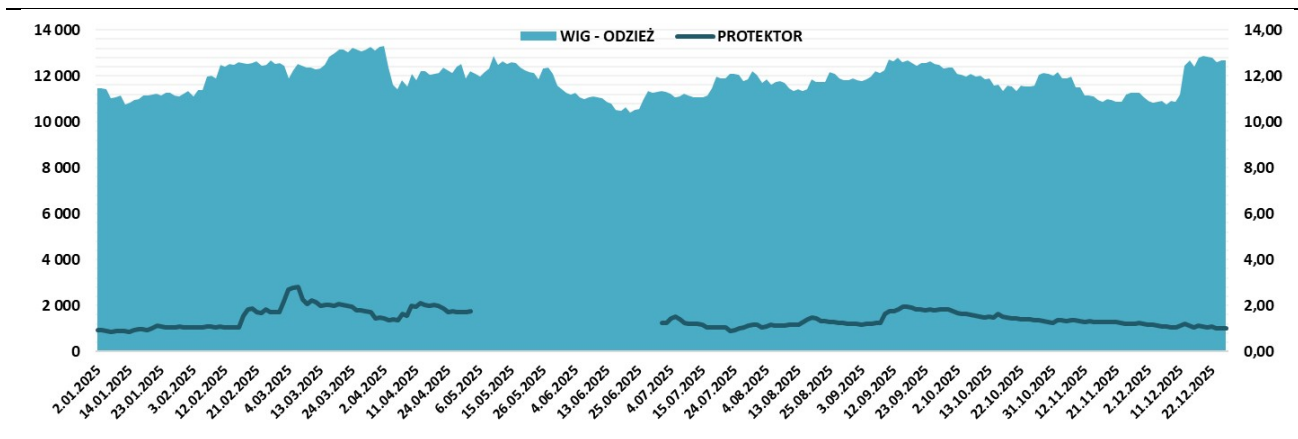
6. Shares and shareholding

6.1. WARSAW STOCK EXCHANGE QUOTATIONS

PROTEKTOR S.A. has been listed on the Warsaw Stock Exchange since 1998. As of December 30, 2025, one PROTEKTOR S.A. share was valued at PLN 1.00, which translated into the Company's market capitalization of PLN 26.8 million. The highest price in 2025 (according to the closing price) was PLN 2.80, while the lowest was PLN 0.85.

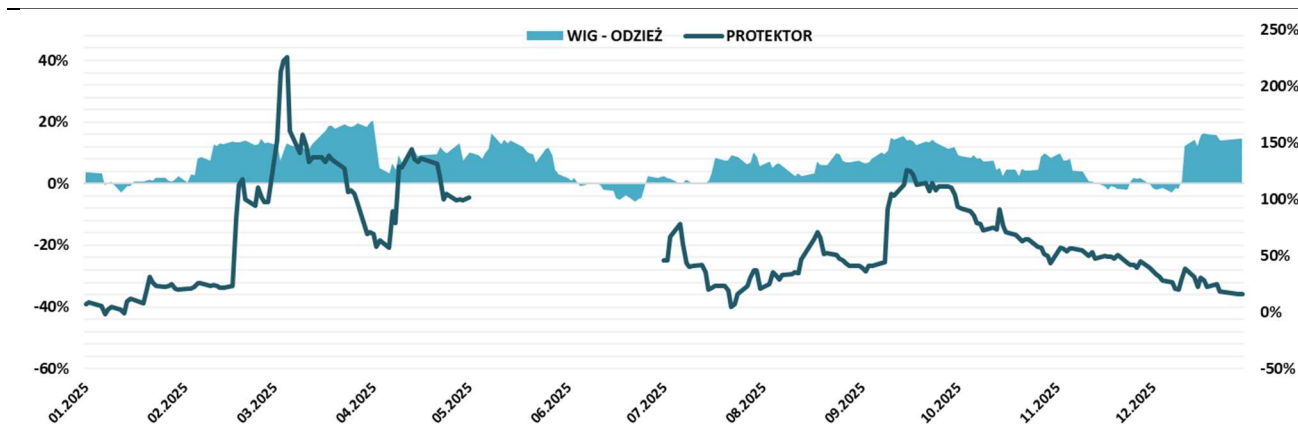
Since the beginning of trading, the price of one share of PROTEKTOR SA has increased by 45.8% from PLN 0.69 (closing price from the debut on July 14, 1998) to PLN 1.00 at the close of the session on December 30, 2025.

PROTEKTOR SA SHARE PRICE AGAINST THE WIG-ODZIEŻ INDEX IN THE PERIOD FROM 29.12.2024 TO 30.12.2025



Source: Stooq.pl

% CHANGE IN PROTEKTOR SA SHARE PRICE AND WIG-ODZIEŻ INDEX FROM 29.12.2023 TO 30.12.2024



Source: Stooq.pl

6.2. SHARE CAPITAL AND SHAREHOLDING

Share capital

As of December 31, 2025, the share capital consisted of 30,825,919 ordinary bearer shares. All issued shares have a nominal value of PLN 0.50.

On March 27, 2025, the Management Board of PROTEKTOR SA announced (RB 7/2025) that it adopted a resolution on increasing the Company's share capital by issuing 3,804,319 new ordinary bearer shares of series E with a nominal value of PLN 0.50 each within the authorized capital.

Pursuant to the resolution, the Issuer's share capital was increased from PLN 9,572,300.00 to PLN 11,474,459.50, i.e. by PLN 1,902,159.50, through the issue of 3,804,319 new ordinary bearer series E shares with a nominal value of PLN 0.50 each.

On 28 March 2025, the Management Board announced (RB 8/2025) the signing of the "Share Subscription Agreement" with Luma Holding Limited with its registered office in St. Julians, Level 2, Portomaso Complex, (postal code STJ 4010 St. Julians), Malta.

Under the Agreement, 3,804,319 Series E shares in the Company's share capital were acquired, with a nominal value of PLN 0.50 each, with a total nominal value of PLN 1,902,159.50, at an issue price of PLN 0.50 per share, i.e. at a total issue price of PLN 1,902,159.50, issued by the Company on the basis of the Management Board resolution of March 28, 2025.

On April 23, 2025, the Issuer submitted an application to the Warsaw Stock Exchange for the admission and introduction of 3,804,319 series E ordinary bearer shares to stock exchange trading on the main market (RB 10/2025).

On November 20, 2025, the Management Board of PROTEKTOR S.A. adopted Resolution No. 2/XI/2025 (RB 66/2025) on an increase in the Company's share capital through the issue of 4,000,000 new ordinary bearer series F shares, with a nominal value of PLN 0.50 each, within the authorized capital, excluding all pre-emptive rights of existing shareholders. The issue took place in a private placement addressed to Luma Holding Limited with its registered office in St. Julian's (Malta), at an issue price of PLN 0.50 per share. Series F shares will participate in dividends starting from the profit for the financial year ending December 31, 2025.

On November 25, 2025, the Management Board of PROTEKTOR SA announced (RB 67/2025) that the Company had signed an agreement with Luma Holding Limited to acquire 4,000,000 Series F Shares, with a nominal value of PLN 0.50 each, at an issue price of PLN 0.50 per share, i.e. at a total issue price of PLN 2,000,000.00.

Currently, the following series of shares are in circulation:

A – 5,988,480 pieces

B – 3,376,170 pieces

C – 9,364,650 pieces

D – 292,300 pieces

Series A shares were fully paid up before the registration of the Company, while series B, C and D shares were fully paid up before the registration of the increase in the share capital by the issue of series B, C and D shares, respectively. Series D shares were acquired in exchange for a non-cash contribution.

TABLE 36 SHARE CAPITAL AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	per day 31/12/2025	per day 31/12/2024
Number of shares (pcs.)	26 825 919	19 021 600
Nominal value of shares (PLN / share)	0.5	0.5
Share capital	13,474 *	9,572*

*Capital value taking into account the number of shares redeemed without reducing the share capital and changing the nominal value of 20,500 shares. Nominal value of redeemed shares: PLN 3.00/share. Total value: PLN 61,500.00.

TABLE 37 SHARE CAPITAL (STRUCTURE) AS OF 31 DECEMBER 2025

Series / issue	Type of share preference	Type of restriction on share rights	Number of shares	Series/issue value at nominal value	Method of covering capital
AND	Lack	Lack	5 988 480	2,994	own funds
B	Lack	Lack	3 376 170	1 750 *	cash
C	Lack	Lack	9 364 650	4,682	cash
D	Lack	Lack	292 300	146	contribution
E	Lack	Lack	3 804 319	1,902	cash
F	Lack	Lack	4,000,000	2,000	cash
Together	x	x	26 825 919	13,474	x

*Capital value taking into account the number of shares redeemed without reducing the share capital and changing the nominal value of 20,500 shares. Nominal value of redeemed shares: PLN 3.00/share. Total value: PLN 61,500.00.

TABLE 38 CHANGES IN SHARE CAPITAL IN THE PERIOD FROM 01.01.2025 TO 31.12.2025 AND FROM 01.01.2024 TO 31.12.2024

Specification	for the period from 01/01/2025 to 31/12/2025	for the period from 01/01/2024 to 31/12/2024
Share capital at the beginning of the period	9,572	9,572
Increases in share capital	3,902	-
Reductions in share capital	-	-
Share capital at the end of the period	13,474	9,572

On the day **February 6, 2026**, the Management Board of PROTEKTOR S.A. adopted Resolution No. 2/II/2026 (RB 16/2026) regarding an increase in the Company's share capital through the issue of 4,000,000 new ordinary bearer series G shares, with a nominal value of PLN 0.50 each, within the authorized capital, excluding all pre-emptive rights of existing shareholders. The issue took place in a private subscription addressed to Luma Holding Limited with its registered office in St. Julians (Malta), at an issue price of PLN 0.50 per share, i.e. at a total issue price of PLN 2,000,000.00. Series G shares will participate in dividends starting from the profit for the financial year ending December 31, 2026.

On the day **February 7, 2026** The Management Board of PROTEKTOR SA informed (RB 17/2026) that the Company signed an agreement with Luma Holding Limited to acquire 4,000,000 Series G Shares. The share capital increase was registered in the National Court Register on February 19, 2026, and the Company's share capital increased to PLN 15,474,459.50 with a total number of 30,825,919 Series A–G shares.

On the day **April 15, 2026** The Management Board of PROTEKTOR SA announced (RB 26/2026) that the District Court of Lublin-Wschód in Lublin registered on the same day amendments to the Company's Articles of Association introduced by resolution of the Management Board No. 2/III/2026 dated March 25, 2026. § 9 sections 1 and 2 of the Articles of Association were amended, reflecting the new amount of the share capital — PLN 15,974,459.50 — and the total number of 31,825,919 series A–H shares. The remaining authorized capital to be taken up amounted to PLN 3,500,000.00.

Shareholders

To the best of the Issuer's knowledge, Based on notifications received from shareholders, as at 31 December 2025, shareholders holding significant blocks of shares (at least 5%) are the entities indicated below:

TABLE 39 SHAREHOLDING STRUCTURE AS OF 31 DECEMBER 2025

Shareholder name	Number of shares held as of December 31, 2025	Percentage of shares held in the share capital	Number of votes held as of December 31, 2025	Percentage of shares held in votes at the General Meeting
Luma Holding Limited	10 789 031	40.22%	10 789 031	40.22%
The rest	16 036 888	59.78%	16 036 888	59.78%
Together	26 825 919	100.00%	26 825 919	100.00%

After the balance sheet date and until the date of approval of this report for publication, there were changes in the notifications of the number of shares held by individual shareholders.

TABLE 40 SHAREHOLDING STRUCTURE AS OF APRIL 27, 2026

Shareholder name	Number of shares held as of April 27, 2025	Percentage of shares held in the share capital	Number of votes held as of April 11, 2025	Percentage of shares held in votes at the General Meeting
Luma Holding Limited	12 890 319	40.50%	12 890 319	40.50%
The rest	18 935 600	59.50%	18 935 600	59.50%
Together	31 825 919	100.00%	31 825 919	100.00%

General Assembly in 2025

On June 30, 2025, the Annual General Meeting of PROTEKTOR SA was held

During the Annual General Meeting, shareholders approved:

- ◆ separate financial statements of PROTEKTOR SA for 2024, showing a net loss of PLN 10,486,000,
- ◆ consolidated financial statements of the Protektor Capital Group for 2024, showing a net loss of PLN 10,279,000,
- ◆ Management Board report on the activities of the Protektor Capital Group and PROTEKTOR SA for 2024,
- ◆ report of the Supervisory Board of PROTEKTOR SA on its activities in 2024.

In addition, the General Meeting adopted resolutions on:

- ◆ covering the net loss of PLN 10,486,000 for the financial year ended on December 31, 2024 with the Company's future profits,
- ◆ granting discharge to individual Members of the Management Board for the performance of their duties in 2024 (Kamil Gajdziński, Piotr Chełmiński and Radosław Rogacki),
- ◆ granting discharge to individual Members of the Supervisory Board for the performance of their duties in 2024 (Andrzej Kasperek, Marek Młotek-Kucharczyk, Jarosław Palejko, Krzysztof Matan, Robert Bednarski, Wojciech Sobczak, Piotr Zarzycki and Tomasz Krześniak).

On June 16, 2025, the first Extraordinary General Meeting of PROTEKTOR SA was held. During the Extraordinary General Meeting, a resolution was adopted regarding:

- ◆ amendments to the Company's Articles of Association, authorising the Management Board to increase the share capital within the new authorised capital (§ 9F) by issuing up to 16,000,000 new ordinary bearer shares, excluding the subscription rights of existing shareholders, for a period of three years.

On August 21, 2025, the second Extraordinary General Meeting of PROTEKTOR SA was held.

During the Extraordinary General Meeting, resolutions were adopted regarding:

- ◆ changes in the composition of the Company's Supervisory Board by appointing Maciej Kolon, Aleksandra Zamasz and Dominika Welon to the Supervisory Board.

Shares held by management and supervisory personnel

TABLE 41 LIST OF THE ISSUER'S SHARES OWNED BY MANAGEMENT AND SUPERVISORY PERSONS IN THE PERIOD 01.01.2025 - 31.12.2025

Managers						
Name and surname	Number of shares held as of January 1, 2025	Number of shares acquired by December 31, 2025	Number of shares sold by December 31, 2025	Number of shares held as of December 31, 2025	Percentage of shares held in the share capital	Percentage of shares held in votes at the General Meeting
Radosław Rogacki	-	-	-	-	0.00%	0.00%
Witold Rzewuski	-	-	-	-	0.00%	0.00%
Supervisory Board						
Name and surname	Number of shares held as of January 1, 2025	Number of shares acquired by December 31, 2025	Number of shares sold by December 31, 2025	Number of shares held as of December 31, 2025	Percentage of shares held in the share capital	Percentage of shares held in votes at the General Meeting
Aleksandra Zamasz	-	-	-	-	0.00%	0.00%
Piotr Zarzycki	-	-	-	-	0.00%	0.00%
Dominika Welon	-	-	-	-	0.00%	0.00%
Krzysztof Matan	-	-	-	-	0.00%	0.00%
Maciej Kolon	-	-	-	-	0.00%	0.00%

After the balance sheet date and until the date of approval of these financial statements, there were no changes in the shareholding status of management and supervisory personnel.

Remuneration of management and supervisory bodies

Information on the remuneration of management and supervisory bodies is presented in the Consolidated Financial Statements of the Protektor Capital Group for 2025 in note 32 "REMUNERATION OF THE MANAGEMENT BOARD AND THE SUPERVISORY BOARD" and in the Separate Financial Statements of PROTEKTOR SA for 2025 in note 31 "REMUNERATION OF THE MANAGEMENT BOARD AND THE SUPERVISORY BOARD".

Information on agreements known to the issuer, including those concluded after the balance sheet date, which may result in future changes in the proportions of shares held by existing shareholders and bondholders

The issuer does not have such information.

6.3. DIVIDENDS PAID

In the current reporting period, the Parent Company did not pay or declare any dividends.

6.4. INVESTOR RELATIONS

In full compliance with its disclosure obligations, PROTEKTOR SA maintains an open disclosure policy. The Parent Company's Management Board comments on and responds to investor questions during Supervisory Board meetings, responds to inquiries submitted via correspondence, and participates in investor chats.

The Management Board of PROTEKTOR SA recognizes how important a source of information about the company is its corporate website. Therefore, it strives to ensure the information presented there is current and complete as much as possible. protektorsa.pl It includes, among others, all published current reports, annual and interim financial results, information on General Meetings, the Company's Articles of Association, regulations and the corporate governance statement.

The investor service meets the criteria set for issuers by the Warsaw Stock Exchange, enabling the search for archived current and periodic reports sent by the Parent Entity via the ESPI system and tracking the share price.

7. Additional information

7.1. TRANSACTIONS WITH RELATED ENTITIES ON OTHER THAN ARM'S LENGTH TERMS

To the best of their knowledge and belief, the Protektor Capital Group companies did not enter into any significant transactions with each other on terms other than market terms. Sales to and purchases from related entities are made at prices that reflect market conditions.

The description of transactions concluded between related entities is included in the Consolidated Financial Statements of the Protektor Capital Group for 2025 in note 27 "TRANSACTIONS WITH RELATED ENTITIES" and in the Separate Financial Statements of PROTEKTOR SA for 2024 in note 26 "TRANSACTIONS WITH RELATED ENTITIES".

7.2. SIGNIFICANT PROCEEDINGS PENDING BEFORE A COURT, ARBITRATION AUTHORITY OR PUBLIC ADMINISTRATION AUTHORITY

To the best of the Management Board's knowledge, PROTEKTOR SA is not aware of any significant proceedings pending against the Group before a court, arbitration body, or public administration authority concerning liabilities or receivables with a total value representing at least 10% of the Group's equity. In the Management Board's opinion, neither any individual proceedings pending before a court, arbitration body, or public administration authority during the period covered by these financial statements, nor all of the proceedings taken together, pose a threat to the Group's financial liquidity.

7.3. INFORMATION ABOUT OWN SHARES

The companies forming the Protektor Capital Group did not acquire their own shares in 2025.

7.4. INFORMATION ABOUT THE BRANCHES (PLANTS) OWNED

The companies constituting the Protektor Capital Group do not have any branches (plants).

7.5. INFORMATION ABOUT SURETIES AND GUARANTEES

The list of all guarantees of the Protektor Capital Group as at December 31, 2025 is presented in the table below:

Type of surety	Contractor	per day 30/06/2025	per day 31/12/2024
Loan guarantee for PROTEKTOR SA by ABEBA Spezialschuh-Ausstatter GmbH	mBank SA	15,744	15,744
Loan guarantee for Inform Brill GmbH by ABEBA Spezialschuh-Ausstatter GmbH	Bank 1 Saar	189	362
Loan guarantee for ABEBA Spezialschuh-Ausstatter GmbH by Inform Brill GmbH	Bank 1 Saar	7,537	7 166
Together	x	23,470	23 272

Guarantees granted by the subsidiary ABEBA GmbH to PROTEKTOR SA:

- ◆ Flexible revolving credit agreement signed between PROTEKTOR SA and mBank SA. Limit granted in the amount of PLN 7,300,000. Guarantee by ABEBA in the amount of PLN 9,125,000 until March 29, 2028 (loan validity date).

- ◆ Electronic credit agreement for the payment of liabilities signed between PROTEKTOR SA and mBank SA. Limit granted in the amount of PLN 2,500,000. Guarantee by ABEBA in the amount of PLN 3,125,000 until July 15, 2026 (loan validity date).
- ◆ Framework agreement for a multi-product line signed between PROTEKTOR SA and mBank SA. Limit granted in the amount of PLN 2,025 thousand. Guarantee by ABEBA in the amount of PLN 2,756 thousand until June 30, 2026 (line validity date).
- ◆ Framework agreement regarding a guarantee line signed between PROTEKTOR SA and mBank SA. Limit granted in the amount of PLN 749,000. Guaranteed by ABEBA in the amount of PLN 738,000 until June 28, 2030 (line validity date).

For the guarantees granted, ABEBA GmbH receives remuneration from PROTEKTOR SA, calculated at the end of each financial year according to the following formula:

Remuneration = 0.2% × surety amount × surety validity period × reference interest rate of the surety currency for a given period.

Within the ABEBA Capital Group, during the reporting period, subsidiaries granted each other guarantees.

Guarantee granted by ABEBA GmbH in favour of Inform Brill GmbH:

- ◆ Loan agreement for the purchase of a Stemma machine signed between Inform Brill GmbH and Bank 1 Saar. The loan granted is EUR 172,600 for the period from November 30, 2023, to December 31, 2025.

For the above-mentioned guarantee, ABEBA does not receive any remuneration from Inform Brill.

Guarantee granted by Inform Brill GmbH in favour of ABEBA GmbH:

- ◆ Overdraft agreement signed between ABEBA Spezialschuh-Ausstatter GmbH and Bank 1 Saar. The current account includes a credit line of up to EUR 1,900,000. The guarantee for the amount of the credit used within the granted limit was entered into on February 22, 2022, for an indefinite period.

Inform Brill does not receive any remuneration from ABEBA for the above-mentioned guarantee.

7.6. SIGNIFICANT OFF-BALANCE SHEET ITEMS

The table below presents all contingent liabilities of the Protektor Capital Group as at 31 December 2025 and 31 December 2024:

TABLE 42 CONTINGENT LIABILITIES AS OF 31 DECEMBER 2025 AND 31 DECEMBER 2024

Specification	per day 31/12/2025	per day 31/12/2024
Contingent liabilities		
PROTEKTOR SA bank guarantees	2 171	2 234
PROTEKTOR SA blank promissory note	14,045	17,015

Bank guarantees cover the repayment of liabilities arising from the lease of a production hall and warranty and performance guarantees in connection with tenders won by PROTEKTOR SA. Blank promissory notes cover the security of loans, leasing agreements, the agreement concluded with the National Centre for Research and Development and the security of claims arising from commercial relations with PROTEKTOR SA.

The probability of liabilities arising from the above guarantees and bills of exchange is negligible..

7.7. DESCRIPTION OF THE STRUCTURE OF MAIN CAPITAL INVESTMENTS OR MAIN CAPITAL INVESTMENTS MADE WITHIN THE CAPITAL GROUP

Not applicable.

7.8. AGREEMENTS CONCLUDED BETWEEN THE ISSUER AND MANAGEMENT PERSONNEL

In the event of termination of the Manager's contract due to their removal from the Management Board or the end of the Management Board's term and not reappointing the Manager to the Management Board for another term, they are entitled to severance pay equal to three months' salary (severance pay). The severance pay must be paid within 14 days of the contract termination date.

Severance pay is not payable in the event of termination of the contract due to the Manager's resignation from membership in the Management Board of the Company or if the dismissal was due to one of the following reasons:

- ◆ the Manager breaches any obligations arising from the contract and does not cease this breach and does not remove the effects of the breaches within 7 days of receiving written notice of the breaches,
- ◆ The Manager commits an offence that makes it impossible to continue to perform the entrusted function or to perform the obligations arising from the contract,
- ◆ The Manager violates the provisions of the Company's Articles of Association,
- ◆ The Manager violates the provisions of the agreement regarding non-competition and confidentiality,
- ◆ the Manager will be banned from holding a mandate in the bodies of capital companies.

7.9. AGREEMENT WITH THE ENTITY AUTHORIZED TO AUDIT FINANCIAL STATEMENTS

The table below presents the audit firm's fees due or paid for the year ended December 31, 2025 and December 31, 2024, broken down by type of service.

TABLE 43 AUDITOR'S REMUNERATION IN THE PERIOD FROM 01.01.2024 TO 31.12.2024 AND FROM 01.01.2023 TO 31.12.2022

Specification	for the period from 01/01/2025 to 31/12/2025	for the period from 01/01/2024 to 31/12/2024
PROTEKTOR SA		
Review of interim reports	50	70
Examination of annual reports	150	618
Total auditor's remuneration	200	688
Additional costs invoiced by the auditor	-	-
Other due audit-related costs for the period indicated	-	13
Total additional costs	-	13
Total audit costs	200	700
Abeba Capital Group		
Review of interim reports	38	39
Examination of annual reports	165	168
Total auditor's remuneration	203	207
Additional costs invoiced by the auditor	-	-
Other due audit-related costs for the period indicated	-	-
Total additional costs	-	-
Total audit costs	203	207

On June 17, 2025, the Company entered into an agreement with General Audyt Spółka z ograniczoną odpowiedzialnością for the review of semi-annual separate and consolidated financial statements, the audit of annual separate and consolidated financial statements, and the assessment of the remuneration report for the financial years 2024 and 2025. The amount of remuneration resulting from the agreement was PLN 500,000 net for 2024 and PLN 200,000 net for 2025.

The entity that audited the annual reports and reviewed the half-year reports for 2024 was General Audyt Spółka z ograniczoną odpowiedzialnością (limited liability company) after terminating the agreement for the provision of assurance services concluded with PKF CONSULT Sp. z o. o. Sp. k. in Warsaw. In 2025, PKF CONSULT was paid a fee of PLN 215,000.

HLB Treumerkur has been appointed as the entity reviewing and auditing the financial statements for the Abeba Capital Group for 2025. The total remuneration under the concluded agreements was set at PLN 203,000.

8. Corporate governance

8.1. DECLARATION ON THE APPLICATION OF CORPORATE GOVERNANCE PRINCIPLES

The Management Board of PROTEKTOR S.A. declares that in the period from 1 January 2025 to 31 December 2025 the Company complied with the set of corporate governance principles contained in the document "Best Practices of GPW Listed Companies 2021" adopted by Resolution No. 13/1834/2021 of 29 March 2021 by the Supervisory Board of the Warsaw Stock Exchange S.A. The Best Practices entered into force on 1 July 2021.

This collection is available on the website of the Warsaw Stock Exchange dedicated to corporate governance, at <https://www.gpw.pl/dobre-praktyki2021>.

The Management Board of PROTEKTOR SA declares that in the financial year ending on 31 December 2025, PROTEKTOR SA and its bodies complied with the recommendations and corporate governance principles contained in the document "Best Practices of GPW Listed Companies 2021" with the exceptions described in point 8.2. below.

8.2. CORPORATE GOVERNANCE PRINCIPLES AND RECOMMENDATIONS

The Management Board of PROTEKTOR SA takes steps to ensure the fullest possible compliance with the principles contained in the set of "Best Practices of GPW Listed Companies 2021".

Detailed principles of the Good Practices are set out below, along with the Company's comments, in accordance with the "comply or explain" principle.

1. Information policy and communication with investors

In the interest of all market participants and its own, a listed company ensures proper communication with stakeholders by pursuing a transparent and reliable information policy.

- 1.1. Companylt maintains efficient communication with capital market participants, providing reliable information on matters affecting it. To this end, the company utilizes a variety of communication tools and forms, including, above all, its corporate website, where it publishes all information relevant to investors..

The rule is applied.

- 1.2. The company shall enable review of its financial results as set out in a periodic report as soon as possible after the end of the reporting period, and if this is not possible for justified reasons, it shall publish at least preliminary estimated financial results as soon as possible.

The company does not apply the above principle.

Company Comments: The Company does not currently publish preliminary financial results or financial forecasts. The Company reports its final results within the timeframe required by the Regulation of the Minister of Finance of June 6, 2025, regarding current and periodic information provided by issuers of securities and conditions for recognizing as equivalent information required by the laws of a non-member state. In exceptional circumstances, if this is not possible for justified reasons, the Company will immediately announce a change in the deadline for publishing its financial results.

- 1.3. The company also includes ESG issues in its business strategy, in particular:

- 1.3.1.** environmental issues, including measures and risks related to climate change and sustainable development issues;

The company does not apply the above principle.

Company Comment: In 2024, the Company developed and implemented a Sustainable Development Strategy (separate documents for PROTEKTOR SA and the Abeba Capital Group in various languages and taking into account local specifics). PROTEKTOR SA's Sustainable Development Strategy was developed and implemented based on the guidelines of PN-ISO 26000 and ISO 20210. The Company implements daily activities aimed at measuring its impact on climate and sustainable development (e.g., its own carbon footprint analyses). The Company is aware of the importance of adopting appropriate regulations and strategies related to ESG issues in its operations, and therefore strives to ensure that the new strategy incorporates ESG themes, including environmental issues related to climate change and sustainable development.

- 1.3.2.** social and employee matters, including actions undertaken and planned to ensure gender equality, appropriate working conditions, respect for employee rights, dialogue with local communities, and customer relations.

The company does not apply the above principle.

Company Comments: In 2024, the Company developed and implemented a Sustainable Development Strategy (separate documents for PROTEKTOR SA and the Abeba Capital Group in various languages and taking into account local specifics). Key elements of the Strategy include the Code of Conduct and the Anti-Discrimination Policy at PROTEKTOR SA. All entities within the Protektor Capital Group operate in compliance with labor law requirements in accordance with local law. These entities do not employ minors and ensure proper and safe working conditions. The Company is aware of the importance of adopting appropriate regulations and strategies related to ESG issues in its operations, and therefore strives to ensure that the new strategy incorporates ESG themes, including social and employee issues.

- 1.4.** To ensure proper communication with stakeholders regarding the adopted business strategy, the company publishes information on its website about the assumptions of its strategy, measurable goals, especially long-term goals, planned activities, and progress in its implementation, as defined by financial and non-financial metrics. Information about the ESG strategy should include:

The company does not apply the above principle.

Company Comments: In 2024, the Company developed and implemented a Sustainable Development Strategy (separate documents for PROTEKTOR SA and the Abeba Capital Group, in various language versions and taking into account local specificities). In 2025, communication resulting from actions undertaken within this Strategy was directed primarily to employees of individual entities within the Protektor Capital Group. In subsequent years, this communication will be expanded to additional stakeholders using various communication channels (including websites, information materials, appropriate communication at trade fairs and similar events).

- 1.4.1.** explain how climate change issues are taken into account in the decision-making processes of the company and its group entities, indicating the resulting risks;

The company does not apply the above principle.

Company Comments: In 2024, the Company developed and implemented a Sustainable Development Strategy (separate documents for PROTEKTOR SA and the Abeba Capital Group, in various language versions and taking into account local specificities). In 2025, communication resulting from actions undertaken within this Strategy

was directed primarily to employees of individual entities within the Protektor Capital Group. In subsequent years, this communication will be expanded to additional stakeholders using various communication channels (including websites, information materials, appropriate communication at trade fairs and similar events).

1.4.2. present the value of the equal pay index paid to its employees, calculated as the percentage difference between the average monthly salary (taking into account bonuses, awards and other allowances) of women and men for the last year, and provide information on actions taken to eliminate possible inequalities in this respect, together with a presentation of the risks associated with it and the time horizon in which equality is planned to be achieved.

The company does not apply the above principle.

Company comment: The Company will strive to include all necessary ESG information on its website.

1.5. At least once a year, the company discloses the expenditure incurred by it and its group to support culture, sports, charities, media, social organisations, trade unions, etc. If in the year covered by the report, the company or its group incurred expenses for such purposes, the information includes a summary of these expenses.

The rule is applied.

1.6. For companies included in the WIG20, mWIG40, or sWIG80 index, the company organizes an investor meeting quarterly, and for other companies at least once a year, inviting shareholders, analysts, industry experts, and media representatives. During the meeting, the company's management board presents and comments on the adopted strategy and its implementation, the financial results of the company and its group, as well as key events affecting the company's and its group's operations, results achieved, and future prospects. During these meetings, the company's management board publicly provides answers and explanations to questions.

The company does not apply the above principle.

Company Comments: The Company did not hold an investor meeting during the period covered by this report. The Company will strive to hold investor meetings at least once a year in future years.

1.7. If an investor submits a request for information about the company, the company will respond immediately, but no later than within 14 days.

The rule is applied.

2. Management Board and Supervisory Board

In order to achieve the highest standards in the performance of duties by the company's management board and supervisory board and to discharge them effectively, only persons with appropriate competences, skills and experience are appointed to the management board and supervisory board.

Members of the management board act in the company's best interests and are responsible for its operations. The management board is responsible, in particular, for providing leadership within the company, engaging in setting and implementing its strategic goals, and ensuring the company's efficiency and security.

Within the scope of their function and duties on the supervisory board, members of the supervisory board are guided in their conduct, including decision-making, by the independence of their own opinions and judgments, acting in the interest of the company.

The supervisory board operates in a culture of debate, analyzing the company's situation in the context of the industry and the market based on materials provided by the company's management board and internal systems and functions, as well as externally sourced information, drawing on the work of its committees. In particular, the supervisory board reviews the company's strategy, reviews the management board's work in achieving established strategic goals, and monitors the company's performance.

- 2.1.** A company should have a diversity policy for its management board and supervisory board, adopted by the supervisory board or the general meeting, as appropriate. This diversity policy defines the goals and criteria for diversity, including gender, educational background, expertise, age, and professional experience, and also specifies the deadline and method for monitoring the achievement of these goals. In terms of gender diversity, the condition for ensuring diversity in company bodies is the participation of minorities in a given body at a level of no less than 30%.

The company does not apply the above principle.

Company Comments: The Company does not have a separate document titled "Diversity Policy" for its governing bodies. When selecting individuals to serve on the Management Board and Supervisory Board, the Company primarily considers the candidates' competencies, knowledge, professional experience, and industry qualifications. The Company will consider implementing an appropriate diversity policy in the future, should it prove necessary to maintain diversity within the Company's governing bodies.

- 2.2.** Persons making decisions regarding the selection of members of the company's management board or supervisory board should ensure the versatility of these bodies by selecting members who ensure diversity, enabling, among other things, the achievement of the target minimum minority participation rate set at a level of no less than 30%, in accordance with the objectives set out in the adopted diversity policy referred to in principle 2.1.

The company does not apply the above principle.

Company comment: The Company does not apply the principle for the reasons given in the explanation to principle 2.1.

- 2.3.** At least two members of the supervisory board meet the independence criteria specified in the Act of 11 May 2017 on statutory auditors, audit firms and public supervision, and have no actual and significant connections with a shareholder holding at least 5% of the total number of votes in the company.

The rule is applied.

- 2.4.** Votes of the supervisory board and management board are open, unless otherwise provided by law.

The company does not apply the above principle.

Company comment: Voting by both the Supervisory Board and the Management Board is generally open, however, pursuant to the provisions of the Supervisory Board Regulations and the Management Board Regulations, the Supervisory Board and the Management Board, respectively, may conduct secret voting.

- 2.5.** Members of the supervisory board and management board voting against the resolution may submit a dissenting opinion for the minutes.

The rule is applied.

- 2.6.** Serving on the company's management board constitutes the primary area of professional activity for a management board member. A management board member should not undertake additional

professional activity if the time devoted to such activity prevents them from diligently performing their duties within the company.

The rule is applied.

2.7. The performance by members of the company's management board of functions in the bodies of entities outside the company's group requires the consent of the supervisory board.

The rule is applied.

2.8. Supervisory board members should be able to devote the necessary time to performing their duties.

The rule is applied.

2.9. The chairman of the supervisory board should not combine his function with managing the work of the audit committee operating within the board.

The company does not apply the above principle.

Company Comment: The principle of non-separation of the roles of the chairman of the supervisory board and the chairman of the audit committee is recommendatory in nature. Given the current organizational circumstances of the Company, combining both roles has been deemed effective and does not result in a limitation of the independence or proper performance of the audit committee's duties.

2.10. The company, appropriate to its size and financial situation, delegates administrative and financial resources necessary to ensure the efficient functioning of the supervisory board.

The rule is applied.

2.11. In addition to the activities required by law, once a year the supervisory board prepares and submits an annual report to the annual general meeting for approval.

The rule is applied.

2.11.1. information on the composition of the board and its committees, indicating which board members meet the independence criteria specified in the Act of 11 May 2017 on statutory auditors, audit firms and supervision public, and which of them do not have actual and significant links with a shareholder holding at least 5% of the total number of votes in the company, as well as information on the composition of the supervisory board in the context of its diversity;

The rule is applied.

2.11.2. summary of the activities of the council and its committees;

The rule is applied.

2.11.3. an assessment of the company's situation on a consolidated basis, including an assessment of the internal control systems, risk management, compliance and the internal audit function, together with information on the activities undertaken by the supervisory board to carry out this assessment; this assessment covers all significant control mechanisms, in particular those relating to reporting and operational activities;

The rule is applied.

2.11.4. an assessment of the company's application of corporate governance principles and the manner of fulfilling the disclosure obligations relating to their application specified in the Stock Exchange Rules and

regulations on current and periodic information provided by issuers of securities, together with information on the actions taken by the supervisory board to make this assessment;

The rule is applied.

2.11.5. assessment of the justification for the expenses referred to in Rule 1.5;

The rule is applied.

2.11.6. information on the degree of implementation of the diversity policy in relation to the management board and supervisory board, including the achievement of the objectives, which mentioned in principle 2.1.

The company does not apply the above principle.

Company comment: In accordance with the explanation to principle 2.1., as of the date of this report, the Company does not have a diversity policy for the Management Board and the Supervisory Board.

3. Internal systems and functions

Efficient internal systems and functions are an essential tool for overseeing a company. These systems encompass the company and all areas of its operations that significantly impact its situation.

3.1. A listed company maintains effective internal control, risk management and compliance systems, as well as an effective internal audit function, appropriate to the size of the company and the type and scale of its operations, for which the management board is responsible.

The rule is applied.

3.2. The company has separate units within its structure responsible for the tasks of individual systems or function, unless it is not justified by the size of the company or the type of its activity.

The company does not apply the above principle.

Company Comment: This principle is not fully applied. The company has a separate position responsible for the internal control system and internal audit functions. However, during the fiscal year ended December 31, 2025, this position was temporarily vacant. The company's Management Board is responsible for the risk management process, continuously monitoring all risks in the external and internal environment that may impact the company and the implementation of its development strategy. However, the company does not have a separate unit responsible for compliance within its structure.

3.3. A company belonging to the WIG20, mWIG40 or sWIG80 index appoints an internal auditor to manage the internal audit function, operating in accordance with generally recognized international standards for the professional practice of internal auditing. In other companies where an internal auditor meeting the above-mentioned requirements has been appointed, the audit committee (or the supervisory board, if it performs the functions of the audit committee) assesses annually whether there is a need to appoint such a person.

The rule is applied.

3.4. The remuneration of persons responsible for risk management and compliance and the head of internal audit should be dependent on the implementation of assigned tasks and not on the short-term results of the company.

The company does not apply the above principle.

Company Comment: The principle of contingent remuneration solely on the performance of assigned tasks is not applied. The remuneration of individuals responsible for internal control, risk management, and internal audit is based on fixed remuneration components.

3.5. Those responsible for risk management and compliance report directly to the CEO or another member of the management board.

The company does not apply the above principle.

Company Comment: This principle is not applied due to the fact that the Company does not have a separate unit responsible for compliance, and the Management Board is responsible for risk management. If individuals are identified as responsible for these positions, the Company intends to comply with principle 3.5.

3.6. The head of internal audit reports organizationally to the president of the management board and functionally to the chairman of the audit committee or the chairman of the supervisory board if the board serves as an audit committee.

The rule is applied.

3.7. Principles 3.4 - 3.6 also apply to entities within the company's group that are of significant importance to its operations if they have designated persons to perform these tasks.

Not applicable.

Company comment: The principle does not apply to the Company, because the functions referred to in principles 3.4 – 3.6 are performed at the level of the parent entity in the group.

3.8. At least once a year, the person responsible for internal audit, or if there is no separate function in the company, the company's management board, shall present to the supervisory board an assessment of the effectiveness of the systems and functions referred to in principle 3.1, together with an appropriate report.

The rule is applied.

3.9. The supervisory board monitors the effectiveness of the systems and functions referred to in principle 3.1, based, among other things, on periodic reports submitted directly to it by the persons responsible for these functions and the company's management board, and conducts an annual assessment of the effectiveness of these systems and functions, in accordance with principle 2.11.3. Where the company has an audit committee, it monitors the effectiveness of the systems and functions referred to in principle 3.1; however, this does not exempt the supervisory board from conducting an annual assessment of the effectiveness of these systems and functions.

The rule is applied.

3.10. At least once every five years, a review of the internal audit function of a company belonging to the WIG20, mWIG40 or sWIG80 index is carried out by an independent auditor selected with the participation of the audit committee.

Not applicable.

Company comment: The company does not belong to the above-mentioned indices.

4. General Meeting and Shareholder Relations

The management board of a listed company and its supervisory board should encourage shareholders to become involved in the company's affairs, primarily through active participation in the general meeting, either in person or through a proxy.

The general meeting should deliberate with due respect for the rights of all shareholders and strive to ensure that the resolutions adopted do not violate the legitimate interests of individual groups of shareholders.

Shareholders participating in the general meeting shall exercise their rights in a manner that does not violate good practice. Participants in the general meeting should arrive at the general meeting prepared.

- 4.1.** A company should enable shareholders to participate in a general meeting using electronic means of communication (e-general meeting), if this is justified by the shareholders' expectations notified to the company, provided that it is able to provide the technical infrastructure necessary to conduct such a general meeting.

The company does not apply the above principle.

Company comment: This rule is not applied due to the lack of interest among shareholders in this form of participation in the general meeting, as well as the technical and legal risks associated with the possibility of improper identification of shareholders entitled to participate in the general meeting. Allowing shareholders to speak during the general meeting without their physical presence at the meeting venue, using electronic means of communication, also carries risks related to compromising the security and fluidity of electronic communication and the potential undermining of adopted resolutions..

- 4.2.** The company determines the place, date, and form of the general meeting in a manner that allows for the participation of as many shareholders as possible. To this end, the company also endeavors to ensure that cancellations, changes to the date, or adjournments of the general meeting occur only in justified cases and do not prevent or restrict shareholders from exercising their right to participate in the general meeting.

The rule is applied.

- 4.3.** The Company provides publicly available real-time broadcasts of general meetings.

The company does not apply the above principle.

Company comment: The Company does not apply this rule due to the lack of interest from shareholders in real-time broadcasts of general meetings. If a request is submitted to the Company, it will consider implementing such a solution, provided that appropriate technical conditions can be met, in particular those ensuring information security.

- 4.4.** Media representatives are allowed to attend general meetings.

The rule is applied.

- 4.5.** If the management board receives notice of a general meeting being convened pursuant to Article 399 §§ 2-4 of the Commercial Companies Code, the management board shall immediately take the actions it is obligated to take in connection with the organization and conduct of the general meeting. This rule also applies to convening a general meeting pursuant to authorization issued by the registry court in accordance with Article 400 § 3 of the Commercial Companies Code.

The rule is applied.

4.6. To facilitate informed voting by shareholders at the general meeting on resolutions, draft resolutions of the general meeting concerning matters and decisions other than procedural matters should include a justification, unless such justification is apparent from the documentation presented to the general meeting. If an item is placed on the agenda of the general meeting at the request of a shareholder or shareholders, the management board will request a justification for the proposed resolution, unless such justification has not already been provided by the shareholder or shareholders.

The rule is applied.

4.7. The supervisory board issues opinions on draft resolutions submitted by the management board to the agenda of the general meeting.

The rule is applied.

4.8. Draft resolutions of the general meeting on matters included in the agenda of the general meeting should be submitted by shareholders no later than 3 days before the general meeting.

The company does not apply the above principle.

Company comment: The Company does not apply this rule due to the right granted to shareholders under Article 401 § 5 of the Commercial Companies Code to submit draft resolutions regarding matters included in the agenda during the general meeting.

4.9. If the subject of the general meeting is the appointment to the supervisory board or the appointment of the supervisory board for a new term of office:

1.9.1 Candidates for members of the supervisory board should be submitted in a timely manner that allows shareholders present at the general meeting to make informed decisions, but no later than 3 days before the general meeting; the candidates, along with all relevant materials, should be published immediately on the company's website;

The company does not apply the above principle.

Company comment: The rule regarding the publication of materials on the Company's website is applied provided that the Company receives these materials from the shareholder in due time. The Company does not apply the rule in other respects due to the shareholders' right to propose candidates for Supervisory Board members, including during the general meeting, when the agenda includes changes to the Supervisory Board's composition.

1.9.2 a candidate for a member of the supervisory board submits declarations regarding compliance with the requirements for members of the audit committee specified in the Act of 11 May 2017 on statutory auditors, audit firms and public supervision, as well as regarding the existence of actual and significant connections between the candidate and a shareholder holding at least 5% of the total number of votes in the company.

The rule is applied.

4.10. The exercise of shareholders' rights and the manner in which they exercise their rights may not lead to hindering the proper functioning of the company's governing bodies.

The rule is applied.

4.11. Members of the Management Board and Supervisory Board participate in the General Meeting, either on-site or via real-time two-way electronic communication, in a composition that allows them to comment on the matters on the agenda of the General Meeting and to provide substantive answers to

questions posed during the General Meeting. The Management Board presents the Company's financial results and other important information, including non-financial information, contained in the financial statements subject to approval by the General Meeting to the participants of the Annual General Meeting. The Management Board discusses significant events related to the past financial year, compares the presented data with previous years, and indicates the degree of implementation of the past year's plans.

The rule is applied.

4.12. A resolution of the general meeting on the issue of shares with subscription rights should specify the issue price or the mechanism for determining it, or oblige the body authorized to do so to determine it before the subscription rights date, within a timeframe enabling an investment decision to be made.

The rule is applied.

4.13. A resolution on a new issue of shares with the exclusion of subscription rights, which at the same time grants the right of priority to acquire shares of the new issue to selected shareholders or other entities, may be adopted if at least the following conditions are met:

- a) the company has a rational, economically justified need to urgently raise capital, or the issue of shares is related to rational, economically justified transactions, including a merger with or takeover of another company, or the shares are to be acquired as part of an incentive program adopted by the company;
- b) persons who will be entitled to priority will be designated according to objective general criteria;
- c) the price of acquiring the shares will be in a reasonable relationship to the current price of the company's shares or will be determined as a result of a market book-building process.

The company does not apply the above principle.

Company comment: Decisions regarding individual issues are each time made taking into account all relevant circumstances, in particular the interests of the Company and its needs at a given time.

4.14. A company should strive to distribute profits through dividend payments. Leaving all profits within the company is possible if any of the following reasons apply:

- a) the amount of this profit is minimal and, consequently, the dividend would be insignificant in relation to the value of the shares;
- b) the company shows uncovered losses from previous years and the profit is allocated to reducing them;
- c) the company will justify that allocating the profit to investments will bring tangible benefits to shareholders;
- d) the company did not generate sufficient cash to pay dividends;
- e) the payment of a dividend would significantly increase the risk of breaching covenants arising from loan agreements or bond issue terms binding the company;
- f) leaving the profit in the company is in line with the recommendation of the institution supervising the company due to the specific type of activity it conducts.

The rule is applied.

5. Conflict of interest and related party transactions

For the purposes of this chapter, a related entity is a related entity within the meaning of international accounting standards adopted pursuant to Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards.

The company and its group should have clear procedures for managing conflicts of interest and entering into related-party transactions where conflicts of interest may arise. These procedures should provide ways to identify such situations, disclose them, and address their actions if they arise.

A member of the management board or supervisory board should avoid professional or non-professional activities that could lead to a conflict of interest or negatively impact his or her reputation as a member of the company's governing body, and in the event of a conflict of interest, he or she should immediately disclose it.

5.1. A member of the management board or supervisory board shall inform the management board or supervisory board accordingly of any conflict of interest that has arisen or may arise and shall not participate in the consideration of any matter in which a conflict of interest may arise in relation to him or her.

The rule is applied.

5.2. If a member of the management board or supervisory board considers that a decision of the management board or supervisory board, respectively, is contrary to the interests of the company, he or she should request that his or her dissenting opinion on the matter be included in the minutes of the meeting of the management board or supervisory board.

The rule is applied.

5.3. No shareholder should be given preferential treatment over other shareholders in transactions with related parties. This also applies to transactions between the company's shareholders and entities within its group.

The rule is applied.

5.4. The company may acquire its own shares (buy-back) only in a manner that respects the rights of all shareholders.

The rule is applied.

5.5. If a company's transaction with a related entity requires the consent of the supervisory board, before adopting a resolution on granting consent, the board shall assess whether it is necessary to first seek the opinion of an external entity that will conduct a valuation of the transaction and an analysis of its economic effects.

The rule is applied.

5.6. If concluding a transaction with a related party requires the consent of the general meeting, the supervisory board shall prepare an opinion on the advisability of concluding such a transaction. In such a case, the supervisory board shall assess the need to first seek the opinion of an external entity, as referred to in Rule 5.5.

The rule is applied.

- 5.7.** If a decision on the company entering into a material transaction with a related party is made by the general meeting, before making such a decision the company shall provide all shareholders with access to the information necessary to assess the impact of that transaction on the company's interests, including presenting the opinion of the supervisory board referred to in principle 5.6.

The rule is applied.

6. Salaries

The company and its group ensure the stability of its management team, including through transparent, fair, consistent and non-discriminatory remuneration policies, including equal pay for women and men.

The company's remuneration policy for members of the company's governing bodies and its key managers specifies, in particular, the form, structure, method of determining and paying remuneration.

- 6.1.** The remuneration of members of the management board, supervisory board, and key managers should be sufficient to attract, retain, and motivate individuals with the competencies necessary to properly manage and supervise the company. The amount of remuneration should be commensurate with the tasks and duties performed by each individual and the associated responsibilities.

The rule is applied.

- 6.2.** Incentive programs should be designed to, among other things, make the level of remuneration of the company's management board members and key managers dependent on the company's actual, long-term situation in terms of financial and non-financial results, long-term shareholder value growth and sustainable development, as well as the stability of the company's operations.

The company does not apply the above principle.

Company comment: Currently, the Company does not have an Incentive Program.

- 6.3.** If a company has a management option program as one of its incentive programs, the implementation of the option program should be dependent on the eligible persons meeting, within at least 3 years, pre-determined, realistic and appropriate financial and non-financial objectives and sustainable development, and the agreed purchase price of the shares by eligible persons or the settlement of the options may not differ from the value of the shares at the time the program was adopted.

The company does not apply the above principle.

Company comment: Currently, the Company does not have an Incentive Program.

- 6.4.** The supervisory board performs its duties on an ongoing basis, therefore, the remuneration of board members cannot be contingent on the number of meetings held. The remuneration of committee members, particularly the audit committee, should reflect the additional workload associated with their work.

The company does not apply the above principle.

Company Comments: Pursuant to the shareholders' decision, members of Supervisory Board committees are not entitled to additional compensation for their work on Supervisory Board committees beyond the compensation they receive for serving as Supervisory Board members. The Company otherwise complies with this principle.

- 6.5.** The amount of remuneration of supervisory board members should not depend on the company's short-term results.

The rule is applied.

8.3. DESCRIPTION OF THE MAIN FEATURES OF THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS APPLIED IN RELATION TO THE PROCESS OF PREPARING FINANCIAL STATEMENTS AND CONSOLIDATED FINANCIAL STATEMENTS

The principles and procedures for preparing financial statements are regulated in particular by the International Financial Reporting Standards (IFRS) approved by the European Union and the internal procedures in place at PROTEKTOR SA

The establishment of internal control and risk management systems in relation to the process of preparing consolidated financial statements is aimed in particular at ensuring the completeness and accuracy of the financial information contained in the financial statements and periodic reports.

The Management Board of PROTEKTOR SA is responsible for the internal control system within the Protektor Group and its effectiveness in the preparation of financial statements and periodic reports. The purpose of an effective internal control system in financial reporting is to ensure the completeness and accuracy of the financial information contained in financial statements and periodic reports.

The formal and legal foundation for internal control within the Issuer's enterprise is provided by the Organizational Regulations, which define the framework for the division of duties and responsibilities. Internal control is an effective tool for risk control and oversight of the data collection, processing, verification, and presentation processes in accordance with applicable laws. Documents are subject to substantive, formal, and accounting reviews. The Company conducts audits of accounting documents. Substantive review is performed by specialists and managers. Formal and accounting review is performed by the finance and accounting departments. Each accounting document is described by the substantively responsible employee, then subject to formal and accounting review, and, if internal regulations regarding the type and size of the liability so require, it is approved by the department head or a Member of the Management Board.

After completing all pre-defined book closing processes at the end of each month, the accounting department, together with the financial controlling department, prepares a management profit and loss account, which is presented to the Management Board of PROTEKTOR SA

Additionally, at the end of each month, the Controlling Department prepares detailed financial and operational management reports. For completed reporting periods, not only the Company's financial results but also individual business areas are subject to detailed analysis. The Company conducts annual strategic reviews (including those related to meeting ISO 9001 requirements) and economic and financial plans.

The Company's Management Board regularly assesses the quality of internal control and risk management systems in relation to the process of preparing financial statements and consolidated financial statements. Based on this assessment, the Management Board of PROTEKTOR SA concludes that as of December 31, 2025, there were no irregularities that could materially impact the effectiveness of internal control over financial reporting.

Risk management is based on an effective internal control system for financial reporting, which aims to ensure the adequacy and accuracy of financial information contained in financial statements and periodic reports. In the process of preparing the Company's financial statements, one of the fundamental elements of control is the verification of the financial statements by an independent auditor. The auditor's responsibilities include, in particular, reviewing the semi-annual separate and consolidated financial statements and auditing the annual separate and consolidated financial statements.

The Supervisory Board selects the independent auditor by adopting a resolution. Annually, the Supervisory Board assesses the Company's previously audited financial statements for consistency with the accounting records and

documents, as well as with the facts. The Supervisory Board reports the results of its assessment to shareholders in its annual report.

8.4. SHAREHOLDERS HOLDING DIRECTLY OR INDIRECTLY SUBSTANTIAL BLOCKS OF SHARES

To the best of the Issuer's knowledge, based on notifications received from shareholders, as at December 31, 2025, the shareholders holding significant blocks of shares (at least 5%) are the entities indicated below:

TABLE 44 SHAREHOLDING STRUCTURE AS OF 31 DECEMBER 2024

Shareholder name	Number of shares held as of December 31, 2025	Percentage of shares held in the share capital	Number of votes held as of December 31, 2025	Percentage of shares held in votes at the General Meeting
Luma Holding Limited	10 789 031	40.22%	10 789 031	40.22%
The rest	16 036 888	59.78%	16 036 888	59.78%
Together	26 825 919	100.00%	26 825 919	100.00%

After the balance sheet date and until the date of approval of this report for publication, there were changes in the notifications of the number of shares held by individual shareholders.

TABLE 45 SHAREHOLDING STRUCTURE AS OF APRIL 11, 2025

Shareholder name	Number of shares held as of April 27, 2025	Percentage of shares held in the share capital	Number of votes held as of April 11, 2025	Percentage of shares held in votes at the General Meeting
Luma Holding Limited	12 890 319	40.50%	12 890 319	40.50%
The rest	18 935 600	59.50%	18 935 600	59.50%
Together	31 825 919	100.00%	31 825 919	100.00%

8.5. HOLDERS OF SECURITIES GIVING SPECIAL RIGHTS

As at the date of approval of this report for publication, all shares of PROTEKTOR SA are ordinary bearer shares with no preferences attached, in particular those concerning special control rights.

8.6. RESTRICTIONS ON THE EXERCISE OF VOTING RIGHTS

As at the date of approval of this report for publication in PROTEKTOR SA, there are no restrictions on the exercise of voting rights, such as restrictions on the exercise of voting rights by holders of a specific part or number of votes, time restrictions on the exercise of voting rights or provisions according to which, with the cooperation of the Company, capital rights related to securities are separated from the possession of securities.

Restrictions on the exercise of voting rights may only result from generally applicable legal provisions.

8.7. RESTRICTIONS ON TRANSFERRING OWNERSHIP OF THE ISSUER'S SECURITIES

All shares of the Company are ordinary bearer shares and are not convertible into registered shares.

Pursuant to the letter from the WSE dated August 29, 2025, reference number GPW/DOK/W/239/2025, in relation to the series E shares, the circumstances referred to in point II, subpoint 1) letter b) of the Joint Position of the Supervisory Board and the Management Board of the Warsaw Stock Exchange dated December 17, 2018

(as amended) on the principles of the public nature of stock exchange trading (the “Joint Position”), therefore – in accordance with the provisions of point III of the Joint Position – series E shares acquired by Luma Holding Limited may be admitted and introduced to stock exchange trading after two years from the date of adoption by the competent authorities of the Company of a resolution/decision containing arrangements regarding the determination of the issue price of these shares. Thus, admission to stock exchange trading of the Company's series E shares that are the subject of the application under the currently applicable regulations specifying the conditions for admission of shares to stock exchange trading will be possible after March 27, 2027.

Due to the above position of the WSE, the Company has not applied for admission to trading of series F, G and H shares acquired under the issue with exclusion of pre-emptive rights by Luma Holding Limited.

8.8. RULES FOR AMENDING THE COMPANY'S STATUTE

Amendments to the Company's Articles of Association are made pursuant to the provisions of the Commercial Companies Code. The Articles of Association of PROTEKTOR SA do not contain any provisions that differ from the provisions of the Commercial Companies Code governing amendments to the Articles of Association and are available on the website www.protektorsa.pl/lad-korporacyjny/.

The Statute of PROTEKTOR SA may be amended by the General Meeting of Shareholders by adopting an appropriate Resolution by a 3/4 majority of votes (§ 28 section 2 of the Consolidated Text of the Statute of PROTEKTOR SA).

Resolutions on amendments to the Company's Articles of Association that increase the benefits of Shareholders or reduce the rights granted personally to individual Shareholders require the consent of all Shareholders to whom they apply (§ 28 section 3 of the Consolidated Text of the Articles of Association of PROTEKTOR SA).

In the event of any amendment to the Company's Articles of Association, the Management Board is authorized and obliged to immediately report the amendment to the Articles of Association to the National Court Register and to prepare a consolidated text of the Company's Articles of Association, taking into account all amendments to its content made to date by the General Meeting of Shareholders (§ 28 section 5 of the Consolidated Text of the Articles of Association of PROTEKTOR SA).

After entering changes to the Articles of Association into the register of entrepreneurs, the Issuer publishes a current report on this matter.

8.9. METHOD OF OPERATION AND MAIN POWERS OF THE GENERAL MEETING AND DESCRIPTION OF SHAREHOLDERS' RIGHTS AND THE MANNER OF THEIR EXERCISE

The General Meetings of PROTEKTOR SA operate in accordance with the principles set out in the Commercial Companies Code, the Company's Articles of Association and the Rules of Procedure of the General Meeting.

The Regulations of the General Meeting specify in particular the rules and procedure for holding meetings and are available on the website www.protektorsa.pl/lad-korporacyjny/.

Convening and canceling the General Meeting of the Company

The Annual General Meeting should be held within 6 months after the end of each financial year.

The Extraordinary General Meeting is convened by the Management Board on its own initiative, upon a written or electronic request from the Supervisory Board or shareholders representing at least 5% of the share capital. The Management Board convenes the Extraordinary General Meeting within two weeks of the request being submitted.

The Supervisory Board has the right to convene the General Meeting if the Management Board of the Company fails to convene the Annual General Meeting within the prescribed time limit or if, despite the submission of a request by eligible Shareholders, the Management Board fails to convene the Extraordinary General Meeting within two weeks.

PROTEKTOR SA General Meetings are held at the Company's registered office, in Lublin or Warsaw. This arrangement is permitted by the Company's Articles of Association and is justified by the Company's desire to enable as many interested shareholders as possible to participate in the meeting.

The Management Board makes every effort to ensure that General Meetings convened at the request of shareholders are held on the dates specified in the request, unless objective reasons make this impossible. In such a case, a different date will be set in consultation with the requesting party. In this regard, the Management Board always complies with the provisions of the Commercial Companies Code.

Information about the convening of the General Meeting is provided in the form of a current report.

PROTEKTOR SA applies a general principle of not canceling previously announced General Meeting dates. As of the date of this statement, no General Meeting has been canceled. Should extraordinary and special circumstances arise that justify a change to the publicly announced date of the General Meeting, the Issuer will apply the provisions of the Commercial Companies Code.

The right to participate in the General Meeting

Pursuant to the Rules of Procedure of the General Meeting of PROTEKTOR SA, bearer shareholder holders are entitled to participate in the General Meeting and exercise their voting rights if they deposit their share certificates with the Company at least one week prior to the General Meeting and they are not collected before the end of the General Meeting. Instead of deposit certificates, they may submit certificates from the entity maintaining their securities account, confirming the number of shares held and that these shares will remain blocked in the account until the end of the General Meeting.

Shareholders may participate in the General Meeting in person or by proxy, provided that they submit written and duly paid powers of attorney to an employee of the Company designated by the Management Board.

The following persons should be present at the General Meeting:

- ◆ Members of the Supervisory Board,
- ◆ Members of the Management Board,
- ◆ The notary preparing the minutes of the General Meeting and, if necessary, invited experts.

Shareholder rights

The agenda for the General Meeting, with the exception of the Extraordinary General Meeting convened at the request of shareholders, is determined by the Company's Management Board. If the Extraordinary General Meeting is convened at the request of shareholders, those shareholders are required to submit a proposed agenda in their request.

The Supervisory Board and Shareholders representing at least 5% of the share capital may request that specific matters be placed on the agenda of the General Meeting.

Resolutions on amendments to the Company's Articles of Association that increase the benefits of Shareholders or reduce the rights granted personally to individual Shareholders require the consent of all Shareholders to whom they apply.

Basic powers of the General Meeting

Pursuant to the provisions of § 28 sections 1 and 2 of the Consolidated Text of the Articles of Association of PROTEKTOR SA, resolutions of the General Meeting of Shareholders are adopted by a simple majority of votes, unless the Articles of Association or the law provide otherwise. Such a majority is required in particular in the following matters:

- ◆ consideration and adoption of the Management Board's report on the Company's activities, balance sheet and profit and loss account for the previous financial year,
- ◆ adopting resolutions on the distribution of profits or coverage of losses,
- ◆ granting discharge to members of the Company's bodies for the performance of their duties.

Resolutions of the General Meeting are adopted by a 3/4 majority of votes on the following matters:

- ◆ changes to the Company's Articles of Association, including the issue of new shares,
- ◆ bond issues,
- ◆ sale of the Company's enterprise,
- ◆ merger of the Company with another Company,
- ◆ dissolution of the Company.

The General Meeting appoints and dismisses the Supervisory Board and determines their remuneration.

In addition to the above-mentioned matters, resolutions of the General Meeting are required for matters specified in the Commercial Companies Code.

Voting at the General Meeting

Voting at the General Meeting is open. Secret ballots are used for elections and motions to dismiss members of the Company's governing bodies or liquidators, as well as in matters of holding them accountable, and in personnel matters.

Resolutions regarding a significant change in the scope of the Company's activities are adopted in an open roll-call vote.

How the General Meeting operates

The technical and organizational support for the General Meeting is provided by the Company's Management Board. In accordance with the practice adopted by PROTEKTOR SA, materials related to the General Meeting are made available to shareholders in accordance with applicable law. The schedule of work for organizing General Meetings is planned to ensure proper fulfillment of obligations to shareholders and enable them to exercise their rights.

Shareholders attending the General Meeting confirm their attendance by signing the attendance list. Proxies must also submit an original power of attorney granted by authorized persons (in accordance with an extract from the relevant register, and in the case of natural persons, in accordance with the provisions of the Civil Code).

The General Meeting is opened by the Chairman of the Supervisory Board or their Deputy, and in their absence, by the President of the Management Board or a person designated by the Management Board. The Chairman of the General Meeting is then elected from among those entitled to participate. His/her responsibility is to ensure

that resolutions are formulated in a clear and transparent manner. The General Meeting adopts its own rules of procedure.

The course of the General Meeting is recorded by a notary, and the minutes should include, in particular, a statement that the General Meeting was properly convened and the content of the resolutions adopted, specifying the number of votes cast for each resolution and any objections raised.

The primary objective of the General Meeting is to pursue the Company's interests, understood as increasing the value of the assets entrusted to it by shareholders, taking into account the rights and interests of entities other than shareholders involved in the Company's operations, in particular creditors and employees of PROTEKTOR SA

The General Assembly is obligated to ensure that the exercise of rights and the use of legal institutions are based on honest intentions (good faith) and do not exceed the purpose and economic justification for which these institutions were established. The General Assembly does not resolve matters that should be subject to court decisions.

8.10. PERSONNEL COMPOSITION AND CHANGES THAT TOOK PLACE IN IT DURING THE LAST FINANCIAL YEAR AND DESCRIPTION OF THE OPERATIONS OF THE COMPANY'S MANAGEMENT AND SUPERVISORY BODIES AND THEIR COMMITTEES

Management Board of PROTEKTOR SA

Composition of the Management Board

As of 31 December 2025 and as of the date of publication of this report, the composition of the Management Board of PROTEKTOR SA was as follows.

TABLE 46 COMPOSITION OF THE MANAGEMENT BOARD AS OF DECEMBER 31, 2025

Name and surname	Function	Date of last appointment
Radosław Rogacki	President of the Management Board	20/06/2024
Witold Rzewuski	Member of the Company's Management Board	01/10/2025

After the balance sheet date until the date of publication of this report, there were no changes in the composition of the Management Board of PROTEKTOR SA

Rules for appointing and dismissing managers

Pursuant to § 13 of the Consolidated Text of the Statutes of PROTEKTOR SA, the Management Board consists of one to five members. The joint term of office of Management Board members is three years.

The Supervisory Board determines the number of Management Board members. The Supervisory Board appoints the President of the Management Board and other Management Board members, and has the right to dismiss the President of the Management Board, any Management Board member, or all Management Board members before their term expires.

Competencies and powers of the Management Board

The Management Board exercises all powers related to the management of the Company, except for those reserved by law or the Articles of Association for other Company authorities. Management Board members fulfill their duties diligently and utilizing their knowledge and professional experience.

All matters not reserved for the competence of other bodies of the Company fall within the competence of the Management Board.

The scope of activities of the Management Board includes in particular:

- acting on behalf of the Company and representing it before offices, institutions, third parties and other bodies,
- concluding contracts and incurring obligations, as well as disposing of the Company's assets,

- ◆ convening ordinary and extraordinary General Meetings, proposing the agenda and preparing draft resolutions of the General Meeting,
- ◆ organization and establishment of rules for the provision of work in the Company,
- ◆ participation in meetings of the Company's Supervisory Board and General Meetings,
- ◆ preparation of financial, marketing, production, etc. plans,
- ◆ providing requested materials to the Supervisory Board, the General Meeting and other supervisory bodies,
- ◆ consideration of post-audit assessments and orders, as well as their implementation,
- ◆ implementation and compliance with quality policy,
- ◆ establishing the Company's strategy.

Resolutions of the Management Board are required by:

- ◆ matters within the scope of the Company's ordinary activities conducted by one of the Management Board Members, before the completion of which at least one of the Management Board Members expressed objection,
- ◆ matters beyond the scope of ordinary activities,
- ◆ proposals regarding the balance sheet and profit and loss account of the Company, submitted to the General Meeting,
- ◆ convening the General Meeting of Shareholders,
- ◆ establishing the organization of the enterprise, organizational structure, organizational regulations, work regulations and other internal acts,
- ◆ establishing annual and multi-annual economic and financial plans for the Company,
- ◆ making decisions on collective redundancies,
- ◆ defining the company's strategy,
- ◆ issues of the Company's economic and financial policy and investment purchases,
- ◆ creation, merger, division and liquidation of organizational units of the Company's enterprise,
- ◆ establishing the principles of financial management and the economic system of the Company's enterprise,
- ◆ sale and acquisition of real estate or shares in real estate,
- ◆ sale of the Company's assets in the form of a non-cash contribution (in-kind contribution) to another entrepreneur,
- ◆ establishment of a power of attorney,
- ◆ acceptance of a motion regarding the distribution of profits or coverage of losses,
- ◆ taking up or acquiring shares or stocks of another company,
- ◆ disposal of shares and interests in the Company's subsidiaries,
- ◆ establishing and implementing a risk management policy,
- ◆ the Company's investments in fixed assets,
- ◆ other matters falling within the competence of the Management Board – if the Management Board deems it justified to consider them in this procedure,

- ◆ matters subject to opinion or approval by the Supervisory Board or the General Meeting and the adoption of other materials submitted by the Management Board to the Supervisory Board.

Principles of operation of the Management Board

The Management Board of PROTEKTOR SA operates under the provisions of the Commercial Companies Code, other relevant legal provisions, the Company's Articles of Association and the Regulations of the Management Board of PROTEKTOR SA

The Management Board's procedures, as well as the matters that may be delegated to its individual members, are detailed in the Management Board's regulations, available at www.protektorsa.pl/lad-korporacyjny/. The Management Board's regulations are adopted by the Company's Management Board and approved by the Supervisory Board.

The scope of activities of individual Members of the Management Board is determined by the Organizational Regulations approved by the Company's supervisory body, together with the Organizational Structure chart, presenting the structure of official and functional subordination in the Company.

The Management Board manages the Company's affairs and represents the Company externally. All Management Board members are obligated and authorized to jointly manage the Company's affairs, unless the Company's Articles of Association provide otherwise.

Resolutions of the Management Board are adopted by an absolute majority of votes, and in the event of an equality of votes, the vote of the President of the Management Board is decisive.

In the case of a multi-person Management Board, two Management Board members must act jointly to make declarations on behalf of the Company. In the case of a single-person Management Board, the sole Management Board member is authorized to make declarations on behalf of the Company individually.

In matters beyond the scope of the Company's ordinary activities, a prior resolution of the Management Board is required, unless the matter concerns an urgent matter, the failure to act of which could expose the Company to loss. A matter beyond the scope of ordinary activities includes, in particular, the incurring of a liability or the disposal of a right with a value exceeding PLN 2,000,000.

Supervisory Board of PROTEKTOR SA and its committees

Composition of the Supervisory Board

As of 31 December 2025 and as of the date of approval of this report for publication, the composition of the Supervisory Board was as follows.

TABLE 47 COMPOSITION OF THE SUPERVISORY BOARD AS OF 31 DECEMBER 2025

Name and surname	Function	Date of last appointment
Aleksandra Zamasz	Chairwoman of the Supervisory Board	21/08/2025
Piotr Zarzycki	Deputy Chairman of the Supervisory Board	28/11/2024
Dominika Welon	Secretary of the Supervisory Board	21/08/2025
Krzysztof Matan	Member of the Supervisory Board	29/11/2023
Maciej Kolon	Member of the Supervisory Board	21/08/2025

On August 19, 2025:

- Mr. Jarosław Palejko – Chairman of the Supervisory Board,
- Mr. Wojciech Sobczak – Deputy Chairman of the Supervisory Board,

- Mr. Tomasz Krześniak – Member of the Supervisory Board,

resigned from their membership in the Supervisory Board of the Company with effect from 21 August 2025 (RB 31/2025).

On August 21, 2025, during the Extraordinary General Meeting of Shareholders, the following persons were appointed to the Supervisory Board of PROTEKTOR SA:

- Mr. Maciej Kolon,
- Mrs. Aleksandra Zamasz,
- Mrs. Dominika Welon,

as Members of the Supervisory Board of the Company (RB 35/2025).

On September 3, 2025 (RB 46/2025), the Supervisory Board adopted resolutions pursuant to which:

- Ms. Aleksandra Zamasz was elected Chairwoman of the Supervisory Board,
- Mr. Piotr Zarzycki – Deputy Chairman of the Supervisory Board,
- Ms. Dominika Welon – Secretary of the Supervisory Board

Rules for appointing and dismissing supervisors

Pursuant to § 17 of the Consolidated Text of the Articles of Association of PROTEKTOR SA, the Supervisory Board consists of five to seven members, including the Chairman and Vice-Chairman. The joint term of office of the Supervisory Board members is three years.

Supervisory Board members are elected by the General Meeting. If the mandate of a Supervisory Board member or members expires during their term of office, resulting in the total number of Supervisory Board members being reduced below the minimum number required by generally applicable law, the remaining Supervisory Board members may elect additional members of the Supervisory Board by voting from among candidates proposed by the remaining Supervisory Board members (co-optation). The co-optation process is ordered by the Chairman of the Supervisory Board, or if the expiry of the term of office concerns the Chairman, by the Deputy Chairman of the Supervisory Board, or if the Supervisory Board is not composed of the above-mentioned persons, by any Supervisory Board member. The candidate from among the presented candidates who receives an absolute majority of the votes of the current Supervisory Board members will be appointed to the position of Supervisory Board member through co-optation. In the event of a tie, the vote of the Chairman of the Supervisory Board shall prevail, or if the expiry of the term of office concerns the Chairman, the vote of the Deputy Chairman of the Supervisory Board shall prevail. The election of a new Supervisory Board member requires the approval of this election by the next General Meeting. Refusal to approve the election by the General Meeting does not prejudice the actions taken by the Supervisory Board with the participation of a Member.

The Supervisory Board elects from among its members the Chairman and one or two Deputy Chairman and Secretary.

Resignation from Supervisory Board membership should be submitted to the Chairman of the Supervisory Board or their Deputy, or in their absence, to the President of the Management Board. If the resignation cannot be submitted in any of the above ways, the resignation from Supervisory Board membership should be submitted at the General Meeting. The Chairman of the Supervisory Board or their Deputy shall immediately notify the Management Board of the received resignation from Supervisory Board membership.

Competencies and powers of the Supervisory Board

The Supervisory Board oversees the Company's operations. The Supervisory Board's responsibilities include:

- ◆ determining the amount and principles of remuneration of Management Board members,
- ◆ representing the Company in contracts and disputes with members of the Management Board,
- ◆ suspending, for important reasons, individual or all members of the Management Board from their duties, as well as delegating a member or members of the Council, for a period not longer than three months, to temporarily perform the duties of members of the Management Board who have been dismissed, resigned or are unable to perform their duties for other reasons,
- ◆ approving annual and multi-annual material and financial plans (budget) and annual and multi-annual strategies of the Company and the Capital Group in which the Company is the parent company, as well as approving changes to these documents,
- ◆ expressing consent to the disposal by the Company or a subsidiary of the Company of a right or the incurrence by the Company or a subsidiary of the Company of a liability exceeding PLN 2,500,000, regardless of whether it concerns one or several related activities. In the case of incurring continuous or periodic liabilities, for the purposes of the provisions of the preceding sentence, the value of the benefits is calculated for their entire duration, and if they are incurred for an indefinite period, for a 12-month period. The provisions of this section do not apply to activities involving the acquisition and sale of goods or products as part of the current business activities of the Company or a subsidiary of the Company, or the purchase of raw materials and semi-finished products used to manufacture goods or products by the Company or a subsidiary of the Company,
- ◆ granting consent to the establishment of security interests (in particular pledges, registered pledges) on the assets of the Company or a subsidiary of the Company, if the value of the assets of the Company or a subsidiary of the Company on which the security is established exceeds PLN 1,500,000,
- ◆ giving consent to the conclusion by the Company or a subsidiary of the Company of a credit or loan agreement with a value exceeding PLN 1,500,000,
- ◆ giving consent to the acquisition, disposal, encumbrance or taking up of any shares in other companies by the Company or a subsidiary of the Company, as well as to the accession by the Company or a subsidiary of the Company to any other companies,
- ◆ selection of an entity authorized to audit the Company's financial statements and the consolidated financial statements of the Company's capital group,
- ◆ appointment and dismissal of members of the Management Board,
- ◆ giving consent to the acquisition, sale or encumbrance of real estate, perpetual usufruct or a share in real estate,
- ◆ giving consent to a member of the Management Board engaging in competitive business,
- ◆ approval of the Management Board Regulations,
- ◆ giving consent to the transfer to a third party by the Company or a subsidiary of the Company of its patents, as well as rights to utility or industrial designs or trademarks,
- ◆ giving consent to the Company or a subsidiary of the Company to perform activities (transactions) aimed at hedging the risk related to the exchange rate (in particular transactions related to hedging, transactions concerning financial instruments or derivatives related to hedging against the exchange rate risk),

- ◆ expressing consent to the manner of voting by the Management Board of the Company on amendments to the Articles of Association or the Company's articles of association in a subsidiary and on increasing or decreasing the share capital of a subsidiary,
- ◆ expressing consent to the manner of voting by the Management Board of the Company on the issue of bonds by a subsidiary and on the issue of bonds by the Company,
- ◆ expressing consent to adopt a resolution on the sale of the Subsidiary's enterprise or its organised part.

Rules of operation of the Supervisory Board

The Supervisory Board operates under the provisions of the Commercial Companies Code, the Company's Articles of Association and the Regulations of the Supervisory Board of PROTEKTOR SA. The Regulations of the Supervisory Board were adopted by a resolution of the Supervisory Board and are available on the website www.protektorsa.pl/lad-korporacyjny/.

The Company's Supervisory Board meets at least quarterly during the financial year. A meeting of the Supervisory Board is convened by the Chairman of the Board (or one of their Deputies or another Supervisory Board member authorized by the Chairman) on their own initiative, at the request of any member of the Board, or at the request of the Company's Management Board. If, despite a request from a member of the Supervisory Board or the Management Board, a meeting is not convened within one week of receiving the request, the requesting party is authorized to convene a meeting of the Supervisory Board. A Supervisory Board meeting should be held no later than two weeks after it is convened.

Supervisory Board meetings are minuted. The minutes of the Supervisory Board meeting are prepared by the Secretary of the Board or another person proposed by the Chairman of the Board or the Secretary of the Board and approved by the Board. In the absence of approval, the minutes are prepared by the Chairman of the Board or, in the event of his absence, by one of the Deputies.

For Supervisory Board resolutions to be valid, all members of the Board must be invited at least five days in advance. The Supervisory Board adopts resolutions if at least half of its members are present at the meeting, including members participating in the meeting via direct remote communication.

Voting at Council meetings is open. The Council may, by resolution, decide to hold a secret ballot.

Supervisory Board Committees

As at 31 December 2025 and as at the date of approval of this report for publication, the composition of the Audit Committee was as follows.

TABLE 48 COMPOSITION OF THE AUDIT COMMITTEE AS OF 31 DECEMBER 2025

Name and surname	Function	Date of last appointment
Aleksandra Zamasz	Chairwoman of the Audit Committee	3/09/2025
Maciej Kolon	Member of the Audit Committee	3/09/2025
Krzysztof Matan	Member of the Audit Committee	3/09/2025

On September 3, 2025, the Supervisory Board of PROTEKTOR SA appointed new members of the Audit Committee from among its members. The following persons were appointed to the Audit Committee:

- Ms. Aleksandra Zamasz – Chairwoman of the Audit Committee,
- Mr. Maciej Kolon – Member of the Audit Committee,
- Mr. Krzysztof Matan – Member of the Audit Committee.

After the balance sheet date, until the date of approval of this report for publication, there were no changes in the composition of the Audit Committee of PROTEKTOR SA

Pursuant to the Supervisory Board Regulations, the Audit Committee is a standing committee. The Regulations of the Audit Committee of the Supervisory Board of PROTEKTOR SA are available on the website www.protektorsa.pl/lad-korporacyjny/.

The Supervisory Board may appoint a Remuneration Committee and adopt a resolution to dissolve the Remuneration Committee at any time.

As of December 31, 2025 and the date of publication of this report, only the Audit Committee operated within the Supervisory Board. Until November 15, 2023, the Supervisory Board also had a Remuneration Committee, which was dissolved on November 16, 2023.

The Audit Committee consists of at least three members appointed by the Supervisory Board from among its members. The Audit Committee elects a Chairperson from among its members.

The Audit Committee must include at least one Supervisory Board member with knowledge and skills in accounting or financial statement auditing. The majority of Audit Committee members, including the Chair, must meet the independence criteria specified in the Act of May 11, 2017, on Statutory Auditors, Audit Firms, and Public Oversight. Audit Committee members possess knowledge and skills in the industry in which the Company operates. This requirement is deemed met if at least one Audit Committee member possesses knowledge and skills in that industry, or if individual Audit Committee members possess knowledge and skills in specific areas within that industry.

As at 31 December 2025 and as at the date of publication of this report, the independence criterion is met by Ms Aleksandra Zamasz and Mr Maciej Kolon.

The following persons have the knowledge and skills within the Audit Committee operating as at 31 December 2025 and as at the date of publication of this report:

- ◆ in the field of accounting: Aleksandra Zamasz, Maciej Kolon;
- ◆ in the field of the industry in which the Issuer operates: Aleksandra Zamasz, Maciej Kolon.

The Supervisory Board elects the members of the Committee at its first meeting of a given term of office.

If the mandate of a Supervisory Board member elected to the Audit Committee expires before the end of the entire Supervisory Board's term of office, or if the member resigns from the Audit Committee, the Supervisory Board will replenish the Committee by electing a new member to serve until the end of the Supervisory Board's term of office. If, upon the expiration of the mandate of a Supervisory Board member elected to the Audit Committee, the Audit Committee does not include any member who meets the independence requirements, such a person will be elected immediately after the General Meeting that appropriately changes the composition of the Supervisory Board.

The Audit Committee supports and advises the Supervisory Board in the performance of its statutory control and supervisory duties in the scope of:

- ◆ monitoring:
 - the Company's financial reporting process,
 - the effectiveness of internal control systems, risk management systems and internal audit, including financial reporting,

- performing financial auditing activities, in particular the audit conducted by the audit firm, taking into account all conclusions and findings of the Audit Oversight Commission resulting from the inspection carried out at the audit firm,
- ◆ controlling and monitoring the independence of the statutory auditor and the audit firm, in particular when the audit firm provides the Company with services other than auditing,
- ◆ informing the Supervisory Board about the audit results and explaining how the audit contributed to the reliability of the Company's financial reporting, as well as what the Committee's role was in the audit process,
- ◆ assessing the independence of the statutory auditor and the audit firm auditing the Company's financial statements and giving consent to their providing permitted services to the Company other than auditing the Company's financial statements,
- ◆ developing a policy for selecting an audit firm to conduct the audit,
- ◆ developing a policy for the provision of permitted services other than auditing the Company's financial statements by the audit firm conducting the audit, by entities related to that audit firm and by a member of the audit firm's network,
- ◆ determining the procedure for selecting an audit firm by the Company,
- ◆ presenting recommendations to the Supervisory Board regarding the selection of a statutory auditor or audit firm to audit the Company's financial statements,
- ◆ submitting recommendations aimed at ensuring the reliability of the financial reporting process in the Company.

The Audit Committee operates and adopts resolutions collectively. It meets at least quarterly, on dates determined by the Committee Chair. In special circumstances, an Audit Committee meeting may be convened by the Chair or Vice Chair of the Supervisory Board. The Audit Committee submits an annual report on its activities to the Supervisory Board.

In 2025, the Audit Committee of the Supervisory Board held one meeting. The meeting was held via remote communication. Additionally, the Audit Committee operated in a "working mode," meaning no meetings were held.

PROTEKTOR SA has a policy in place regarding cooperation with an audit firm entitled "Policy and procedure for selecting an audit firm and providing additional services by an audit firm, an entity affiliated with the audit firm or a member of its network in PROTEKTOR SA", available on the website www.protektorsa.pl/lad-korporacyjny/.

Audit firm selection policy:

- ◆ the selection of the entity authorized to audit is made by the Supervisory Board by way of a resolution, acting on the basis of the recommendation of the Audit Committee,
- ◆ it is prohibited to introduce any contractual clauses that would require the Supervisory Board to select an entity authorized to audit from a specific category or list of entities authorized to audit,
- ◆ The Supervisory Board, when making the final selection, and the Audit Committee, when preparing recommendations, are guided by the following guidelines regarding the entity authorized to audit: price, experience, ability to provide the required scope of services and qualifications,
- ◆ the maximum uninterrupted duration of statutory audit engagements carried out by the same audit firm or an audit firm associated with it may not exceed 5 years.

Audit firm selection procedure:

- ◆ The Management Board of the Company or a person authorized by it, based on the guidelines of the Audit Committee, sends a request for proposals to selected entities authorized to audit, provided that these entities meet the requirements regarding the mandatory rotation of the entity authorized to audit and the key statutory auditor,
- ◆ the collected offers from audit firms are submitted to the members of the Company's Audit Committee, who analyze the submitted offers and recommend the selection of an audit firm to the Company's Supervisory Board,
- ◆ the selection of an audit firm to audit the Company's financial statements is made by the Supervisory Board of the Company, unless the provisions of laws and implementing acts as well as the provisions of the Company's Articles of Association provide otherwise, taking into account the principles regarding the audit of financial statements resulting from generally applicable provisions of law,
- ◆ if the decision of the Supervisory Board regarding the selection of an audit firm differs from the recommendation of the Audit Committee, the Supervisory Board shall justify the reasons for not following the recommendation of the Audit Committee and shall notify the Management Board of such justification,
- ◆ the selection of the audit firm by the Supervisory Board should take place by the end of the second quarter of the financial year for which the financial statements will be audited,
- ◆ The company's Management Board concludes an agreement with the selected audit firm to audit the company's financial statements. The agreement should be concluded in a timely manner that allows the audit firm to participate in the inventory of the company's assets.
- ◆ after selecting the audit firm, the Management Board shall publicly announce the selection by the Supervisory Board of the entity authorized to audit the Company's financial statements.

8.11. DIVERSITY POLICY

PROTEKTOR SA does not have a formal diversity policy applicable to the Issuer's administrative, management and supervisory bodies in relation in particular to age, gender or education and professional experience, as referred to in the "Best Practices of GPW Listed Companies 2021".

In the Company's opinion, the criterion of meeting the diversity requirement in relation to authorities and key managers is less effective than applying the principle of equal opportunities and the criterion of the level of knowledge, experience, competences and skills.

In the case of members of the governing bodies of the Companies belonging to the Group, the selection of persons performing the function is made based on ownership and corporate decisions and principles of professionalism.

With respect to key employees, the Group Companies take into account the professional experience, competences, skills, substantive preparation of each candidate and length of service when hiring them.

The Group is guided by the principle that everyone has the right to equal treatment, the recruitment process is based on merit-based criteria and adheres to the principle that it is unacceptable to limit freedoms and human rights on the basis of race, gender, language, religion or origin.

8.12. REMUNERATION POLICY

Employee remuneration policy

PROTEKTOR SA has an internal Remuneration Regulation which specifies the conditions for remunerating Employees for their work and for granting these Employees other benefits related to their work in the Company.

The components of remuneration are determined by the Employer individually with each Employee through negotiations, taking into account the scope and type of work duties entrusted to the Employee and the Employee's education, competences and professional experience, as well as previous performance.

Payroll regulations provide employees with additional remuneration components, including: bonuses, discretionary awards and other allowances.

In 2025, there was a change in the Remuneration Regulations concerning the non-establishment of the Company Social Benefits Fund.

Remuneration policy for members of management and supervisory bodies

The remuneration policy for members of the Management Board and Supervisory Board at PROTEKTOR SA has been adopted by the Annual General Meeting on 8 July 2020 (Resolution No. 27/2020), as amended.

The Policy defines the principles for determining the remuneration of Members of the Management Board and Supervisory Board of PROTEKTOR SA, paid by the Company or received in connection with the performance of their functions in the bodies of entities belonging to the Group.

The aim of the solutions set out in the Policy is to contribute to the implementation of:

- ◆ the Company's overall business strategy, which involves strengthening its market and competitive position and increasing its shareholder value,
- ◆ the long-term interests of the Company that correspond to the interests of its shareholders (including minority shareholders) and take into account the rights of its stakeholders (in particular, co-workers and customers),
- ◆ the stability of the Company, including the stability of the composition of its individual bodies.

Members of the Management Board are entitled to remuneration for the functions they perform, consisting of the following components:

- ◆ fixed monthly salary,
- ◆ variable (bonus) remuneration, payable in accordance with individually agreed bonus principles,
- ◆ financial instruments in accordance with the current Company incentive program for Management Board Members, to which a given Management Board Member is covered,
- ◆ non-financial benefits.

Furthermore, Management Board Members may be subject to a paid non-competition clause following the termination of their legal relationship with the Company, based on an agreement concluded under generally applicable legal provisions applicable to Employees or on another appropriate non-competition agreement. The period of the non-competition clause following the termination of the legal relationship should not exceed 12 months, and the compensation payable to the Management Board Member by the Company may not exceed the fixed salary received by the Management Board Member prior to the termination of the relationship for a period corresponding to the duration of the non-competition clause.

The amount of the fixed remuneration of Management Board Members is determined taking into account:

- ◆ qualifications, including level of professional experience,
- ◆ market salary for similar positions,
- ◆ the assigned scope of duties and their nature and the associated level of operational and legal responsibility,

- ◆ the time and work required to perform the duties of a Management Board Member, including the performance of duties for other entities within the Group,
- ◆ the financial situation of the Company and the Group, including short- and long-term goals and the long-term interests and financial results of the Company.

A Management Board Member may receive variable remuneration, in particular in the form of a bonus, constituting additional cash benefits, the payment of which depends on the Member of the Management Board being entitled to the variable part of remuneration and on the achievement of specific indicators or objectives for a given period (in particular the financial year) approved by a resolution of the Supervisory Board, including objectives established in accordance with the Company's strategy (if it is adopted).

The value of variable remuneration will depend on the degree of achievement of individual indicators or objectives in relation to the expected value, and possibly based on their weighting, and will be calculated in a manner specified by the Supervisory Board (in particular using an algorithm specified by the Supervisory Board in a resolution). The Supervisory Board may specify in the resolution additional conditions for a Management Board Member to receive variable remuneration.

The indicators or targets on the achievement of which the right to variable remuneration is dependent may include, in particular:

- ◆ financial indicators of the Company or Group,
- ◆ quantitative or qualitative indicators or objectives,
- ◆ achieving specific economic goals defined by the Supervisory Board,
- ◆ reducing management costs or operating costs,
- ◆ implementation or definition of the Company's or Group's strategy,
- ◆ taking into account social interests, the Company's contribution to environmental protection and taking actions aimed at preventing negative social effects of the Company's activities and their liquidation,
- ◆ a Management Board Member being in a legal relationship with the Company or holding a position on the Management Board for a specified period of time.

Members of the Management Board may participate in an incentive program established on the basis of an appropriate resolution of the General Meeting, under which they may be entitled to acquire financial instruments, in particular new shares of the Company on the terms and conditions specified in detail in the regulations of such incentive program and the agreement for participation in the incentive program concluded between a given Member of the Management Board and the Company in connection with the participation of a given person in the incentive program.

The determination of whether the Management Board Members meet the criteria specified in the incentive program, which determine the possibility of acquiring financial instruments, is made on the basis of the Company's financial statements or the Group's consolidated financial statements for a given financial year.

Members of the Management Board may also receive non-cash benefits from the Company, granted under a resolution or an agreement concluded with a given Member of the Management Board, in particular in the form of:

- ◆ additional benefit in the form of civil liability insurance for persons holding managerial positions,
- ◆ the right to use certain Company assets, including in particular a computer, car and company telephone,

- ◆ the Company covering the costs related to the function performed by a Management Board Member, including, among others, per diems, travel, flights, accommodation, representation expenses, training, seminars,
- ◆ the right to use additional non-wage benefits (benefits) launched for persons employed in the Company and cooperating with the Company on a permanent basis, in particular in the form of a private medical care package or a sports card.

The Company pays remuneration to Members of the Management Board and Supervisory Board only in accordance with the Policy.

The remuneration of Management Board members, including its level and individual components, is determined in accordance with Article 378 of the Commercial Companies Code by a resolution of the Supervisory Board. Detailed principles for the remuneration of Management Board members are specified in Supervisory Board resolutions, and in the case of an employment contract, management contract, or other civil law agreement, also in those agreements. A Management Board member's remuneration may be determined in the resolution appointing them to serve as a Management Board member or in a separate resolution.

In connection with the expiry of the mandate on the Management Board or the termination or expiration of the employment contract or the termination or expiration of the management contract, a Member of the Management Board may additionally be granted a severance pay, the amount of which may not exceed six times the amount of his or her fixed monthly remuneration and which is payable in the cases specified in the contract concluded with the Member of the Management Board or in the resolution of the Supervisory Board specifying the principles of remuneration of a Member of the Management Board.

Currently, the Managers perform their duties on the basis of, respectively:

- President of the Management Board: a management contract, according to which in the event of termination or expiry of the management contract, he is entitled to severance pay in the amount of 3 months' remuneration on terms specified in detail in the contract;

Management Board Member: resolution of the Company's supervisory body appointing a member of the Management Board, which decision does not grant the Management Board Member any severance benefits. The remuneration of PROTEKTOR SA Management Board Members for the period from 1 January 2025 to 31 December 2025 is presented in the table below:

TABLE 49 REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD OF PROTEKTOR SA IN THE PERIOD 01.01.2025 - 31.12.2025

Specification	Basic salaries	Severance pay/non-compete clauses	Other benefits	Together
<i>Remuneration of members of the Management Board of PROTEKTOR SA</i>				
Radosław Rogacki	540		62	602
Witold Rzewuski	10		-	10
Together	550		62	612

Members of the Supervisory Board are entitled to remuneration for the functions they perform, consisting of the following components:

- ◆ basic fixed monthly remuneration for serving as a Member of the Supervisory Board,

- ◆ optional additional monthly remuneration payable for performing specific functions in the Supervisory Board (Chairman, Deputy Chairman, Secretary) or Committees, constituting a separate component or an amount increasing the remuneration, provided that it is granted on the basis of an appropriate resolution of the General Meeting, provided that the additional monthly remuneration cannot exceed 100% of the basic monthly remuneration of a Member of the Supervisory Board,
- ◆ non-financial benefits.

Members of the Supervisory Board are entitled to remuneration regardless of the frequency of formally convened meetings of the Supervisory Board or Committees.

The amount of fixed remuneration of members of the Supervisory Board is determined taking into account:

- ◆ qualifications, including level of professional experience,
- ◆ market salary for similar positions,
- ◆ the assigned scope of duties and their nature and the level of responsibility associated with them,
- ◆ the amount of time and work required to perform the duties of a Member of the Supervisory Board,
- ◆ the financial situation of the Company and the Group, including short- and long-term goals and the long-term interests and financial results of the Company.

The remuneration of the Supervisory Board Members, including its level and individual components, is determined in accordance with § 23 of the PROTEKTOR SA Statute by a resolution of the General Meeting of the Company, and may be determined both in the resolution appointing a Member of the Supervisory Board and in a separate resolution.

The remuneration of the Members of the Supervisory Board of PROTEKTOR SA due for the period from 1 January 2025 to 31 December 2025 is presented in the table below:

TABLE 50 REMUNERATION OF MEMBERS OF THE SUPERVISORY BOARD OF PROTEKTOR SA IN THE PERIOD 01.01.2025 - 31.12.2025

Specification	Basic salaries	Severance pay/non-compete clauses	Other benefits	Together
<i>Remuneration of members of the Supervisory Board of PROTEKTOR SA</i>				
Maciej Kolon	11		1	12
Tomasz Krześniak	29		4	33
Krzysztof Matan	40		8	48
Jarosław Palejko	44		9	53
Wojciech Sobczak	29		5	35
Dominika Welon	11		2	13
Aleksandra Zamasz	17		0	17
Piotr Zarzycki	40		8	48
Together	222	-	37	259

Statement on non-financial information

The statement on non-financial information for 2025 has not been prepared due to the Protektor Capital Group's failure to meet the conditions specified in Article 14 section 5 of the Act of 6 December 2024 amending the Accounting Act, the Act on Statutory Auditors, Audit Firms and Public Supervision and certain other acts - Journal of Laws of 2024, item 1863.

Signatures of all members of the Management Board

Radosław Rogacki	President of the Management Board	
Witold Rzewuski	Member of the Management Board	

Lublin, April 30, 2026