



Grupa Pracuj S.A. Group

Management Board's Report on the activities of Grupa Pracuj S.A. and Grupa Pracuj S.A. Group for the year ended 31 December 2025

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LETTER FROM THE PRESIDENT OF THE MANAGEMENT BOARD



Dear All,

The year 2025 was a special one for Grupa Pracuj. We celebrated the 25th anniversary of our business – a quarter of a century that we had devoted to building a major ecosystem supporting the labour market across our region. It was also the year in which we unveiled the new Grupa Pracuj 2030 Strategy, setting an ambitious direction for our continued evolution to become Europe's leading HR Tech platform. The strategic pillars include further growth of our recruitment platforms serving the Polish and Ukrainian markets, combined with fast-paced development of our software designed to support recruitment processes as well as the broader area of human resources management. We see the growing prominence of HR Software within our business model and are consistently working to expand its contribution to the Group's total revenue.

The market environment in 2025 was both demanding and varied. In Poland, despite a sustained upward trajectory of economic growth, activity in the job advertisement market remained moderate. Some sectors thrived amid favourable trends recording vigorous growth, while others clearly had to struggle with more challenging conditions. The situation in Ukraine was entirely different. The prolonged war that had resulted in a significant shortage of available workforce means that businesses are competing fiercely for candidates. As a consequence, the Ukrainian recruitment market remains highly active, and we play a vital role connecting employers with job seekers.

Another key theme of the past year was the rapid rise of artificial intelligence technologies. Although these tools have not yet fundamentally transformed our industry, we have witnessed a bewildering pace of technological progress that is set to increasingly shape the way the labour market operates. At Grupa Pracuj, we are actively developing solutions powered by artificial intelligence within our recruitment platforms and software products, looking to enhance the value we deliver to both job seekers and employers. At the same time, we are deploying these technologies internally to improve the efficiency of our teams and operational processes.

We are pleased to see progressive growth in the scale of our operations. In Poland, the Pracuj.pl platform has reached nearly 62 thousand active customers, deepening its market penetration. We consistently develop scalable e-commerce tools that make cooperation with us simpler and more effective for corporate recruiters. Our continuing ambition is to be the partner of choice for companies seeking to recruit staff. 2025 was also an important year for the Group's Ukrainian operations. We increased our equity interest in Work Ukraine, a company competing with our Robota.ua platform, which has allowed us to retain a larger share of its net profit. Since both platforms enjoy strong positions in the Ukrainian labour market, we believe that together they will play a crucial role in driving its continued development.

The HR Software segment also continued to make an ever-increasing contribution to the Group's total revenue. eRecruiter further solidified its leading position in the Polish ATS market, while softgarden continued its successful expansion in the DACH region despite headwinds prevailing in the market environment. In 2025 we also invested in Kadromierz, a fast growing company active in the time and attendance (T&A) segment, a transaction that marked an important step towards expanding our presence in post-hire solutions. At the same time, the Group's staffing level remained stable compared with the previous year, as we focused on further strengthening the productivity and capabilities of our teams.

I wish to extend my heartfelt thanks to all employees of Grupa Pracuj for their commitment, professional approach and dedicated efforts in pursuing our goals. Let me also thank our customers for their trust and partnership, and our shareholders – for taking a long-term view of our value creation. Despite the challenging market backdrop, we believe that Grupa Pracuj is well placed for further growth. By leveraging our experience, well-established market position and opportunities offered by artificial intelligence, we will continue to build long-term value for all our stakeholders.

Respectfully yours,

Przemysław Gacek,
President of the Management Board
of Grupa Pracuj S.A.

SELECTED FINANCIAL DATA

Grupa Pracuj S.A. Group

Selected consolidated financial data for the years ended 31 December 2025 and 31 December 2024

Financial results

	PLN thousand		EUR thousand	
	2025	2024	2025	2024
Revenue from contracts with customers	811,232	770,015	191,455	178,899
Operating profit	309,293	297,030	72,995	69,009
Profit before tax	311,515	265,270	73,519	61,631
Net profit attributable to:	242,868	208,796	57,318	48,510
Owners of the Parent	238,654	204,281	56,324	47,461
Non-controlling interests	4,214	4,515	995	1,049
Total comprehensive income attributable to:	235,473	198,151	55,573	46,037
Owners of the Parent	231,259	193,636	54,578	44,988
Non-controlling interests	4,214	4,515	995	1,049

Cash flows

	PLN thousand		EUR thousand	
	2025	2024	2025	2024
Net cash flows from operating activities	323,494	287,802	76,118	66,865
Net cash flows from investing activities	(42,267)	(39,312)	(9,747)	(9,133)
Net cash flows from financing activities	(303,301)	(217,940)	(71,581)	(50,634)
Total net cash flows	(22,074)	30,550	(5,210)	7,098

Financial position

	PLN thousand		EUR thousand	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Non-current assets	764,077	721,216	180,774	168,784
Current assets	276,644	322,576	65,452	75,492
Total assets	1,040,721	1,043,792	246,225	244,276
Equity attributable to owners of the Parent	517,646	431,308	122,470	100,938
Non-controlling interests	151	50	36	12
Non-current liabilities	155,515	216,967	36,793	50,776
Current liabilities	367,409	395,467	86,926	92,550
Total equity and liabilities	1,040,721	1,043,792	246,225	244,276

Grupa Pracuj S.A.

Selected separate financial data for the years ended 31 December 2025 and 31 December 2024

Financial results

	PLN thousand		EUR thousand	
	2025	2024	2025	2024
Revenue from contracts with customers	519,681	490,390	122,647	113,933
Operating profit	261,444	247,753	61,702	57,561
Profit before tax	276,025	233,919	65,143	54,347
Net profit	224,349	188,045	52,947	43,689
Total comprehensive income	221,472	186,624	52,269	43,359

Cash flows

	PLN thousand		EUR thousand	
	2025	2024	2025	2024
Net cash flows from operating activities	256,811	206,125	60,609	47,889
Net cash flows from investing activities	(7,216)	(13,730)	(1,703)	(3,190)
Net cash flows from financing activities	(205,283)	(212,619)	(48,448)	(49,398)
Total net cash flows	44,312	(20,224)	10,458	(4,699)

Financial position

	PLN thousand		EUR thousand	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
Non-current assets	843,819	780,351	199,640	182,624
Current assets	143,957	132,515	34,059	31,012
Total assets	987,776	912,866	233,699	213,636
Total equity	554,798	472,477	131,260	110,573
Non-current liabilities	214,206	192,591	50,679	45,072
Current liabilities	218,772	247,798	51,759	57,992
Total equity and liabilities	987,776	912,866	233,699	213,636

Selected financial data from both the consolidated and separate financial statements for the year ended 31 December 2025 have been translated into euros using the following methodology:

- items of consolidated statement of financial position and the separate statement of financial position were translated at the exchange rate effective on the last day of the reporting period:
 - the exchange rate on 31 December 2025: EUR 1 = PLN 4.2267,
 - exchange rate on 31 December 2024: EUR 1 = PLN 4.2730;
- items of the consolidated statement of comprehensive income, the consolidated statement of cash flows, the separate statement of comprehensive income, and the separate statement of cash flows were translated at the exchange rates representing the arithmetic mean of the euro exchange rates quoted by the National Bank of Poland for the last day of each month in the reporting period:
 - the average exchange rate for the year ended 31 December 2025: EUR 1 = PLN 4.2372,
 - the average exchange rate for the year ended 31 December 2024: EUR 1 = PLN 4.3042.

GENERAL INFORMATION ABOUT THE GROUP

About Grupa Pracuj

Grupa Pracuj spółka akcyjna ("Grupa Pracuj S.A.", "Grupa Pracuj", the "Company") is the parent of the Grupa Pracuj S.A. Group (the "Group").

The Group is a leading human resources (HR) technology platform in Europe, built around online recruitment services. Together with its subsidiaries, the Group supports employers in employee recruitment, retention and development through its online platforms and HR systems offered under a SaaS (Software as a Service) model, while helping users of its services find suitable employment and fully realise their potential. To ensure the highest quality of its services, the Group develops world-class technologies that are shaping the future of the HR market.

The Group has been active in Poland (since 2000), in Ukraine (since 2006), and has also expanded its operations to the DACH region (Germany, Austria and Switzerland) (since 2022), with a total workforce of approximately 1,100 employees. Its brands form an advanced digital ecosystem for the HR industry.

The Group comprises, among others, the largest Polish recruitment portal **Pracuj.pl**, Ukraine's top recruitment platform **Robota.ua**, as well as the recruitment management systems **eRecruiter** of Poland and **softgarden** of Germany, both of which operate under a SaaS model, and **Kadromierz** – a Polish time & attendance (T&A) management platform.

Pracuj.pl is the largest Polish online job board, with a leading market share by revenue. It is the undisputed leader on the market of job postings for specialists and managers (White Collars), strengthening its position on the market of job postings for manual workers (Blue Collars). On average, the platform hosts approximately 63.6 thousand job vacancies each month, with nearly 62 thousand employers – including leading Polish and international companies – using its paid services. Since 2021, Pracuj.pl has been supported by **the:protocol**, a recruitment website for IT professionals.

Robota.ua is Ukraine's leading online recruitment platform, offering a universal profile that includes job postings for both popular and specialised professions. It has been part of the Grupa Pracuj portfolio since 2006. In 2025, the platform featured an average of more than 107 thousand job advertisements daily, actively serving around 135 thousand customers, including over 25 thousand customers who placed paid job postings within 12 months.

eRecruiter is a leading Polish recruitment support system operating under the SaaS model. The system is regularly used by over 2,300 companies across various industries. eRecruiter offers tools for managing the entire recruitment process, including publishing job postings, verifying qualifications, managing candidate databases in compliance with data protection regulations, assessing applicant competencies, and onboarding of new hires. The system optimises recruitment processes by automating activities and integrating with multiple HR tools, serving as the core of an effective, automated HR ecosystem within an organisation.

softgarden is a leading SaaS system in Germany, with a presence in other European markets. Acquired by the Group in 2022, softgarden provides comprehensive solutions for innovative recruitment. Its features include tools for recruitment planning and management, career-site development, employer reviews, and employee referral systems. The platform also offers advanced multiposting technology, enabling automated job postings across multiple recruitment platforms. The services offered by softgarden have been trusted by nearly 1,900 employers.

Kadromierz is an advanced time and attendance (T&A) platform offering functionalities such as electronic rostering, working time tracking and the recording of employee absences. The AI-supported technology can replace traditional methods of work time planning and monitoring with automated scheduling processes that streamline workforce management.

Structure of the Group

Grupa Pracuj S.A. has direct or indirect control over all companies in the Grupa Pracuj S.A. Group.

As at 31 December 2025, the Group consisted of: (i) the Company, (ii) wholly-owned direct subsidiaries of the Company: Recruitment Solutions sp. z o.o., Spoonbill Holding GmbH and Onorat Holdings Ltd, (iii) wholly-owned indirect subsidiaries of the Company: HRlink sp. z o.o. (through eRecruitment Solutions sp. z o.o.), as well as softgarden e-recruiting GmbH and absence.io GmbH (through Spoonbill Holding GmbH), and (iv) other subsidiaries of the Company: Robota International TOV, Snowless Global Ltd and Kadromierz sp. z o.o. The Company is the Parent of the Grupa Pracuj S.A. Group.

Structure of the Grupa Pracuj S.A. Group

Company	Registered office	Principal business	Ownership interest	
			31 December 2025	31 December 2024
Parent:				
Grupa Pracuj S.A.	Poland	web portals		
Direct and indirect subsidiaries:				
eRecruitment Solutions sp. z o.o.	Poland	IT services	100%	100%
HRlink sp. z o.o.	Poland	IT services	100%	100%
Spoonbill Holding GmbH	Germany	activities of holding companies excluding financial holding companies	100%	100%
softgarden e-recruiting GmbH	Germany	IT services	100%	100%
absence.io GmbH	Germany	IT services	100%	100%
Onorat Holdings Ltd	Cyprus	activities of holding companies excluding financial holding companies	100%	-
Robota International TOV	Ukraine	web portals	76.7%*	67%
Snowless Global Ltd	Cyprus	licensing activities	76.7%*	67%
Kadromierz sp. z o.o.	Poland	IT services	65.5%	-
Spoonbill GmbH**	Germany	activities of holding companies excluding financial holding companies	-	100%
BinaryJobs sp. z o.o. w likwidacji***	Poland	web portals	-	100%

* Shares held directly represent a 67% ownership interest.

** On 29 August 2025, the merger of Spoonbill Holding GmbH and Spoonbill GmbH was registered (effected through the transfer of all assets and liabilities and dissolution without liquidation), as a result of which Spoonbill GmbH was simultaneously removed from the commercial register.

*** The liquidation of BinaryJobs sp. z o.o. w likwidacji (in liquidation) was completed on 29 August 2025. The company was removed from the business register on 19 September 2025.

Acquisition of shares in Kadromierz sp. z o.o.

On 4 March 2025, Grupa Pracuj S.A. signed an agreement to acquire shares in Kadromierz sp. z o.o. of Wrocław previously held by Pracuj Ventures sp. z o.o. ASI sp.k. of Warsaw and by private individuals. A total of 65.5% of shares in Kadromierz sp. z o.o. were purchased in the transaction, for an aggregate price of PLN 20.2 million, with the intention to increase the shareholding to 100% within the next three years.

Increase in Grupa Pracuj S.A.'s interests in Ukrainian companies

On 13 May 2025, the Company entered into agreements under which it acquired, indirectly through Onorat Holdings Ltd of Cyprus ("Onorat"), a 29.4% equity interest in Gravitacziya-U TOV based in Ukraine ("Gravitacziya-U"), and directly a 29.4% equity interest in GVT Ltd of Cyprus ("GVT"), for a total consideration of PLN 29.1 million (USD 7.6 million).

Gravitacziya-U holds a 33% interest in Robota International TOV and a 67% interest in Work Ukraine TOV ("Work.ua"), while GVT holds a 33% interest in Snowless Global Ltd and a 67% interest in WorkIP Ltd.

As a result of these transactions, the Company increased its interests in the subsidiaries Robota International TOV and Snowless Global Ltd., and in the associates Work Ukraine TOV and WorkIP Ltd.

After the transactions, the ownership structure was as follows:

- directly, Grupa Pracuj S.A. held 100% of the shares in Onorat;
- indirectly, it held 29.4% of the shares in Gravitacziya-U TOV (through Onorat);
- directly, it held 29.4% of the shares in GVT;
- in total (directly and indirectly), it held 76.7% of the shares in Robota International TOV (including 67.0% held directly);
- in total (directly and indirectly), it held 76.7% of the shares in Snowless Global Ltd (including 67.0% held directly);
- in total (directly and indirectly), it held 52.7% of the shares in Work Ukraine TOV (including 33.0% held directly);
- and
- in total (directly and indirectly), it held 52.7% of the shares in WorkIP Ltd (including 33.0% held directly).

Grupa Pracuj assessed the impact of the transactions on its previous conclusions regarding control over Robota International TOV and Snowless Global Ltd. Based on its assessment, the Company concluded that the increase in its indirect interest did not warrant any changes to the existing classification of these entities under IFRS 10 *Consolidated Financial Statements*, IFRS 11 *Joint Arrangements*, and IAS 28 *Investments in Associates and Joint Ventures*.

In accordance with these standards, the Company also assessed the nature of its relationship with GVT and Gravitacziya-U, concluding that they should be classified as associates. It should be noted that the Company has no control over, and does not consolidate the results of, GVT or Gravitacziya-U.

Changes in the composition and structure of the Group after the reporting date

After the reporting date, until the date of authorisation of this Management Board's Report, there were no changes in the composition or structure of the Group.

Operating segments of the Group

As at 31 December 2025, the following operating segments were identified within the Group:

- Segment Poland – the segment comprises entities that earn revenue in the Polish market. This segment includes the following entities: Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o., Kadromierz sp. z o.o., and HRlink sp. z o.o. The entities comprising this segment offer comprehensive recruitment and employer branding projects, as well as systems for managing HR processes, offered under the SaaS model.
- Segment Ukraine – the segment comprises entities that earn revenue in the Ukrainian market. This segment includes the following entities: Robota International TOV (“Robota”), and Snowless Global Ltd (an entity registered in Cyprus, providing licensing services for Robota International TOV). The companies operating in the Ukrainian market offer end-to-end recruitment projects. Segment Ukraine does not include Work.ua, whose financial results, discussed further in this Report, are recognised by the Group as a share of profit of equity-accounted investees.
- Segment Germany – the segment comprises companies that earn revenue mainly in the German market. This segment includes the following entities: Spoonbill Holding GmbH, softgarden e-recruiting GmbH and absence.io GmbH (the “softgarden group”, “softgarden”). Companies active in the German market primarily provide systems designed to manage and facilitate recruitment processes. Additionally, they offer services to support the management of working hours and absences, as well as services for the publication of recruitment ads on online portals (multiposting), predominantly within the DACH region.

Business model

The Group generates the majority of its revenue from job advertisements placed by employers and recruitment agencies on its online job boards: Pracuj.pl and the:protocol.it in Poland and Robota.ua in Ukraine, as well as from the sale of services of leading systems for managing recruitment processes (Talent Acquisition Systems – TAS): eRecruiter and HRlink in Poland and softgarden in the DACH region, and the Kadromierz T&A platform, operating under the SaaS model.

Recruitment platforms (Poland and Ukraine)

The Group's core business, which involves operating online recruitment platforms, is based on a two-sided business model. Increased job postings by customers – primarily employers and recruitment agencies – attract more users, namely potential job candidates. This, in turn, enhances the visibility of job postings, creating a positive feedback loop, often referred to as a “snowball effect”, which benefits employers by improving their access to potential candidates.

- For customers, the Group's recruitment platforms enable the publication and updating of job postings, as well as the sharing of other relevant information for potential candidates. Additionally, customers gain access to a range of employer branding tools and recruitment support systems. An added advantage is the availability of AI-based tools supporting both employers and job seekers, such as AI Booster, hyper-personalisation to tailor content, and the Pracuj.pl AI Assistant.
- For job seekers, the platforms offer extensive databases of job listings, allowing precise searches tailored to individual preferences. The platforms facilitate efficient application processes, featuring convenient options like easy-apply and multi-apply functionalities, as well as referral programmes. Moreover, users of Pracuj.pl benefit from a specially designed CV and profile builder, as well as additional guidance on the various stages of the recruitment process. The Robota.ua job board is available via its main website and mobile application, as well as through popular communication platforms like Telegram, Viber, and Diia, significantly improving accessibility.

Sales channels

The Group delivers services through various sales channels, tailored to its diverse and growing customer base. These include direct sales, inside sales (telemarketing), e-commerce for self-service job postings, and a dedicated channel for recruitment agencies, referred to as HR consulting agencies ("HRCAs").

Customer service teams provide ongoing support to the Group's existing customers. These teams are supported by business analysis departments, responsible for data collection, compilation, and real-time sales analysis. They also play an active role in identifying and tracking market trends.

Customer characteristics

The Group segments customers based on workforce size. The number of active customers – those who have used the Group's job board products and services within the past 12 months – currently totals approximately 160 thousand. Importantly, they represent a wide range of industries, from retail, engineering and construction, manual labour and customer service, to IT and finance. This diversification enhances the Group's resilience to economic downturns affecting individual industries.

User characteristics – employees and job seekers

In the HR market, employees and job seekers are typically classified using 'collar colours' terminology. The most common classifications include:

White Collars refers to professionals involved in management, administration, and tasks typically requiring higher education and specialised knowledge. Typical roles in this category include positions in sales, marketing, public relations, IT, finance and banking, law, engineering, healthcare, arts, education, telecommunications, and business management. They are predominantly office-based.

Pink Collars refers to service sector positions involving direct interaction with customers, typically without requiring higher education. Typical positions include customer service roles in retail establishments (excluding banking and telecommunications), beauty salons, general administrative roles, and jobs within the HoReCa sector (hospitality, restaurants and catering).

Blue Collars refers to skilled manual workers employed in industries such as transport, manufacturing, and construction. Examples include drivers, vehicle mechanics, construction workers, welders, production line operators, and machine operators. This category includes tradespeople who generally require specialised training and professional experience.

The classification of job postings into White, Pink, and Blue Collar categories determines the sales approach, available services, and supplementary products designed to boost visibility and reach, consequently affecting responsiveness (applications per posting) and ultimately determining the average price of recruitment projects. This classification approach to job positions significantly shapes the business model of the Company and the Group.

Transactions and payments

Customers pay for the ability to publish a recruitment project, which may consist not only of a job advertisement but also one or more add-ons selected from a wide range of options – ranging from refreshing or highlighting the advertisement to posting it in multiple locations simultaneously. Larger customers typically opt to purchase bulk packages of recruitment projects for use within a specified period (usually one year) and pay for these packages upfront (contract liabilities). If any portion of the purchased package remains unused after the designated period, it expires. Revenue from contracts with customers is recognised at the time the recruitment project is published or upon its expiration. Details of settlements with customers are described in note 2.2 to the consolidated financial statements for the year ended 31 December 2025. In addition, a freemium model is available in Ukraine, allowing every customer to publish one free job advertisement per month.

HR Software (Poland, Germany, Austria, Switzerland)

HR Software comprises solutions designed to support and streamline key HR processes, including recruitment, candidate and employee lifecycle management, communication with HR stakeholders, as well as data analytics and reporting. This category encompasses, in particular, systems dedicated to talent acquisition, such as Talent Acquisition Systems (TAS) and Talent Acquisition Suites, which enable end-to-end management of the recruitment process – from identifying hiring needs, through multi-channel job postings, sourcing and screening of candidates, assessment of their qualifications, engagement with candidates, collaboration with individuals involved in the recruitment process, to extension of job offers and outcomes reporting (the pre-hire stage).

In addition, HR Software solutions can support post-employment processes, including employee onboarding (the post-hire stage), as well as time & attendance management.

Customer characteristics

TAS systems, such as softgarden and eRecruiter, are used by employers engaged in active recruitment processes. In the case of time & attendance management systems such as Kadromierz, customers primarily include enterprises from the HoReCa sector as well as other industries characterised by shift-based work, such as healthcare services.

The Group segments its HR Software customers based primarily on two criteria: the workforce size and, in the case of TAS, the average number of recruitment processes conducted over a specific period (usually a month or a year).

Transactions and payments

Access to recruitment management systems is provided through subscription arrangements, with payment terms varying across different markets. Depending on the specific agreement, customers either pay monthly or annually in advance. Subscription fees typically depend on the number of users at the customer's company and any selected additional services or modules.

A key metric used to assess revenue stability and predictability in SaaS businesses is monthly recurring revenue (MRR). MRR denotes the revenue generated from subscriptions each month, serving as a reliable indicator of consistent income streams.

Key developments for the Company and the Group in 2025

Strategy and key strategic priorities

- On 27 May 2025, the Grupa Pracuj 2030 Strategy was announced, outlining the Group's development priorities as a leading HR Tech platform in Europe. The strategy is anchored in two complementary pillars: recruitment platforms and the fast-growing HR Software segment. Its key financial objective is to nearly double revenue to PLN 1.4 billion by 2030 through organic growth, with adjusted EBITDA margin maintained above 40%. An increasing contribution of HR Software to the revenue mix will be supported by selective acquisitions, with a focus on the post-hire area. For detailed information on the Grupa Pracuj 2030 Strategy, see 'The Group's strategy and development directions' section of this Management Board's Report.

Recruitment platforms

- In 2025, Pracuj.pl recorded an increase in the number of recruitment projects despite the continued moderate level of demand in the labour market. The average price of a recruitment project posted on Pracuj.pl rose by 1.7% year on year, while the number of active customers reached nearly 62 thousand, of which two-thirds used the e-commerce channel.
- In 2025, Pracuj.pl continued to develop solutions supporting online sales and to implement AI-based pricing models. In 2025, the AI-supported e-commerce channel accounted for 17% of Pracuj.pl sales. The implemented solutions also support employers in creating more tailored job postings and in reaching candidates more effectively – approximately 10% of job adverts published on Pracuj.pl contained AI-generated content, and

6.5% included salary recommendations. These initiatives significantly improved the market penetration, particularly among smaller employers.

- In May 2025, Grupa Pracuj completed a transaction increasing its equity interests in the companies operating the leading Ukrainian recruitment platforms Robota.ua and Work.ua. For details of these transactions, see the 'General information about the Group' section of this Management Board's Report.
- In 2025, Robota.ua continued to systematically increase the average prices of recruitment projects on the platform. As a result of changes in the pricing of products and services, a double-digit growth rate in the average price of a recruitment project was achieved.
- Last year, Robota.ua maintained its leading position in the Ukrainian market in terms of both the number of job postings and the size of the active CV database. The number of applications increased by 16% year on year in 2025, which is particularly significant given the persistent shortage of candidates and confirms the effectiveness of marketing initiatives and continued expansion of the user base. In addition, starting from the third quarter, the development of the e-commerce sales channel, enabling online purchases of recruitment services on a self-service basis, was accelerated.
- In response to the growing volume of applications, last year Robota.ua also implemented a comprehensive system for the protection of job seekers. This includes mandatory employer checks, restricted access to candidates' contact details, and communication exclusively via the platform. In addition, AI-driven anti-fraud mechanisms were introduced. These solutions establish a new benchmark for security in online recruitment, constituting a major element of Robota.ua's competitive advantage.

HR Software

- In March 2025, Grupa Pracuj acquired a 65.5% equity interest in Kadromierz sp. z o.o. for PLN 20.2 million. Kadromierz, the leading time & attendance management system in Poland, expands the Group's portfolio in the post-hire segment of HR Software. The solution supports customers, particularly those operating with shift-based work patterns, in planning and accounting for working time and, in line with the Group's development strategy, strengthens its post-hire service offering.
- In 2025, the development of eRecruiter's functionality continued, including the implementation of an AI Assistant supporting users in screening candidate applications, preparing summaries and automating recruitment communication. The solution contributed to further improvements in user efficiency and forms a key element of the Group's HR Software product development strategy.
- In 2025, further progress was made in developing the HR Marketplace within eRecruiter and softgarden – an ecosystem of support tools spanning all stages of the employee lifecycle, with modular adjustments available to meet specific needs of employers.
- The increase in the number of eRecruiter customers to 2,332 was supported by the ongoing migration of HRlink users to the platform, with the objective of unifying the Group's product offering in Poland, enhancing service efficiency and making fuller use of the system's capabilities under the SaaS model.
- The eRecruiter system was enhanced with new features automating HR processes, including a vacancy module, automatic CV tagging, generation of recruitment questions and extended reporting. These solutions support efficiency and GDPR compliance, while also enhancing the candidate experience. Furthermore, the company was recognised as a 'Strong Performer' in the Fosway 9-Grid 2025 report.
- The softgarden offering was expanded to include a self-service model ('Light Touch') aimed at SME customers. The offering is based on simplified pricing packages, a free trial period and a high degree of automation of the purchasing process, including customer support delivered via an AI-powered chatbot. softgarden was also recognised in the Fosway 9-Grid 2025 report as a 'Core Leader'.

THE GROUP'S STRATEGY AND DEVELOPMENT DIRECTIONS

Mission, vision and values of the Group

Mission

The Group's mission is to provide support to organisations throughout recruitment, talent retention and employee development processes, while also helping individuals in discovering the best job opportunities and unlocking their full professional potential, utilising modern and highly efficient technologies.

The Group facilitates effective matching of candidates and employers, mindful of their respective needs within the job market. On the one hand, it aids job seekers in securing employment by encouraging them to pursue their desired positions with fair remuneration and clear career progression, while connecting them with verified employers. On the other hand, through recruitment services and recruitment management systems – including HR department support systems offered under the SaaS (Software as a Service) model – the Group helps employers identify candidates closely matching their requirements.

Vision

The Group's vision is to become the leading HR Tech platform in Europe.

Values

The success of Grupa Pracuj is driven by the consistent pursuit of goals, commitment to core values, and operational efficiency achieved through innovation and organisational development. These values serve as guiding principles, defining how relationships are maintained with customers, business partners, and within the team, fostering a culture of cooperation and mutual trust.



The adopted operating model promotes innovation, effective collaboration, and flexibility in a dynamic business environment, creating a diverse and supportive workplace. The strong recognition of the Group's brands and its market position are instrumental in attracting top talent. The team's expertise and dedication have been key success factors for years, contributing to the Group's dynamic growth and results.

GP Way

The GP Way culture, honed through years of experience, forms the backbone of the Group's operations, encompassing everything from day-to-day activities and fostering relationships with customers and users, to the added value that comes with being part of the Group, for both the companies and the talent within. Grounded in operational efficiency, the Group's distinctive approach includes proficiency in sales and HR customer service within a high-touch model, a culture dedicated to employee engagement and results, the development and monetisation of products tailored to diverse customer needs, as well as an entrepreneurial mindset throughout the entire product development and value-creation process.

Grupa Pracuj 2030 Strategy

The Grupa Pracuj 2030 Strategy envisages the Group's long-term development into a leading HR Tech platform in Europe. The Group aims to support organisations across the entire employee lifecycle – from attracting candidates at the pre-hire stage, through the hiring process itself, to the talent development, retention and management in the post-hire phase.

The strategic objective is to nearly double the Group's revenue to PLN 1.4 billion by 2030 through organic growth, with adjusted EBITDA margin maintained above 40%.

For a full description of the Group's strategic objectives, go to:

<https://ir.grupapracuj.pl/pl/o-grupie/strategia-grupy-pracuj>.



The Group's strategy is anchored in two complementary pillars of sustainable growth, i.e. the recruitment platforms and HR Software.

Two pillars for sustainable growth

Job Classifieds

pracuj.pl the.protocol P robota.ua

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

HR Software

eRecruiter (softgarden) link Kadromierz absence

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

Recruitment platforms

The Group's recruitment platforms generate robust cash flows, enjoy well-established market positions and provide a stable financial foundation for further growth. Grupa Pracuj intends to drive organic expansion of this pillar by reinforcing its leadership in the White-Collar segment – where the volume is expected to rise more than 10% by 2027 compared with 2024 — while also broadening its footprint within the Pink- and Blue-Collar categories. Profitability will be supported by innovative pricing strategies, including AI-powered solutions, as well as continued improvements in operational efficiency, which are to involve further development of the scalable self-service model to drive up sales. The number of customers using the e-commerce channel is expected to rise 40% by 2027 relative to 2024.

HR Software

The HR Software segment, delivered under the SaaS model, is characterised by recurring revenue and strong scalability. This pillar will be developed through a dual track of organic growth combined with targeted acquisitions – with particular emphasis on post-hire solutions. The market for such software in Poland and the DACH region is estimated at EUR 3.2 billion, roughly ten times larger than the pre-hire segment, which currently constitutes the Group's core addressable market.

Growth in monthly recurring revenue (MRR) will be driven primarily by expanded penetration of the SME segment to acquire new customers, supported by scalable self-service tools. Upselling will also be a key growth driver, through expansion of the product offering to include AI-driven solutions, new modules, advanced analytics and integrations, expected to account for roughly 40% of the MRR growth. At the same time, the Group plans to step up cross-selling of HR solutions across its entire ecosystem, including newly acquired businesses. The strategy assumes parallel expansion of the business and improvements in profitability in line with the 'Rule of 40', whereby the Group's revenue growth rate (%) added to its EBITDA margin (%) should equal or exceed 40%.

In line with the GP 2030 Strategy, the contribution of HR Software to Grupa Pracuj's revenue mix is expected to rise steadily – both organically and through acquisitions – from approximately 27% in 2024 to around 50%.

Capital allocation

The Group has a strong capacity to generate cash flows, with the cash conversion ratio consistently exceeding 90%. In its approach to capital allocation, the Management Board focuses on balancing shareholder returns with the creation of long-term value through strategic acquisitions, while preserving the Group's financial stability. The Company intends to pay regular dividends to share 50% or more of its net earnings, although this policy may be temporarily adjusted to accommodate larger investment plans. Share buybacks may also be considered as an alternative or complement to dividend distributions.

Growth through acquisitions

Acquisitions are seen as a key complement to the Group's organic growth and an accelerator of its expansion in the HR Software segment, with a particular focus on the post-hire area. The Group will primarily target SaaS companies firmly established on the market, offering products with strong growth potential and having the capacity to deliver stable margins in the medium term alongside double-digit revenue growth. Within its M&A processes, the Group prioritises the creation of long-term value beyond transaction multiples, focusing on opportunities expected to strengthen future growth prospects and enhance valuation, with the option of acquiring either a majority interest or full ownership.

Potential acquisition targets include companies serving the European SME segment (with head counts ranging from 100 to 2,000 employees), with a particular focus on the DACH region and Poland. When evaluating potential transactions, the Group applies the 'Rule of 40', under which the combined total of the revenue growth rate and EBITDA margin should not be lower than 40%. At the same time, the Group maintains an opportunistic approach to acquisitions of recruitment platforms where such opportunities support the delivery of its strategic objectives and strengthen its market position.

Labour market trends expected by the Management Board to shape the market in the near term

Rapidly shifting macroeconomic conditions and the ongoing transformation of work models continue to reshape recruitment strategies and the wider HR landscape. One of the primary challenges is the limited availability of candidates, driven by demographic changes that are gradually shrinking the labour pool across the European Union. An ageing population and persistently low birth rates are expected to lead to a structural decline in the number of people of working age. At the same time, skills mismatches – including the underutilisation of immigrant talent – may further constrain the effective supply of labour, aggravating talent shortages across the market. As a result, organisations will need to invest more not only in attracting candidates, but also in running more effective recruitment processes and strengthening employee retention.

Rapid advances in AI-powered solutions may also introduce a degree of short-term uncertainty to the labour market, particularly for White-Collar occupations. Anticipating productivity gains from AI adoption, some organisations may delay recruitment decisions or scale back hiring, especially for junior roles. Yet the benefits of technological implementation often take time to materialise, requiring process changes and additional investment, and the expected productivity gains do not always emerge immediately or at the anticipated scale. Over the longer term, however, this technological shift is likely to give rise to entirely new professions and specialisations linked to the development, deployment and governance of AI systems.

Employment flexibility is another powerful force shaping the labour market. Hybrid working remains one of the key factors candidates consider when choosing an employer. At the same time, job mobility is increasing – particularly among younger generations, who show a greater willingness to change employers. This trend may translate into both higher staff turnover and a growing number of vacancies across the market. In parallel, the globalisation of the labour market, fuelled by the expansion of remote work, is steadily eroding geographical barriers and intensifying competition for talent.

As employee mobility rises and compensation becomes a critical factor in job-change decisions, employers will likely adopt more transparent compensation policies. Pay transparency will not only become an expected norm but will also serve as a crucial tool for fostering trust and gaining a competitive edge in recruitment. At the same time, Polish employers operating in an environment of rapidly rising wages face increasing pressure to adopt modern technologies in an attempt to offset higher labour costs and remain competitive. In this context, workforce productivity is emerging as a key pillar of economic growth.

Meanwhile, the continued automation and rapid advancement of AI-driven technologies are playing a central role in optimising recruitment processes. AI-based solutions will deliver added value by enabling far more sophisticated personalisation of job recommendations and more precise matching of candidates to specific roles. Matching mechanisms will analyse user behaviour, skills and preferences in real time, potentially shortening hiring cycles and allowing recruitment strategies to be aligned more closely with local labour market conditions.

Another key trend is the ongoing digitalisation of HR processes, particularly within the SME sector, where demand for systems supporting Human Capital Management (HCM) continues to grow. Companies are increasingly moving away from standalone tools towards integrated, cloud-based HR platforms (SaaS) offering predictive analytics and real-time reporting of key performance indicators (KPIs).

In this evolving environment, the Group's primary focus remains on building strong, lasting relationships with both active and passive candidates. By leveraging advanced automation and AI, the Group is able to personalise interactions, strengthening user engagement and improving the efficiency of recruitment processes. As a leader in HR Tech innovation, Grupa Pracuj continually aligns its offerings with these shifting trends, responding to the changing needs of both employers and job seekers in an increasingly dynamic labour market.

Factors affecting the Group's financial and operating performance

In the Management Board's view, multiple factors influence the future development and growth of the Group and the Company. Among the most significant are:

- **Macroeconomic conditions and geopolitical environment** Improving economic conditions within the region – particularly an increased level of business investment – may stimulate companies' recruitment activity and support demand for the Group's services. However, geopolitical uncertainty and shifting market dynamics – particularly the labour market situation in Ukraine – remain significant risk factors that the Group continues to monitor closely.
- **Operational efficiency and scalability of business models** The Group's operations rely on proven, scalable revenue models and high customer retention. A central pillar of growth is the self-service model, which represents the most efficient way of serving the SME sector and gives the Group a unique capacity to scale its operations at pace. Combined with a flexible cost structure, this approach allows the organisation to deliver sustainably robust operating margins while remaining resilient to market volatility. A key element of the Group's strategy is the broad-based automation of processes and the deployment of AI-driven tools. At the same time, decision-making supported by deep data analytics enables the Group to consistently enhance the value of its offerings – including subscription services and HR Software solutions, ensuring sustainable growth with superior standards of user experience.
- **Automation and use of artificial intelligence** Investments in process automation and AI-driven solutions, such as offer matching algorithms and intelligent recommendations, enhance operational efficiency and elevate the user experience. The Group continues to advance leading-edge HR technologies covering the full spectrum of HR processes, from talent acquisition to human capital management, which furthers its mission of supporting employers.
- **Labour market dynamics and demand for HR solutions** The shortage of skilled workforce and the growing need to automate recruitment processes are driving demand for HR technologies, especially within the HR Software area. In Poland and international markets (including Germany and Ukraine), the Group tailors its offerings to evolving customer expectations, developing new solutions for enhanced personalisation of recruitment processes.
- **Robust financial position and capacity for further growth** The Group remains on a stable financial footing, marked by high profitability and strong cash generation. The consistently high cash conversion ratio and low debt levels facilitate continued investment in technological capabilities and business acquisitions aimed to support market expansion.
- **Clearly defined investment policy and established market position** The Group is actively pursuing acquisition opportunities to further expand its foothold, with a focus on HR Software. The success of previous acquisitions, such as Kadromierz and softgarden, demonstrates the Group's ability to effectively integrate new businesses and create value within its ecosystem. Moreover, a strong and recognisable brand, along with an established market presence, supports the Group's successful expansion and consolidates its competitive advantages.

Market environment

Economic conditions and macroeconomic factors

In 2025, economic conditions across the Group's key markets diverged noticeably. Poland's economy maintained a relatively strong trajectory of GDP growth compared with the European Union (EU) as a whole, with a fairly low unemployment rate. Demand for recruitment services stayed moderate, as companies continued to take a cautious approach to expanding head counts. At the same time, the growing contribution of investment to overall GDP growth may provide a positive signal for the labour market in the periods ahead. In Germany, the economy was gradually emerging from a technical recession and GDP growth remained subdued. As a result, the SME sector – a key customer group for softgarden – remained cautious about launching new recruitment projects. Ukraine, despite the ongoing armed conflict, maintained relative macroeconomic stability. The country's labour market, however, continues to be marked by structural workforce shortages and significant regional tensions, factors that support demand for online job board services.

Poland

According to estimates from Statistics Poland (GUS), Poland's GDP in the fourth quarter of 2025 was 4.0% higher year on year in real terms. The full-year GDP growth in 2025 is estimated by GUS to have reached 3.6%, compared with 3% in the previous year and only 0.2%¹ in 2023. Economists surveyed by the National Bank of Poland (NBP) in December² expect the pace of economic growth to remain broadly stable in 2026, before moderating slightly in 2027. The central projections for these years stand at 3.6% and 3.0%, respectively.³ According to preliminary estimates from Eurostat, annual GDP growth in 2025 reached 1.5% in the euro area and 1.6% across the EU⁴ (seasonally adjusted).

Although the registered unemployment rate in Poland increased over the past year, it remained relatively low. According to Statistics Poland⁵, in December 2025 it stood at 5.7%, representing an increase of 0.6pp compared with the year before. The jobless rate calculated under the Labour Force Survey (LFS) methodology amounted to 3.2% in the fourth quarter of 2025, compared with 3.1% in the preceding quarter and 2.8% in the fourth quarter of 2024.⁶ The number of registered unemployed in December 2025 totalled 887.9 thousand, up by over 100 thousand (13%) compared with December 2024. Despite this rise, the number of registered unemployed remained significantly below the average recorded for December over the past decade (1,014 thousand).⁷ According to economists, part of the increase in registered unemployment in 2025 did not reflect a deterioration in labour market conditions but was linked to regulatory changes, particularly a simplified registration procedure and broader access to the unemployed status⁸.

According to Eurostat, the statistical office of the European Union, the jobless rate in Poland calculated under the EU methodology stood at 3.2% in December 2025, compared with 2.8% a year earlier. It remained one of the lowest unemployment rates in the European Union, with a lower level recorded only in the Czech Republic (3.1%). By comparison, the average unemployment rate across the 27 EU Member States in December 2025 stood at 5.9%, while in the euro area (21 countries) it reached 6.2%⁹. Statistics Poland¹⁰ reports that the average monthly gross nominal wage in the enterprise sector (companies employing more than nine people) amounted to PLN 9,228.64 in the

¹ https://ssqk.stat.gov.pl/Produkt_krajowy_brutto.html

² https://nbp.pl/wp-content/uploads/2026/01/2025Q4_SPFs.pdf

³ <https://ec.europa.eu/eurostat/web/products-euro-indicators/w/2-13022026-ap>

⁴ <https://ec.europa.eu/eurostat/web/products-euro-indicators/w/2-13022026-ap>

⁵ <https://stat.gov.pl/obszary-tematyczne/rynek-pracy/bezrobocie-rejestrowane/>

⁶ <https://www.obserwatorfinansowy.pl/forma/dispatches/gus-bezrobocie-wq-bael-w-iv-kw-2025-r-wwnioslo-32-proc/>

⁷ <https://stat.gov.pl/obszary-tematyczne/rynek-pracy/bezrobocie-rejestrowane/liczba-bezrobotnych-zarejestrowanych-w-latach-1990-2026.6.1.html>

⁸ <https://niss.gov.ua/en/doslidzhennya/socialna-politika/labor-shortage-ukraine-and-internal-reserves-its-reduction> <https://wydarzenia.interia.pl/kraj/news-zagadka-rosnacego-bezrobocia-w-polsce-rzad-zrobil-sobie-krzyz.nld.22603110>

⁹ <https://ec.europa.eu/eurostat/web/products-euro-indicators/w/3-30012026-bp>

¹⁰ <https://stat.gov.pl/svqnalne/komunikaty-i-obwieszczenia/18.2026.kategoria.html>

fourth quarter of 2025, representing an increase of 8% year on year. Real growth in average monthly gross wages in the national economy for the full year 2025 amounted to 5.5%, compared with 9.5% in 2024^{11,12}.

Since July 2025, the consumer price index (CPI) has remained within the inflation target set by the National Bank of Poland (NBP) at 2.5%, with a tolerance band of ± 1 pp. According to Statistics Poland¹³, prices of consumer goods and services in December 2025 rose by 2.4% year on year, with the annualised inflation rate for 2025 at 3.6% (the same level as in 2024). According to the latest inflation projection released by the National Bank of Poland¹⁴, CPI inflation is expected to remain within the NBP's target range throughout the forecast horizon, i.e. until the end of 2027.

Germany

According to estimates from Germany's Federal Statistical Office¹⁵ (Destatis), the country's economy expanded by 0.2% year on year in 2025. This marked a modest return to growth after two consecutive years of contraction, during which GDP fell by 0.5% in 2024 and by 0.9% in 2023. Forecasts by the International Monetary Fund (IMF) published in January 2026¹⁶ suggest that Germany's economic recovery will remain gradual, with GDP expected to grow by 1.1% in 2026 and accelerate slightly to 1.5% in 2027.

Germany's unemployment rate, like Poland's, remains among the lowest in the European Union, although it edged higher over the past year. According to Destatis data, unemployment stood at 3.6% in December 2025¹⁷, compared with 3.2% in December 2024.

Inflation in Germany remained relatively subdued: consumer prices rose by 1.8% year on year in December 2025, while the annualised inflation rate for the year was 2.2%¹⁸, unchanged from 2024. According to forecasts published by the European Commission in November 2025¹⁹, annualised inflation in Germany is expected to remain stable at around 2.2% in 2026.

Ukraine

According to the National Bank of Ukraine (NBU), the country's GDP grew by 1.8% year on year²⁰ in 2025, compared with 3.2% in 2024, 5.5% in 2023 and a strong decline of 28.8% in 2022. The NBU forecasts that Ukraine's GDP will grow by 1.8% in 2026 and 2.8%²¹ in 2027.

As reported by the Ukrainian Centre for Economic Strategy²², based on estimates from the research agency Info Sapiens, Ukraine's unemployment rate in December 2025 stood at 15.8%, compared with 14.2% in December 2024 and 8.6% before the outbreak of full-scale hostilities in February 2022. Since the onset of the armed conflict, Ukraine's national statistical office has suspended the publication of official unemployment data. At the same time, the labour market is grappling with an acute shortage of workers, driven largely by the military mobilisation, international migration and internal population displacement. As a result, despite the elevated unemployment rate, companies in many sectors – particularly industrials, construction, transport and energy – continue to report significant difficulties in recruiting staff. Experts also highlight pronounced regional disparities: eastern and southern parts of the country have suffered substantial job losses in industry and agriculture, while western and central regions have seen labour markets tighten

¹¹ <https://stat.gov.pl/sygnalne/komunikaty-i-obwieszczenia/lista-komunikatow-i-obwieszczen/komunikat-w-sprawie-realnego-wzrostu-przecietnego-wynagrodzenia-w-2025-r-w-stosunku-do-2024-r-274.13.html>

¹² https://ssgk.stat.gov.pl/Wynagrodzenia_i_swadczenia_spoleczne.html <https://stat.gov.pl/sygnalne/komunikaty-i-obwieszczenia/lista-komunikatow-i-obwieszczen/komunikat-w-sprawie-realnego-wzrostu-przecietnego-wynagrodzenia-w-2024-r-w-stosunku-do-2023-r-274.12.html>

¹³ <https://stat.gov.pl/obszary-tematyczne/ceny-handel/wskazniki-cen/>

¹⁴ <https://nbp.pl/projekcja-inflacji-i-pkb-listopad-2025/>

¹⁵ https://www.destatis.de/EN/Press/2026/01/PE26_017_811.html

¹⁶ <https://www.imf.org/en/publications/weo/issues/2026/01/19/world-economic-outlook-update-january-2026>

¹⁷ https://www.destatis.de/EN/Themes/Labour/Labour-Market/Unemployment/_node.html

¹⁸ https://www.destatis.de/EN/Press/2026/01/PE26_019_611.html

¹⁹ https://economy-finance.ec.europa.eu/economic-surveillance-eu-member-states/country-pages/germany/economic-forecast-germany_en

²⁰ <https://me.gov.ua/News/Detail/25c9685b-a465-4945-bf5d-3be9ec515ace?lang=uk-UA&title=Minekonomiki-U2025-RotsiVvpUkrainiZrisNa2-2-https://bank.gov.ua/en/news/all/komentar-natsionalnogo-banku-schodo-zmini-realnogo-vvp-u-2025-rotsi>

²¹ https://bank.gov.ua/admin_uploads/article/IR_2026-Q1_summary_en.pdf?v=16

²² <https://ces.org.ua/en/tracker-economy-during-the-war/>

due to an inflow of internally displaced people. In practice, this has produced a striking paradox: persistent labour shortages in certain sectors and regions coincide with high unemployment at the nationwide level²³.

The NBU estimates that consumer price inflation (CPI) stood at 8% year on year in December 2025, down from 12% a year earlier. According to the central bank's forecasts, inflation in Ukraine is expected to decline gradually to 7.5% in 2026 and 6.0% in 2027. The most recent data for 2025 came in below the NBU's earlier projections, although forecasts for the following two years have been revised slightly upward. Even so, inflation is expected to remain above the central bank's official target of 5.0% (± 1 pp).

Operating metrics

The operating metrics presented below are estimates provided by the Company and the Group. These metrics should not be used as a basis for forecasting the financial position and operational performance or for making direct comparisons with peers.

	2025	2024	Change (y/y)	3 months ended 31 December		Change (y/y)
				2025	2024	
Recruitment platforms						
Pracuj.pl						
Number of recruitment projects (thousand) ⁽¹⁾	500.8	494.0	1.4%	113.9	112.6	1.2%
Average price per recruitment project (PLN) ⁽²⁾	949.6	934.1	1.7%	966.4	957.4	0.9%
Robota.ua						
Number of recruitment projects (thousand) ⁽¹⁾	1,406.1	1,339.1	5.0%	355.0	336.1	5.6%
Number of no-cost recruitment projects (thousand)	850.1	760.3	11.8%	224.5	200.3	12.1%
Number of paid recruitment projects (thousand)	556.0	578.7	(3.9%)	130.4	135.8	(4.0%)
Average price per paid recruitment project (UAH)	1,276.1	815.2	56.5%	1,478.7	974.7	51.7%
Average price per paid recruitment project (PLN) ⁽³⁾	114.8	80.8	42.1%	133.1	95.1	39.9%

⁽¹⁾ The number of recruitment projects equals the number of credits used to post jobs on Pracuj.pl or Robota.ua. In the case of Pracuj.pl, one credit can be used to post multiple job vacancies, whereas on Robota.ua, one credit can only be used to post one job vacancy for a period of one month.

⁽²⁾ For Pracuj.pl, defined as revenue from paid recruitment projects (excluding promotional starter packs and revenue from international partners of The Network alliance) divided by the number of recruitment projects.

⁽³⁾ For Robota.ua, defined as revenue from contracts with customers in Segment Ukraine divided by the number of paid recruitment projects.

	As at 31 December 2025	As at 31 December 2024	Change (y/y)
HR Software			
Number of active customers			
Number of active eRecruiter customers	2,332	2,094	11.4%
Number of active HRlink customers	103	200	(48.5%)
Number of active Kadromierz customers	1,208	N/A	N/A
Number of active softgarden customers	1,889	1817	4.0%
MRR (PLN thousand)⁽⁴⁾			
Group MRR (in the last month of the reporting period), including:	13,292	12,083	10.0%
eRecruiter MRR	4,349	3,991	9.0%
softgarden MRR	8,025	7,818	2.6%

²³ <https://finway.com.ua/en/situation-the-ukrainian-labor-market/>

⁽⁴⁾ *The value of monthly recurring revenue in the last month of the reporting period, combined for eRecruiter, HRlink, Kadromierz and softgarden, reported in PLN thousand at the EUR/PLN exchange rate effective for the end of the reporting period.*

Pracuj.pl:

- In 2025, the number of recruitment projects posted on Pracuj.pl totalled 500.8 thousand, up from 494.0 thousand in 2024. This increase, despite limited recruitment activity among employers, reflects the strengthening of the Group's market position driven by a higher number of job postings in the Blue-Collar segment and effective acquisition of a growing customer base through scalable e-commerce tools. As at the end of December 2025, the Pracuj.pl job board was used by a record 61.8 thousand active customers.
- Through the implementation of AI-based tools designed to streamline and expedite customers' recruitment processes, the Company continued to monetise its core White-Collar segment. At the same time, a more diversified structure of job advertisements posted (with a higher share of Blue-Collar roles), combined with the introduction of advanced dynamic pricing tools – taking into account factors such as location and job seniority – enabled the Company to better align its offerings with market needs. As a result, the average price of a recruitment project increased moderately in 2025 by 1.7% year on year, reaching nearly PLN 950.

Robota.ua:

- The total number of recruitment projects posted on Robota.ua in 2025 rose to 1,406.1 thousand, an increase of 5.0% year on year. The number of paid recruitment projects declined over the period by 3.9% year on year, to 556.0 thousand, reflecting, among other factors, changes introduced to the company's pricing model. At the same time, Robota.ua continued to offer job advertising services under the freemium model in order to support local employers and public institutions during the war. In 2025, approximately 850 thousand free job postings were published, representing an increase of 11.8% compared with the previous year.
- In 2025, the average price of a paid recruitment project (in UAH) increased by 56.5% year on year. Combined with the rise in volumes, this underscores the strong growth potential of the Group's Ukrainian subsidiary. The price increases were accompanied by a rise in the value delivered to employers. In a market where workforce shortages represent the greatest challenge for corporate recruiters, Robota.ua recorded an increase in the number of applications submitted in response to advertised job openings by 15.7% year on year in 2025.

eRecruiter:

- eRecruiter strengthened its position as the leading recruitment management system in Poland. The number of active customers using the system on a subscription basis continued to grow, reaching 2,332 as at the end of December 2025, which represented an increase of 11.4% compared with the end of December 2024. The steady growth of the customer base – despite a downturn in recruitment activity across the market – was additionally supported by the successful migration of customers from the HRlink system to eRecruiter. This process was driven by the rationalisation of the Group's product offering in Poland and the decision to cease operating two parallel TAS systems within this market. Monthly recurring revenue (MRR) grew by 9% during the period under review. The fact that MRR growth lagged behind the increase in the number of customers can be explained by the Group's expanded market reach to include smaller enterprises, subscribing to lower-priced plans. At the same time, the Group has a considerable upselling potential, understood as the progressive uptake of additional modules and system functionalities by existing customers. This supports the Group's acquisition strategy focused on further scaling the customer base while increasing the value of long-term customer relationships.

softgarden:

- softgarden maintained stable growth of its customer base despite a challenging macroeconomic environment. As at the end of 2025, the number of its customers totalled 1,889, representing an increase of 4% year on year. This growth was achieved despite the persistently lacklustre economic conditions in Germany, which remains the company's key operating market.
- softgarden's monthly recurring revenue (MRR) went up by 2.6% in 2025, to PLN 8,025 thousand.
- When expressed in euros, which is softgarden's functional currency, MRR increased at a pace broadly aligned with the growth in the number of customers, indicating that average revenue per user (ARPU) remained stable amid the demanding market conditions in Germany. The different growth dynamics between PLN and EUR were primarily attributable to currency translation effects.

ANALYSIS OF 2025 RESULTS

In 2025, the Group's revenue amounted to PLN 811.2 million, an increase of 5.4% compared with the previous year:

- Revenue of Segment Poland increased by 5.6%, driven largely by a higher number of recruitment projects posted on the Polish platform, supported by an effective pricing policy tailored to individual customer segments and sales channels. The limited recruitment for White-Collar roles among employers, resulting mainly from caution in creating new job positions and a slowdown in investment activity, was offset by an increase in job postings within the Pink- and Blue-Collar categories.
- Despite significant challenges caused by the ongoing armed conflict, Segment Ukraine recorded year-on-year revenue growth of 21.8%, mainly on the back of an effective pricing policy. Notwithstanding a slight decline in the number of paid recruitment projects and a depreciation of the Ukrainian hryvnia, Robota.ua maintained its market lead in terms of the total number of recruitment projects published.
- The economic slowdown and the strengthening of the Polish currency resulted in Segment Germany's revenue remaining broadly unchanged compared with the previous year. On a net basis (after deducting the cost of advertising sold), revenue from Segment Germany increased by 2.8% year on year, reaching PLN 150.2 million. Expressed in euros, Segment Germany's net revenue grew by 4.4% year on year, to EUR 35.4 million.

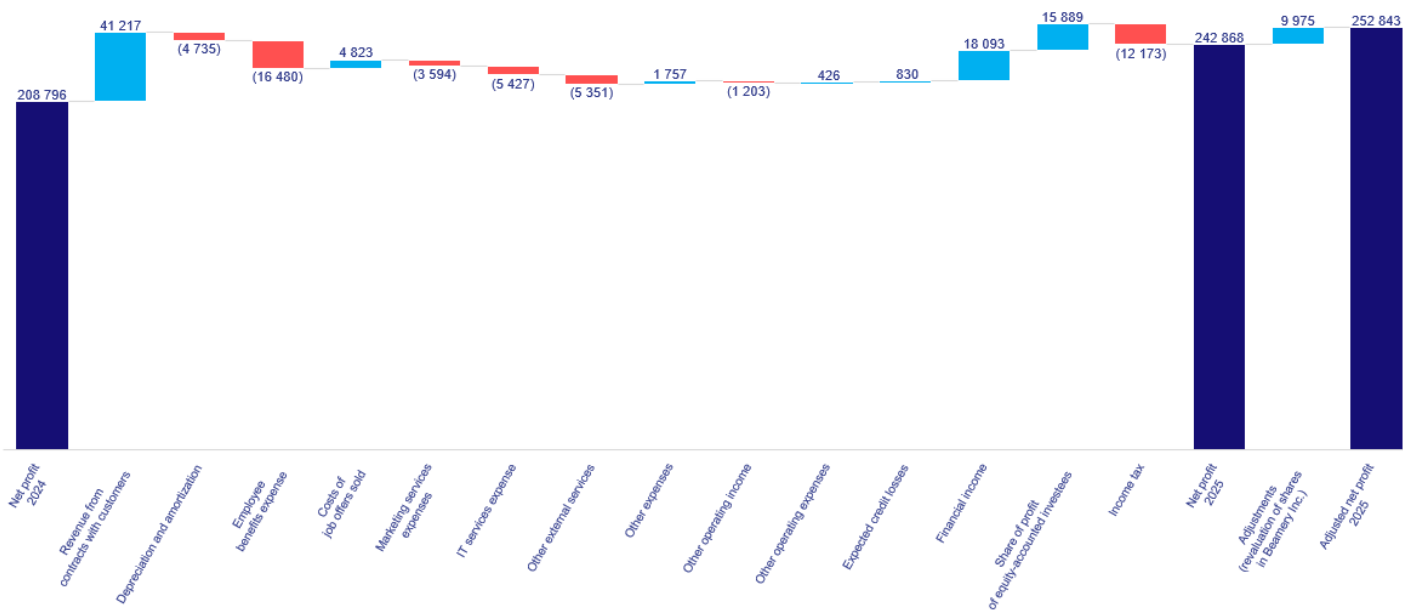
Management Board's statement on achievement of profit guidance

The Management Board of Grupa Pracuj S.A. did not release 2025 profit guidance for the Company and the Group.

Grupa Pracuj S.A. Group

Consolidated net profit earned by the Group in 2025 reached PLN 242.9 million, an improvement of 16.3% year on year, led mainly by an increased share of profit/(loss) of equity-accounted investees, as well as the remeasurement to fair value of shares in Beamery Inc., of PLN 13.5 million in 2025 (after accounting for the deferred tax asset), down from PLN 39.3 million in 2024. Net profit was also influenced by an increase in Segment Poland's operating profit driven by revenue growth.

Net profit of the Group and impact of specific items of the consolidated statement of comprehensive income (PLN thousand)



Financial performance of the Grupa Pracuj S.A. Group

	2025	2024	Change (y/y)
Revenue from contracts with customers, including:	811,232	770,015	5.4%
<i>Segment Poland</i>	570,860	540,416	5.6%
<i>Segment Ukraine</i>	63,856	52,410	21.8%
<i>Segment Germany</i>	176,516	177,189	(0.4%)
Depreciation and amortisation	(40,335)	(35,600)	13.3%
Cost of advertising sold	(26,312)	(31,135)	(15.5%)
Employee benefits expense	(288,258)	(271,778)	6.1%
Marketing expenses	(61,966)	(58,372)	6.2%
IT services expense	(29,291)	(23,864)	22.7%
Other services	(43,170)	(37,819)	14.1%
Other costs	(11,508)	(13,265)	(13.2%)
Other income	1,501	2,704	(44.5%)
Other expenses	(1,604)	(2,030)	(20.9%)
Expected credit losses	(996)	(1,826)	(45.5%)
Operating profit, including:	309,293	297,030	4.1%
<i>Segment Poland</i>	270,132	262,462	2.9%
<i>Segment Ukraine</i>	15,447	12,985	19.0%
<i>Segment Germany</i>	23,713	21,583	9.9%
Finance income	8,304	20,700	(59.9%)
Finance costs	(36,588)	(67,077)	(45.5%)
Net finance income / (costs)	(28,284)	(46,377)	(39.0%)
Share of profit/(loss) of investees accounted for using the equity method	30,506	14,617	108.7%
Profit before tax	311,515	265,270	17.4%
Income tax	(68,647)	(56,474)	25.1%
Net profit	242,868	208,796	16.3%

Percentage of revenue from contracts with customers accounted for by income and expenses

	2025	2024	Change (y/y)
Revenue from contracts with customers	811,232	770,015	41,217
Depreciation and amortisation	(5.0%)	(4.6%)	(0.4pp)
Cost of advertising sold	(3.2%)	(4.0%)	0.8pp
Employee benefits expense	(35.5%)	(35.3%)	(0.2pp)
Marketing expenses	(7.6%)	(7.6%)	(0.0pp)
IT services expense	(3.6%)	(3.1%)	(0.5pp)
Other services	(5.3%)	(4.9%)	(0.4pp)
Other costs	(1.4%)	(1.7%)	0.3pp
Other income	0.2%	0.4%	(0.2pp)
Other expenses	(0.2%)	(0.3%)	0.1pp
Expected credit losses	(0.1%)	(0.2%)	0.1pp
Operating profit margin	38.1%	38.6%	(0.5pp)

Revenue from contracts with customers:

- The Group's revenue increased by 5.4% compared with the previous year. This growth was primarily driven by higher average pricing of recruitment projects on Pracuj.pl and Robota.ua, as well as an increased number of recruitment projects published in the Polish market. Additionally, there was consistent growth in subscriptions for the softgarden and eRecruiter systems offered under the SaaS (Software as a Service) model. In addition, revenue for the period was bolstered by the recognition of revenue from Kadromierz sp. z o.o.
- The increase in the number of recruitment projects on Pracuj.pl, from 494.0 thousand in 2024 to 500.8 thousand in 2025 (up by 1.4% year on year), supported by a 1.7% year-on-year increase in the average price of recruitment projects and higher sales of employer branding products, contributed to revenue growth compared with 2024.
- In Segment Ukraine, revenue growth was primarily attributable to a double-digit increase in the average price of paid recruitment projects on Robota.ua (up by 42.1% year on year).
- In Segment Germany, revenue decreased in 2025 by 0.4% relative to the year before. An increase in revenue from services provided under the SaaS model, driven in part by the growth in the number of active customers to 1,889 (up by 4.0% year on year), was offset by a decrease in revenue from multiposting services, resulting from a lower number of job advertisements posted by customers using these services. Revenue was also influenced by the presentation method applied to multiposting revenue, which depends on the company's role in the transaction (agent or principal). Where services are purchased for a specific customer order (agent role), revenue is recognised on a net basis, whereas services purchased at the company's own risk for resale (principal role) are recognised on a gross basis. On a net basis (after deducting the cost of purchased postings), revenue in Segment Germany increased by 2.8% year on year.

Operating expenses:

- The 6.1% increase in employee benefits expense was primarily attributable to a steady rise in average salaries across the Group and a workforce addition compared with 2024. In addition, its year-on-year growth was due to higher costs of the share-based incentive schemes compared with the year before.
- The 15.5% decrease in cost of advertising sold was due to a reduced number of advertisements posted by customers using the multiposting service offered by softgarden.
- The 6.2% increase in marketing expenses reflects, among other factors, higher investments aimed at further strengthening brand awareness in the Polish and Ukrainian markets through wide-reaching marketing campaigns.
- Software-as-a-Service and IT expenses rose by 22.7%, to PLN 29.3 million, primarily due to higher hosting and software licensing fees, driven in part by increased head count in Segment Ukraine, as well as higher cost to develop the sales systems.
- Other services expense increased by 14.1%, mainly as a result of higher spending on external services related to projects aimed at improving the Group's operational efficiency and analysing the market environment to identify further growth opportunities. The increase also reflects higher expenditure associated with the growing sales of services offered by the Group to its customers but requiring cooperation with external partners.

Finance income and costs:

- The change in net finance income/costs was primarily due to the fair value remeasurement of Beamery Inc. shares in 2024 of PLN 48.6 million compared with PLN 16.7 million recognised in 2025, the remeasurement of derivative financial instruments under contracts hedging the Company against interest rate risk, and a lower interest expense on a credit facility.

Financial position of the Grupa Pracuj S.A. Group

Assets of the Group

	31 December 2025	31 December 2024	Change (y/y)
Non-current assets, including:	764,077	721,216	5.9%
Intangible assets	98,869	92,370	7.0%
Property, plant and equipment	13,451	14,336	(6.2%)
Right-of-use assets	43,662	28,559	52.9%
Goodwill	452,357	441,340	2.5%
Investees accounted for using the equity method	78,026	43,730	78.4%
Other financial assets	43,164	59,691	(27.7%)
Other non-financial assets	987	737	33.9%
Deferred tax assets	33,561	40,453	(17.0%)
Current assets, including:	276,644	322,576	(14.2%)
Inventory	3,034	7,180	(57.7%)
Trade receivables	73,626	76,359	(3.6%)
Current tax assets	581	5,043	(88.5%)
Other financial assets	1,215	14,670	(91.7%)
Other non-financial assets	27,034	25,031	8.0%
Cash and cash equivalents	171,154	194,293	(11.9%)
Total	1,040,721	1,043,792	(0.3%)

Non-current assets increased by PLN 42.9 million from the amount reported as at 31 December 2024. The change in goodwill relative to 31 December 2024 was attributable to accounting for the acquisition of Kadromierz sp. z o.o, with an excess of the purchase price paid over the value of the acquired net assets recognised at PLN 15.8 million. As at the reporting date of 31 December 2025, the purchase price allocation process for the acquisition had been finalised. Equity-accounted investees rose by 78.4% relative to 31 December 2024, mainly due to the improved financial performance of Work Ukraine TOV and the increased shareholding in the company. The Ukrainian companies recorded significant revenue growth over the past two years, confirming strengthened market positioning. Other financial assets decreased due to the fair value remeasurement of Beamery Inc. shares of PLN 16.7 million.

The 45.9 million decrease in current assets compared with 31 December 2024 was primarily driven by a change in cash resulting from negative net cash flows generated in 2025. Other financial assets decreased due to the settlement of dividend receivables.

Equity and liabilities of the Group

	31 December 2025	31 December 2024	Change (y/y)
Equity	517,797	431,358	20.0%
Equity attributable to owners of the Parent	517,646	431,308	20.0%
Non-controlling interests	151	50	202.0%
Total liabilities, including:	522,924	612,434	(14.6%)
Non-current liabilities, including:	155,515	216,967	(28.3%)
Bank borrowings	105,391	175,784	(40.0%)
Lease liabilities	34,340	19,394	77.1%
Other financial liabilities	13,481	19,872	(32.2%)
Employee benefit obligations	2,303	1,917	20.1%
Current liabilities, including:	367,409	395,467	(7.1%)
Bank borrowings	5,612	39,534	(85.8%)
Lease liabilities	11,859	11,633	1.9%
Other financial liabilities	5,253	1,981	165.2%
Employee benefit obligations	32,790	31,063	5.6%
Trade payables	34,368	36,842	(6.7%)
Other non-financial liabilities	20,031	18,927	5.8%
Dividends payable	0	3,830	(100.0%)
Current tax liabilities	10,013	6,984	43.4%
Contract liabilities	247,483	244,673	1.1%
Total	1,040,721	1,043,792	(0.3%)

As at 31 December 2025, the Group's equity was 20.0% higher than at 31 December 2024. This growth was primarily driven by the net profit generated in 2025. The increase was partly offset by a dividend payment of PLN 144.7 million for 2024.

Non-current liabilities decreased primarily as a result of a partial prepayment of bank borrowings.

Current liabilities fell at 31 December 2025 compared with 31 December 2024 due mainly to a prepayment of bank borrowings compared with the previous year. The decrease was partly offset by an increase in current income tax liabilities.

Cash flows of the Grupa Pracuj S.A. Group

	2025	2024	Change (y/y)
Net cash flows from operating activities	323,494	287,802	12.4%
Net cash flows from investing activities	(42,267)	(39,312)	7.5%
Net cash flows from financing activities	(303,301)	(217,940)	39.2%
Total net cash flows	(22,074)	30,550	(172.3%)

Net cash flows from operating activities:

Net cash flows from operating activities in 2025 increased by 12.4% year on year, to PLN 323.5 million. The increase was primarily driven by higher inflows from customer contracts resulting from the larger scale of the Group's operations, as well as a lower level of income tax payments in 2025 reflecting a year-on-year decrease in income tax advances.

Net cash flows from investing activities:

In 2025, net cash flows from investing activities were mainly driven by expenditures related to the increase of the Group's shareholding in Work Ukraine TOV in the amount of PLN 22.0 million, and outlays for the acquisition of shares in Kadromierz sp. z o.o. in the amount of PLN 19.1 million. Another significant item comprised capital expenditures for the acquisition of property, plant and equipment as well as development expenditures related to internally developed software, which in total amounted to PLN 28.0 million. These outflows were partially offset by dividend inflows for 2024 and prior years in the amount of PLN 23.8 million.

Net cash flows from financing activities:

Negative net cash flows from financing activities increased in 2025 by PLN 85.4 million year on year, to PLN 303.3 million. Their increase reflected mainly the partial prepayment of bank borrowings in the amount of PLN 104 million, relative to PLN 48.9 million in 2024. In 2025, the amount of dividend paid by the Company increased by PLN 8.2 million, to PLN 144.7 million. In addition, a dividend of PLN 10.1 million was paid by the subsidiary Robota International TOV to non-controlling interests. The Group also bought back shares with a total value of PLN 13.1 million.

Financial results of the Company

	2025	2024	Change (y/y)
Revenue from contracts with customers	519,681	490,390	6.0%
Depreciation and amortisation	(18,494)	(14,284)	29.5%
Employee benefits expense	(149,027)	(143,649)	3.7%
Marketing expenses	(43,895)	(42,130)	4.2%
IT services expense	(17,880)	(15,931)	12.2%
Other services	(24,399)	(20,284)	20.3%
Other costs	(4,602)	(6,009)	(23.4%)
Other income	824	1,736	(52.5%)
Other expenses	(619)	(1,146)	(46.0%)
Expected credit losses	(145)	(940)	(84.6%)
Operating profit	261,444	247,753	5.5%
Finance income	27,492	37,796	(27.3%)
Finance costs	(34,882)	(66,247)	(47.3%)
Net finance income / (costs)	(7,390)	(28,451)	(74.0%)
Share of profit of investees accounted for using the equity method	21,971	14,617	50.3%
Profit before tax	276,025	233,919	18.0%
Income tax	(51,676)	(45,874)	12.6%
Net profit	224,349	188,045	19.3%

Percentage share of operating expenses in revenue from contracts with customers of the Company

	2025	2024	Change (y/y)
Revenue from contracts with customers (PLN thousand)	519,681	490,390	29,291
Depreciation and amortisation	(3.6%)	(2.9%)	(0.6pp)
Employee benefits expense	(28.7%)	(29.3%)	0.6pp
Marketing expenses	(8.4%)	(8.6%)	0.1pp
IT services expense	(3.4%)	(3.2%)	(0.2pp)
Other services	(4.7%)	(4.1%)	(0.6pp)
Other costs	(0.9%)	(1.2%)	0.3pp
Other income	0.2%	0.4%	(0.2pp)
Other expenses	(0.1%)	(0.2%)	0.1pp
Expected credit losses	(0.0%)	(0.2%)	0.2pp
Operating profit margin	50.3%	50.5%	(0.2pp)

Revenue from contracts with customers:

- Revenue generated by the Company in 2025 rose by 6.0% year on year, to PLN 519.7 million. The primary driver of this growth was the higher average price per recruitment project (+1.7% year on year). There was also an increase in the number of recruitment projects posted (500.8 thousand in 2025, compared with 494.0 thousand in the previous year, up by 1.4% year on year). In addition, the Company recorded an increase in revenue from the sale of employer branding products, while also generating higher revenue from the intra-group provision of support services.

Operating expenses:

- A key reason behind the PLN 4.2 million increase in depreciation and amortisation expense was the completion in 2024 of development projects which expanded the functionality of the Company's services.
- The 3.7% increase in employee benefits expense was primarily attributable to a rise in average salaries paid by the Company. In addition, its year-on-year growth was due to higher costs of the share-based incentive schemes compared with the year before.
- The 4.2% increase in marketing expenses resulted chiefly from higher investments in enhancing brand awareness on the Polish market through wide-ranging marketing campaigns.
- Software-as-a-Service and IT expenses rose by 12.2%, to PLN 17.9 million, primarily due to higher hosting fees and higher cost to develop the sales system.
- Other services expense increased by PLN 4.1 million, mainly as a result of higher spending on external services related to ongoing projects aimed at improving the Company's operational efficiency and analysing the market environment to identify further growth opportunities. The increase also reflects higher expenditure associated with the growing sales of services offered by the Company but requiring cooperation with external partners.

Finance income and costs:

- The change in net finance income/costs was primarily due to the fair value remeasurement of Beamery Inc. shares in 2024 of PLN 48.6 million compared with PLN 16.7 million recognised in 2025, the remeasurement of derivative financial instruments under contracts hedging the Company against interest rate risk, and a lower interest expense on a credit facility.

Financial position of the Company

Assets of the Company

	31 December 2025	31 December 2024	Change (y/y)
Non-current assets, including:	843,819	780,351	8.1%
Intangible assets	32,760	25,585	28.0%
Property, plant and equipment	9,812	9,939	(1.3%)
Right-of-use assets	37,122	21,215	75.0%
Investments in subsidiaries	611,482	582,402	5.0%
Investees accounted for using the equity method	69,807	43,730	59.6%
Other financial assets	42,336	58,898	(28.1%)
Other non-financial assets	827	560	47.7%
Deferred tax assets	39,673	38,022	4.3%
Current assets, including:	143,957	132,515	8.6%
Trade receivables	51,394	50,726	1.3%
Current tax assets	-	5,043	(100.0%)
Other financial assets	64	26,134	(99.8%)
Other non-financial assets	3,388	4,748	(28.6%)
Cash and cash equivalents	89,111	45,864	94.3%
Total	987,776	912,866	8.22%

The carrying amount of non-current assets increased by PLN 63.5 million compared with 31 December 2024, primarily due to the acquisition of interests in the subsidiaries Kadromierz sp. z o.o. and Onorat Holdings Ltd. Investees accounted for using the equity method rose by 59.6% compared with 31 December 2024, mainly as a result of the acquisition of an interest in the associate GVT Ltd and an improvement in net profit of Work Ukraine TOV. Right-of-use assets went up by PLN 15.9 million following extension of the lease contract for the Warsaw office. Other financial assets decreased due to the fair value remeasurement of Beamery Inc. shares of PLN 16.7 million. By contrast, intangible assets increased due to expenditures on development projects related to enhancing the functionality of the services offered.

Current assets went up by PLN 8.6% compared with 31 December 2024, mainly as a result of an increase in cash reflecting higher operating cash flows. The increase was partly offset by the settlement of dividend receivables.

Equity and liabilities of the Company

	31 December 2025	31 December 2024	Change (y/y)
Equity	554,798	472,477	17.4%
Total liabilities, including:	432,978	440,389	(1.7%)
Non-current liabilities, including:	214,206	192,591	11.2%
Borrowings	181,978	175,784	3.5%
Lease liabilities	30,142	15,064	100.1%
Employee benefit obligations	2,086	1,743	19.7%
Current liabilities, including:	218,772	247,798	(11.7%)
Borrowings	5,612	39,534	(85.8%)
Lease liabilities	7,739	7,509	3.1%
Employee benefit obligations	15,605	15,531	0.5%
Trade payables	13,432	10,726	25.2%
Other non-financial liabilities	14,450	13,403	7.8%
Other financial liabilities	-	1,981	(100.0%)
Current tax liabilities	1,450	-	-
Contract liabilities	160,484	159,114	0.9%
Total	987,776	912,866	8.2%

As at 31 December 2025, the Company's equity was 17.4% higher than at 31 December 2024, reflecting mainly the net profit generated in 2025. The increase was partly offset by a dividend payment of PLN 144.7 million for 2024.

Non-current liabilities rose by 11.2% relative to 31 December 2024, mainly as a result of a borrowing from softgarden. This increase was partly offset by a decline in the non-current portion of bank borrowings resulting from prepayment.

Current liabilities decreased to PLN 218.8 million as at the end of 2025, primarily due to a decline in the current portion of bank borrowings. The decrease was partly offset by an increase in trade payables.

Cash flows of the Company

	2025	2024	Change (y/y)
Net cash flows from operating activities	256,811	206,125	24.6%
Net cash flows from investing activities	(7,216)	(13,730)	(47.4%)
Net cash flows from financing activities	(205,283)	(212,619)	(3.5%)
Total net cash flows	44,312	(20,224)	(319.1%)

Net cash flows from operating activities:

Net cash flows from operating activities in 2025 increased by 24.6% year on year, to PLN 256.8 million. The increase was primarily driven by higher inflows from customer contracts resulting from the larger scale of Company's operations, as well as a year-on-year decrease in income tax advances in 2025.

Net cash flows from investing activities:

Net cash flows from investing activities were mainly driven by payments for the acquisition of shares in Onorat Holdings Ltd of PLN 29.1 million, and for the acquisition of shares in Kadromierz sp. z o.o. of PLN 20.2 million. Another significant item comprised capital expenditures for the acquisition of property, plant and equipment as well as development expenditures related to internally developed software, which in total amounted to PLN 19.5 million. These outflows were partially offset by dividend inflows for 2024 and prior years in the amount of PLN 57.7 million.

Net cash flows from financing activities:

In 2025, the Company recorded negative net cash flows from financing activities, which primarily reflected dividend payments of PLN 144.7 million, principal repayments of bank borrowings of PLN 104.0 million, interest payments on bank borrowings of PLN 14.1 million, and payments related to lease liabilities. The negative cash flows from financing activities were partly offset by proceeds of a PLN 76.6 million borrowing from the subsidiary softgarden.

Financial metrics

Additionally, the Group monitors the financial metrics presented in the table below to assess recurring operational performance and determine strategies for its improvement. The metrics selected by the Company are not mandated under International Financial Reporting Standards (IFRS) and are not calculated in accordance with IFRS.

The Group	2025	2024	Change (y/y)	3 months ended 31 December		Change (y/y)
				2025	2024	
EBITDA	349,628	332,630	5.1%	71,327	72,654	(1.8%)
<i>EBITDA margin (%)</i>	43.1%	43.2%	<i>(0.1pp)</i>	36.2%	38.8%	<i>(2.4pp)</i>
Adjusted EBITDA	366,582	346,892	5.7%	80,526	76,019	5.9%
<i>Adjusted EBITDA margin (%)</i>	45.2%	45.0%	<i>0.2pp</i>	40.9%	40.6%	<i>0.3pp</i>

The Group uses the following definitions for the selected financial indicators:

- *EBITDA is defined as operating profit or loss before depreciation and amortisation.*
- *Adjusted EBITDA is defined as operating profit or loss before depreciation and amortisation, adjusted for share-based payment costs and acquisition-related expenses, as disclosed in the consolidated statement of comprehensive income.*
- *EBITDA margin for a specified period is defined as EBITDA divided by revenue from contracts with customers in that period.*
- *Adjusted EBITDA margin for a specified period is defined as Adjusted EBITDA divided by revenue from contracts with customers in that period.*

Management of financial resources

The Group's capital management goal is to maintain a stable, secure, and efficient financing structure that supports the long-term operation and growth of its business. The capital management strategy considers both investment and operational needs, as well as the interests of shareholders and other stakeholders. Appropriate capital management ensures an optimal level of debt, minimising financing costs and enhancing the Group's long-term value.

To achieve a balanced capital structure, the Group may take various measures, including adjusting the dividend payout, implementing share buyback programmes, issuing new shares, or selling certain assets to reduce net debt. This approach enables the Group to maintain a robust financial position, fostering stability and providing flexibility for continued expansion. Details of the capital management policy are presented in note 5.1 of the Group's consolidated financial statements for the year ended 31 December 2025.

In 2025, the Group maintained sufficient liquidity to meet its obligations as they fell due. Operating and investing activities were financed with the Group's own funds.

The Group uses the debt ratio as a metric to monitor its capital position, which is computed by dividing net debt by total equity. Net debt is defined as interest-bearing loans, option liabilities, derivative liabilities, dividends payable, and lease liabilities less cash and cash equivalents. Equity comprises equity attributable to owners of the Parent as well as equity attributable to non-controlling interests.

Debt-to-equity ratio

	31 December 2025	31 December 2024
Bank borrowings	111,003	215,318
Lease liabilities	46,199	31,027
Other financial liabilities	18,734	21,853
Dividends payable	-	3,830
Less: cash and cash equivalents	(171,154)	(194,293)
Net debt	4,782	77,735
Equity	517,797	431,358
Leverage (net debt to equity)	0.01	0.18

Borrowings

On 14 June 2022, the Company, as the borrower, and BNP Paribas Bank Polska S.A., Santander Bank Polska S.A. and Powszechna Kasa Oszczędności Bank Polski S.A., as lenders, entered into a term loan facility agreement. Under the agreement, the lenders provided the Company with a term loan facility of up to PLN 400,000 thousand to finance general corporate purposes, including future investments and business expansion. The facility repayment date is 14 June 2027. The facility bears interest at a variable rate plus a margin.

For details of the facility, see note 4.3 in the Group's consolidated financial statements for the year ended 31 December 2025.

Sureties and guarantees

At 31 December 2025, neither the Company nor its subsidiaries had issued or received any significant sureties or guarantees materially affecting the Group's financial position. The only exception relates to bank guarantees securing lease payments under office leases where the Group is the lessee. For details, see note 7.9 in the Group's consolidated financial statements for the year ended 31 December 2025.

Liabilities for pensions or similar benefits to former members of management or supervisory board bodies

The Group has not paid and has no outstanding or potential liabilities related to pensions or similar benefits for former members of management or supervisory bodies.

RISK FACTORS AND RISK MANAGEMENT

Risk management

A structured risk management framework – built on a coherent set of principles, processes and dedicated tools – forms one of the key pillars underpinning the Group's stable and secure operations. Its purpose is to mitigate the potential negative impact of risks on the Group's business by effectively identifying, classifying, assessing and monitoring those risks, thus providing a stable environment for continued growth and delivery of strategic objectives.

Risks are identified on a cyclical basis across all areas of the Group's activity, taking into account both internal and external factors that may influence its operations.

All business processes are subject to assessment, with particular attention given to those of strategic importance, processes planned for implementation and those that have undergone – or are expected to undergo – significant changes. The Management Board assesses risks in the context of the organisation's key strategic challenges, enabling the Group to strengthen its competitive position while supporting long-term development.

The risk assessment process is designed to test the effectiveness of safeguards already in place and enable continuous monitoring of the overall level of risk exposure. Where a risk is classified as high or critical, this may indicate that existing safeguards are insufficient. In such cases, additional mitigation measures need to be implemented wherever the nature of the risk so permits. Risks that remain high or critical despite such measures are subject to further review by the Risk Committee. This approach ensures informed oversight of risks that cannot be further reduced and enables careful supervision of areas with heightened exposure.

The Group identifies risks at three levels:

- strategic risks – relating to long-term business decisions arising from the strategy, development directions and investment projects;
- operational risks – stemming from the Group's day-to-day operations;
- financial risks – described in detail in note 6.4 of the Group's consolidated financial statements for the year ended 31 December 2025.

Both strategic and operational risks are assessed in terms of their potential impact and likelihood. Importantly, strategic risks are analysed across both annual and three-year horizons, while operational risks are assessed over a one-year timeframe.

For strategic risks, key risk indicators (KRIs) defined for individual areas are reported to the Management Board on a quarterly basis. These indicators reflect the current level of risk associated with a given business activity or process and provide early signals of events that may have a potentially adverse impact.

The Management Board periodically evaluates the effectiveness of the Company's and the Group's risk management systems, with these analyses reviewed by the Supervisory Board upon recommendations from the Audit Committee.

In 2025, the Company conducted a comprehensive review of its risk management framework, introducing several necessary enhancements. These included extending the scope of risk analysis to encompass the entire Group and incorporating the identification and assessment of risks related to ESG issues.

During the same year, an analysis of operational risks was carried out across the Group companies, focusing on risks considered critical from a Group-wide perspective. This exercise helped standardise risk management practices and identified the areas of key relevance to maintaining the stability and security of the Group's operations. At the same time, further work continued on developing the risk management system and tailoring it to the specific needs of individual Group entities. Monitoring of mitigation plans for operational risks was also undertaken, with a particular focus on their relevance, effectiveness and degree of implementation.

It is also worth noting that softgarden has implemented an ISO 9001:2015 quality management system, supporting risk management through a risk-based approach as a core component. Risk management activities are integrated into the processes of the quality management system.

At the Group's Ukrainian entity, risk management is conducted primarily at the level of the local unit manager and is closely linked to the current operational environment. Identified risks and their implications are reviewed at least once a month during Leadership Team meetings, attended by members of the Company's Management Board.

Prioritisation in risk management

Risks within the Company are reviewed at multiple levels, with the Risk Officer responsible for identifying risks and assessing the potential threats and consequences of their materialisation. Subsequently, a representative from the Security and Risk Management Department verifies whether the risk has already been identified, after which the Risk Owner decides whether to accept, modify, or mitigate it. Risks classified as high or critical are prioritised, and developing risk management plans for these risks is mandatory. Risks that remain high or critical despite applied safeguards and for which no additional management plans can be implemented are subject to further evaluation. To maintain an effective risk management process, risks and associated management plans are subject to ongoing monitoring.

The Management Board is responsible for maintaining an effective risk management system, supported by the Director of Information Security and Risk Management. The Management Board periodically reviews the risk factors relevant to the Company and the Group. The risk management process is overseen by the Audit Committee. The Management Board considers identified strategic and operational risks both in day-to-day operations and when defining the Group's strategic direction. The Management Board is also responsible for the proper functioning of the risk management process, and determines the level of risk tolerance within the organisation. Additionally, the Audit Committee advises on the regular monitoring of risks and the proper execution of this process.

The roles and responsibilities related to risk management are clearly illustrated below:



Internal control system and risk management

The Company maintains an internal control system primarily covering those areas of the Company's and the Group's activities where establishing control mechanisms is essential for monitoring and minimising risks.

The primary objective of the internal control system is to ensure efficient and effective achievement of the Company's operational goals, reliability of its financial and sustainability reporting, and compliance with legal requirements. The Company's Management Board is responsible for the effectiveness of the Group's risk management system.

Material risk factors

Intentional disruption from cyber-attacks or personal data leakage may compromise the proper functioning of the Group's websites and systems [high].

The nature of the Group's operations, which involve the processing of significant amounts of personal data and extensive use of technology and the Internet, expose the Group to the risk of information security breaches. The main causes of data security risks include:

- use of insufficient safeguards and security monitoring mechanisms;
- errors in device configurations and system access controls;
- incorrect infrastructure change management process;
- insufficient employee awareness;
- lack of or ineffective incident response procedures;
- irregularities or breaches on the part of key third-party vendors;
- lack of or irregularities in the process of security assessments, system audits and process reviews.

The Group is subject to extensive legal regulations concerning personal data use, necessitating strict compliance with data protection and privacy laws. Given the extensive regulatory environment, actual or perceived non-compliance with applicable laws or obligations could damage the Group's reputation with customers, increase costs, and negatively affect its operations, financial position, or growth prospects. Any leakage of data stored by the Group could result in regulatory penalties and adversely affect its credibility.

Key measures implemented by the Group to mitigate the risk include:

- implementation of a security management system;
- dedicated information security team;
- implementation of a security monitoring process;
- deployment of security systems to prevent breaches and data leaks;
- regular penetration tests and security audits conducted by internal and independent external specialists;
- regular employee training on information security;
- routine reviews of user access rights and authorisations using an access control system;
- monitoring of vulnerabilities and the status of system and network component updates;
- screening of suppliers for ability to ensure the required security level.

Unforeseen ICT incidents could cause irreversible disruption to the proper functioning of the Group's services, websites, and systems [high].

The Group operates and provides customer services using advanced IT infrastructure. Interruption, disruption, or unexpected loss of information systems critical to the Company may result from various causes, including:

- equipment failures;
- ineffective or non-existent business continuity processes;
- infrastructure architecture inadequate for effective disaster recovery;
- cyberattacks;
- physical attacks or other critical disruptions caused by third-party actions;
- unavailability of third-party services.

Delivering services online depends on the stable operation of IT platforms, infrastructure, and equipment (including hardware, software, and applications) provided by third-party suppliers, posing further risks to service continuity. Consequently, there is a risk of temporary service disruption or a compromised ability to fully restore operations.

Key measures implemented by the Group to mitigate the risk include:

- data centre that meets the highest security standards;
- backup systems;
- device and server redundancy;
- protection against Distributed Denial of Service (DDoS) attacks;
- ability to switch infrastructure to alternative providers;
- use of supported components and up-to-date software;
- safeguards against unauthorised data encryption and minimisation of administrative privileges.

Measures undertaken to mitigate the effects of a decline in the economic environment may not be fully effective [medium]

A deterioration in the economic situation in Poland or Europe could have an adverse effect on the Group's financial position and operations. The Group primarily operates in Poland and expanded its presence into the German market in 2022. The Group's business performance is closely tied to demand for employees and overall labour market conditions. A favourable economic situation promotes increased employment and motivates customers to post more job vacancies. At the same time, jobseekers increasingly use the Group's platforms to access attractive job opportunities. A potential financial crisis, economic downturn, or fluctuations in financial markets could result in higher unemployment rates and lower disposable incomes. Such developments may lead to reduced consumer and business spending, adversely affecting the willingness of individuals to seek new employment opportunities, thereby negatively impacting traffic to the Group's platforms. Additionally, the deteriorating financial condition of the Group's customers may lead to a decline in the number of job postings. By continuously analysing market conditions and trends, the Company can flexibly respond to changing circumstances and customer preferences through cost optimisation measures, as well as appropriate adjustments to pricing and product offerings.

The Group has implemented the following key measures to mitigate this risk:

- scenario-based cost budgeting;
- developing short-, medium- and long-term scenarios for the organisation;
- regular monitoring of revenue and costs;
- sales model tailored to specific market conditions.

The Group may experience reduced availability or loss of key personnel [medium]

The Group faces the risk of losing access to key personnel, as it operates in an industry where employee skills are critical to business success. This challenge is intensified by a limited pool of qualified candidates, particularly highly skilled specialists in IT, marketing, sales, and customer service, who possess the requisite professional expertise. The loss of a significant number of personnel in critical areas, such as product development, technology, marketing, sales, and customer service, combined with difficulties in promptly recruiting qualified replacements, could disrupt operations and hinder the Group's ability to swiftly respond to new market challenges.

The Group has implemented the following measures to mitigate this risk:

- employee development policy featuring clearly defined career paths;
- periodic review of job evaluations and alignment of salary structures with prevailing market standards;
- regular reviews to identify key positions and potential successors.

The Group may be unable to continue its operations in Ukraine [medium]

The Group conducts operations in Ukraine, mainly through the Robota.ua website. The ongoing military conflict in Ukraine, which began in February 2022, has resulted in a substantial loss of the country's production capacity, leading to a significant reduction in GDP and a deteriorating labour market. The continuing conflict presents significant uncertainty, including the risk that Ukraine could lose control over part or all of its territory. Such developments could adversely affect the Group's operations in Ukraine, potentially leading to their complete cessation in the worst-case scenario.

Key measures implemented by the Group to mitigate the risk include:

- sales strategy specifically tailored to the current situation in Ukraine;
- regular monitoring of revenue and costs;
- analysing cash flow trends in both the short and long term.

The Group's market position may deteriorate as a result of the activity of its competition or technological changes in the industry [low]

The Group companies continuously analyse the market to monitor trends and identify factors impacting the HR industry. Each company within the Group takes steps to mitigate risks associated with the activities of competitors by implementing carefully planned sales, marketing, product, and investment strategies.

The market for recruitment services in Poland is highly competitive, with numerous entities offering services both online and through traditional channels. The Group continuously analyses the potential impact of new competitors entering the online recruitment market.

The Group operates in an industry characterised by rapid technological advancements, which may heighten competitive pressures as new technologies emerge. The Group's competitiveness and success rely on continuously enhancing its technology platforms with new products and features that improve service quality. Consequently, the Group faces the risk of negative operational and financial impacts if it fails to make timely, appropriate strategic decisions, or if it makes incorrect decisions based on inadequate assessment. This risk encompasses the failure to adequately identify, assess, and effectively integrate new technologies into the Group's operations. Such failures could diminish the appeal of the Group's services to existing and potential customers and result in loss of market share.

Key measures implemented by the Group to mitigate the risk include:

- ongoing monitoring of HR trends and market developments, both domestically and internationally;
- analysis of job advertisement data and continuous assessment of customer and candidate requirements;

- development of a targeted product strategy combined with a tailored pricing policy;
- measures to protect and retain the Group's specialist expertise and know-how.

In the event of regulatory changes the Group may fail to effectively adapt to new formal and legal requirements [low]

The Group is exposed to various risks, including administrative penalties and sanctions, such as suspension or delisting of its shares from trading on the Warsaw Stock Exchange (WSE). This risk may result from incorrect interpretation of legal regulations, business decisions leading to non-compliance, insufficient time to implement mandatory regulatory changes, or ineffective compliance with stock exchange reporting obligations.

The Group has implemented the following measures to mitigate this risk:

- maintaining an experienced Legal and Compliance Team;
- ongoing monitoring of legislative developments relevant to the Company and the Group;
- implementing policies and procedures aimed at reducing regulatory and compliance risks;
- conducting employee training to increase awareness of legal obligations.

The Group's acquisitions or internal investments may fail to yield expected profits [low]

The Group's strategy aims for stable growth, prioritising innovation to continually enhance its product portfolio. The Group also seeks to capitalise on new growth opportunities by expanding into new markets or business segments. Misjudgements regarding operational or legal assessments of growth potential, insufficient internal capabilities, adverse macroeconomic impacts, or ineffective risk assessments could harm the Group's reputation and financial position.

Key measures implemented by the Group to mitigate the risk include:

- investment strategy aligned with the Group's strategic development goals;
- thorough due diligence process;
- experienced investment team;
- multi-tiered investment approval process;
- structured performance reporting process for new investments and acquisitions.

CORPORATE GOVERNANCE

Corporate governance code and its application

The Company strives to maintain the highest standards of transparency, investor communication, and shareholder rights protection, exceeding legal requirements.

The Company accordingly endeavours to fully apply the principles of good corporate governance set out in the 'Best Practice for GPW Listed Companies 2021' ('Best Practice 2021'), adopted by Resolution No. 13/1834/2021 of the Supervisory Board of the Warsaw Stock Exchange dated 29 March 2021 pursuant to Section 29.1 of the WSE Rules.

The Best Practice 2021 is a comprehensive set of principles and recommendations that aim to guide listed companies in their disclosure of information and communication with investors, shaping their governance structures and internal functions and systems, engaging shareholders and conducting general meetings, managing conflicts of interest, and reporting related-party transactions. The document is available in the corporate governance section of the official Warsaw Stock Exchange website at www.gpw.pl/dobre-praktyki.

Below are the principles of Best Practice 2021 not complied with by the Management Board in 2025, along with explanations.

Principle	Comment on compliance
1. DISCLOSURE POLICY AND INVESTOR COMMUNICATIONS	
1.3. Companies integrate ESG factors in their business strategy, including in particular:	Until 26 May 2025, the Company had not yet adopted a formal document addressing ESG factors, including environmental considerations. Nevertheless, sustainability matters represent an important area of the Company's activity and, in seeking the fullest possible alignment with the corporate governance principles, the Grupa Pracuj 2030 Strategy, published on 27 May 2025, includes – alongside business objectives – sustainability goals described in the Sustainability Statement section of this Management Board's Report.
1.3.1 environmental factors, including measures and risks relating to climate change and sustainable development;	
<i>In connection with the publication of the Grupa Pracuj 2030 Strategy, the Company started to apply principles 1.3 and 1.3.1 as of 27 May 2025.</i>	
1.3.2. social and employee factors, including among others actions taken and planned to ensure gender equality, healthy working conditions, respect for employees' rights, dialogue with local communities, customer relations.	Until 26 May 2025, the Company had not yet adopted a formal document addressing ESG factors, including environmental considerations. Nevertheless, sustainability matters represent an important area of the Company's activity and, in seeking the fullest possible alignment with the corporate governance principles, the Grupa Pracuj 2030 Strategy, published on 27 May 2025, includes – alongside business objectives – sustainability goals described in the Sustainability Statement section of this Management Board's Report.
<i>In connection with the publication of the Grupa Pracuj 2030 Strategy, the Company started to apply principle 1.3.2 as of 27 May 2025.</i>	
1.4. To ensure quality communications with stakeholders, as a part of the business strategy, companies publish on their website information concerning the framework of the strategy, measurable goals, including in particular long-term goals, planned activities and their status, defined by measures, both financial and non-financial.	Until 26 May 2025, the Company had not yet adopted a formal business strategy. In seeking the fullest possible alignment with the corporate governance principles, the Company formalised its strategic objectives with ESG factors integrated into the resulting document, and on 27 May 2025 published the Grupa Pracuj 2030 Strategy.
<i>In connection with the publication of the Grupa Pracuj 2030 Strategy, the Company started to apply principle 1.4 as of 27 May 2025.</i>	
1.4.1. explain how the decision-making processes of the company and its group members integrate climate change, including the resulting risks;	Until 26 May 2025, the Company had not yet adopted a formal document addressing ESG factors, including environmental considerations. Nevertheless, sustainability matters represent an important area of the Company's activity and, in seeking the fullest possible alignment with the corporate governance principles, the Grupa Pracuj

Principle	Comment on compliance
	2030 Strategy, published on 27 May 2025, includes – alongside business objectives – sustainability goals described in the Sustainability Statement section of this Management Board's Report.

In connection with the publication of the Grupa Pracuj 2030 Strategy, the Company started to apply principle 1.4.1 as of 27 May 2025.

1.4.2. present the equal pay index for employees, defined as the percentage difference between the average monthly pay (including bonuses, awards and other benefits) of women and men in the last year, and present information about actions taken to eliminate any pay gaps, including a presentation of related risks and the time horizon of the equality target.	<p>Until 26 May 2025, the Company had not yet adopted a formal business strategy. In seeking the fullest possible alignment with the corporate governance principles, the Company formalised its strategic objectives with ESG factors integrated into the resulting document, and on 27 May 2025 published the Grupa Pracuj 2030 Strategy.</p> <p>The equal pay index has been published since 27 March 2025 in the Management Board's Report on the activities of Grupa Pracuj S.A. and its Group.</p>
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In connection with the publication of the equal pay index in the Management Board's Report on the activities of Grupa Pracuj S.A. and its Group in the year ended 31 December 2024, the Company started to apply principle 1.4.2 as of 27 May 2025.

1.5. Companies disclose at least on an annual basis the amounts expended by the company and its group in support of culture, sports, charities, the media, social organisations, trade unions, etc. If the company or its group pay such expenses in the reporting year, the disclosure presents a list of such expenses.	<p>The Company does not currently have a formal CSR or sponsorship policy, and its sponsorship spending to date has been relatively insignificant compared with the Group's other cost items. If expenditures on social and sponsorship activities become significant in comparison to the Group's other costs, the Company will re-evaluate its position and contemplate disclosing an account of these expenses.</p> <p>Notwithstanding the above, the Company presents information on major CSR initiatives in its sustainability statement for the financial year.</p>
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2. MANAGEMENT BOARD AND SUPERVISORY BOARD

2.1. Companies should have in place a diversity policy applicable to the management board and the supervisory board, approved by the supervisory board and the general meeting, respectively. The diversity policy defines diversity goals and criteria, among others including gender, education, expertise, age, professional experience, and specifies the target dates and the monitoring systems for such goals. With regard to gender diversity of corporate bodies, the participation of the minority group in each body should be at least 30%.	The Company has not defined any diversity targets for the composition of its Management Board or Supervisory Board. Any appointments to these bodies are based solely on the relevant expertise and qualifications of the candidates. In the future, the Company aims to ensure a balanced representation of men and women on both the Management Board and the Supervisory Board, taking into account factors such as the individual merits of their members, availability of suitable candidates to fill vacancies, and the size of the Boards. The Company will also strive to meet the requirements of the Directive on improving the gender balance among directors of listed companies and related measures and ensure the diversity of the composition of the Company's bodies within the stipulated legal timeframe. It is important to note that the ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.
2.2. Decisions to elect members of the management board or the supervisory board of companies should ensure that the composition of those bodies is diverse by appointing persons ensuring diversity, among others in order to achieve the target minimum participation of the minority group of at least 30% according to the goals of the established diversity policy referred to in principle 2.1.	In the future, the Company aims to ensure a balanced representation of men and women on both the Management Board and the Supervisory Board, taking into account factors such as the individual merits of their members, availability of suitable candidates to fill vacancies, and the size of the Boards. The Company will also strive to meet the requirements of the Directive on improving the gender balance among directors of listed companies and ensuring the diversity of the composition of the Company's bodies within the stipulated legal timeframe. It is important to note that the ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.
2.7. A company's management board members may sit on corporate bodies of companies other than members of its group subject to the approval of the supervisory board.	The Company does not currently have a policy in place which would require members of its Management Board to seek the Supervisory Board's prior approval to serve on a governing body of a non-Group entity. However, the Company's Articles of Association provide that no member of the Management Board may transact or engage in any business competing with that of the Company or be a partner or shareholder in any competing partnership or serve on a governing body of a competing company or any other competing legal entity without the Supervisory Board's prior consent. This restriction also applies to engagements with a competing company in which the Management Board member holds more than 10% of shares or the right to appoint at least one member of the management board. The Company believes that since serving on its Management Board constitutes the primary professional engagement of its members, their participation in the governing bodies of other, non-competing entities does not hinder their ability to fulfil their responsibilities to the Company effectively.

Principle	Comment on compliance
2.11. In addition to its responsibilities laid down in the legislation, the supervisory board prepares and presents an annual report to the annual general meeting once per year. Such report includes at least the following: 2.11.5. assessment of the rationality of expenses referred to in principle 1.5;	The principle is not complied with as the Company does not apply principle 1.5. If expenditures on social and sponsorship activities become significant in comparison to the Group's other costs, the Company will submit an account of such expenses to the Supervisory Board for a review of their rationality.
2.11. In addition to its responsibilities laid down in the legislation, the supervisory board prepares and presents an annual report to the annual general meeting once per year. Such report includes at least the following: 2.11.6. information regarding the degree of implementation of the diversity policy applicable to the management board and the supervisory board, including the achievement of goals referred to in principle 2.1.	The principle is not complied with as the Company does not apply principle 2.1. If the Company establishes a diversity policy, the Supervisory Board will include in its report an evaluation of how effectively this policy has been implemented with respect to both the Management Board and the Supervisory Board.

3. INTERNAL SYSTEMS AND FUNCTIONS

3.6. The head of internal audit reports organisationally to the president of the management board and functionally to the chair of the audit committee or the chair of the supervisory board if the supervisory board performs the functions of the audit committee.	The Company complies with this principle only partially. The individual in charge of internal audit is organisationally accountable to the member of the Management Board, specifically the Chief Financial Officer (CFO), and functionally reports to the Chair of the Audit Committee. This form of organisational subordination aligns with the IIA Standards and, in the Company's view, facilitates the proper execution of duties without compromising the internal auditor's independence and objectivity.
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4. GENERAL MEETING AND SHAREHOLDER RELATIONS

4.8. Draft resolutions of the general meeting on matters put on the agenda of the general meeting should be tabled by shareholders no later than three days before the general meeting.	The Company supports the rationale underlying principle 4.8 regarding transparency and enabling shareholders to review draft resolutions sufficiently in advance. The Company makes every effort to publish without delay all draft resolutions received before the date of the General Meeting. However, the practical application of this principle is subject to limitations arising from mandatory legal provisions (Article 401(5) of the Commercial Companies Code), whereby shareholders are guaranteed the right to submit draft resolutions also during the General Meeting. Consequently, despite exercising the utmost diligence in publishing documents received, the Company cannot guarantee this principle will always be complied with. However, in notices convening the General Meeting, the Company encourages shareholders to submit any draft resolutions on matters placed on the agenda of the General Meeting in accordance with this principle.
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6. REMUNERATION

6.3. If companies' incentive schemes include a stock option programme for managers, the implementation of the stock option programme should depend on the beneficiaries' achievement, over a period of at least three years, of pre-defined, realistic financial and non-financial targets and sustainable development goals adequate to the company, and the share price or option exercise price for the beneficiaries cannot differ from the value of the shares at the time when such programme was approved.	The share-based incentive scheme currently in place at the Company, in its present form, does not include all the elements provided for in principle 6.3, in particular the criteria relating to sustainability goals. Under the scheme, shares are to be granted free of charge to, among other things, align the interests of the Group's management team with its business and strategic objectives. The incentive scheme serves as an additional long-term remuneration component for personnel with significant influence on the Group's performance, consistent with shareholders' interests and the Group's development strategy.
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The other principles set out in Best Practice 2021, namely principles 1.1., 1.2., 1.6., 1.7., 2.3.-2.6., 2.8.-2.10., 2.11.1.-2.11.4., 3.1.-3.5., 3.7.-3.10., 4.1.-4.7., 4.9.-4.14., 5.1.-5.7., 6.1., 6.2., 6.4. and 6.5., were complied with by the Company between 1 January 2025 and 26 May 2025.

Since 27 May 2025, the Company has complied with principles 1.1.-1.4.2, 1.6., 1.7., 2.3.-2.6., 2.8.-2.10., 2.11.1.-2.11.4., 3.1.-3.5., 3.7.-3.10., 4.1.-4.7., 4.9.-4.14., 5.1.-5.7., 6.1., 6.2., 6.4., and 6.5.

For information on the Company's current status of compliance with the Best Practice 2021, see its corporate website at: <https://ir.grupapracuj.pl/pl/gielda/raporty-biezace/raporty-biezace-dpsn> ('DPSN' section).

Information policy and stakeholder relations management

Maintaining a transparent and open information policy remains one of the Company's core priorities, ensuring that all stakeholder groups have equal access to relevant information. The Management Board exercises the utmost diligence to ensure that communication with the Company's stakeholders is conducted through multiple channels and that it conveys a fair and comprehensive picture of the Company's economic and financial position. Grupa Pracuj's communication framework rests on several key pillars:

Corporate website:

The Company maintains a responsive corporate website, available in both Polish and English, at: <https://ir.grupapracuj.pl/>. In 2025, the site was upgraded and expanded to include key sections covering, among other things, the Group's strategy, business model and sustainable development policy. The website contains all information mandated by law as well as, to the fullest extent possible, disclosures recommended under the Best Practice 2021. It presents the Company's business profile, strategy and financial condition in a clear and accessible manner.

Earnings conferences / conference calls:

The Management Board holds regular meetings with representatives of the capital markets and press upon the release of each periodic report. In 2025, all such meetings were held online, allowing broad participation by stakeholders, with recordings made available on the corporate website shortly after each event.

Direct engagement:

The Company provides opportunities for direct contact with members of the Management Board and the investor relations team. It engages in ongoing dialogue with the investor and shareholder community, relying on modern communication channels available in both Polish and English.

Media and social media presence:

The Company regularly shares product, corporate and industry updates through its social media channels – including LinkedIn, Facebook and Instagram – posting information about all recent developments at the Group companies. In 2025, the Group also launched Grupa Pracuj's corporate press office, available at: <https://media.grupapracuj.pl/>.

Representatives of the Company actively participate in investor conferences, both domestically and abroad, and the Company's periodic reports are released promptly following the end of each reporting period.

Internal audit and risk management systems applied in the preparation of financial statements

The Company prepares its consolidated and separate financial statements in accordance with International Financial Reporting Standards ('IFRSs') as adopted by the European Union, and related interpretations endorsed by the European Commission.

Oversight of the process to prepare financial statements and periodic reports of the Group is the responsibility of the Management Board member who serves as the Group's Chief Financial Officer (and the departments that report to him).

The Company's internal control and risk management system in the financial reporting process is implemented through:

- verification of the Group companies' compliance with uniform accounting policies regarding recognition, measurement, and disclosures in accordance with IFRSs;
- use of internal control mechanisms, including segregation of duties, multi-level data authorisation and verification of the accuracy of received data;
- recording of economic events in an integrated financial-accounting system, set up to comply with the Company's accounting policies and containing instructions and control mechanisms to ensure data consistency and integrity;
- a formalised financial reporting process, with clearly defined tasks, deadlines, and assigned responsibilities;
- application of uniform reporting templates and periodic verification of their correct application by the Group companies;
- verification that Group companies' financial statements conform to the data entered into the consolidated worksheet used for preparing the Group's consolidated financial statements;
- review of published interim condensed financial statements for the first half-year, and audit of the annual financial statements of the Company and the Group, by an independent audit firm;
- procedures for the authorisation, approval and review of financial statements before their release;
- continuous enhancement of formal internal regulations within the Group aimed at standardising and continually improving reporting processes.

Economic events at the Group are recorded in an integrated financial and accounting system. Security and accessibility of information within the system are managed at the database, application, and presentation layers, as well as the operating system level. System integration is ensured by data entry control systems. The Group continually adapts its IT system to accommodate changes in accounting standards or other legal requirements.

The preparation of separate statutory financial statements is the responsibility of the companies within the Group. The Company is tasked with compiling the Group's consolidated financial statement and the Company's separate financial statement. Once prepared, the consolidated and separate financial statements are submitted to the Chief Financial Officer for preliminary review and subsequently to the Management Board for final review and authorisation. Prior to their public release, separate and consolidated financial statements are also submitted to the Audit Committee, which is composed of three independent members of the Supervisory Board.

The Audit Committee, appointed by the Supervisory Board, is a supervisory body with certain powers and responsibilities defined by the Act on Statutory Auditors, Audit Firms, and Public Oversight of 11 May 2017. Further details on its powers and activities, including those related to risk management in financial statement preparation, can be found in the Audit Committee section of this Management Board's Report.

In line with the Audit Committee's Rules of Procedure, the Committee convenes as needed, but not less frequently than once a quarter. The Chair of the Audit Committee sets the schedule and agenda of Committee meetings in consultation with other members, ensuring the Committee can effectively discharge its responsibilities. The Supervisory Board meets at least quarterly to receive reports from the Management Board on the Group's performance, including key financial and operational indicators for each segment.

To mitigate risks associated with financial statement preparation, the statements undergo review by an audit firm at least annually.

The Supervisory Board selects an audit firm to audit the financial statements, acting upon a recommendation from the Audit Committee. Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością spółka komandytowa has been appointed to audit the financial statements of the Company and the Group for 2024-2026. During audit work, the auditor makes an independent assessment of the reliability and accuracy of separate and consolidated financial statements and confirms that the internal control and risk management system is effective. The auditing firm presents the audit and review findings to the Management Board and the Audit Committee.

The Company has established procedures for the authorisation of financial statements, whereby periodic reports are first submitted to the Management Board and subsequently to the Audit Committee for review and opinion. After the Audit Committee provides its opinion and the auditing firm concludes its review or audit of the financial statements, the Management Board authorises their issue and signs them using a qualified electronic signature. Then persons designated at the Company release them to the public.

Articles of Association and amendments thereto

Grupa Pracuj S.A. operates in accordance with its Articles of Association, available at

<https://ir.grupapracuj.pl/pl/lad-korporacyjny/dokumenty-korporacyjne>.

In 2025, one amendment was made to the Articles of Association. Under the amendment, adopted by a resolution of the Annual General Meeting on 16 June 2025, the Management Board was granted a new authorisation to increase the Company's share capital within the authorised capital limit, the scope of the Company's business was aligned with the Polish Classification of Business Activities 2025 (PKD 2025), and the Supervisory Board's powers and responsibilities were extended to cover ESG matters. The amendment was entered in the business register of the National Court Register on 17 July 2025.

In accordance with the Articles of Association, the Company's governing bodies are:

- the General Meeting;
- the Supervisory Board;
- the Management Board.

Procedure for amending the Articles of Association

Amendments to the Company's Articles of Association are made in accordance with the provisions of the Polish Commercial Companies Code of 15 September 2020. Under the Commercial Companies Code, the General Meeting is required to pass a resolution to make such amendment. For the amendment to take effect, it must also be entered in the Business Register of the National Court Register. Typically, adopting a resolution to amend the Articles of Association requires a three-quarter majority of validly cast votes. However, any amendment intended to increase shareholder contributions or limit special shareholder powers requires approval from all shareholders affected. Once an amendment to the Articles of Association is registered by the competent court, the Company must immediately issue a current report to disclose the change. An amendment to the Articles of Association becomes effective only once entered in the National Court Register.

General Meeting

The rules of operation of the General Meeting, including shareholder rights and the rules of their exercise, are defined in the Commercial Companies Code, the Company's Articles of Association, and the Rules of Procedure for the General Meeting.

The 'Rules of Procedure for the General Meeting' and the 'Rules for Remote Attendance at the General Meeting', as currently applicable if the option to attend the General Meeting remotely (i.e. via electronic means of communication) is provided for in the notice of the General Meeting, are available on the Company's website at:

<https://ir.grupapracuj.pl/pl/lad-korporacyjny/dokumenty-korporacyjne>.

The powers of the General Meeting are defined in Article 13 of the Articles of Association. Apart from other matters provided for in the Commercial Companies Code and the Company's Articles of Association, a General Meeting resolution is required for:

- amending the Articles of Association;
- increasing or reducing the Company's share capital;
- cancelling Company shares or their buyback by the Company;
- merging or demerging the Company or changing its legal form;
- dissolving or liquidating the Company;
- disposing of, leasing, or creating an encumbrance over the Company's business or an organised part thereof;
- issuing convertible bonds, bonds carrying pre-emptive rights to Company shares, or subscription warrants;
- determining the dividend record date and dividend payment date;
- resolving matters proposed by the Supervisory Board, Management Board, or shareholders;
- appointing and removing Supervisory Board members, subject to certain shareholders' special appointment powers;
- defining the rules of remuneration for members of the Supervisory Board;
- adopting the remuneration policy for members of the Management Board and Supervisory Board, in accordance with the Act on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organised Trading, and Public Companies of 29 July 2005 (Dz.U. of 2005, No. 184, item 1539) (the "Public Offering Act");
- adopting incentive schemes based on shares or other securities or instruments convertible into shares, including incentive schemes for members of the Management Board.

The Articles of Association provide that the General Meeting may be held either as an annual or as an extraordinary meeting. The Annual General Meeting must be held within six months from the end of each financial year. General Meetings are held at the Company's registered office. When scheduling General Meetings, the Company carefully considers various factors to ensure maximum shareholder participation. For the purpose of communicating with shareholders regarding matters related to the General Meeting, the Company has established a dedicated email address: gsm@pracuj.pl.

The proceedings of the General Meeting are recorded and streamed live (in both Polish and English) on the Internet. A recording of the meeting is subsequently published on the Company's website.

The notice of a General Meeting is given in the form of a current report and an announcement published on the Company's corporate website 26 or more days before the date of the General Meeting. This notice must include the proposed agenda for the General Meeting, clearly specifying the matters to be discussed, along with all relevant documents, including draft resolutions accompanied by explanatory notes. The materials submitted to the General Meeting are made available by the Company on its website. Shareholders entitled to participate in the General Meeting may also access these documents at the Company's registered office by giving prior email notice to: gsm@pracuj.pl.

The General Meeting is convened by the Management Board. In addition, the General Meeting may be convened:

- as an Annual General Meeting – by the Supervisory Board following the Management Board's failure to convene it within the prescribed time limit;
- as an Extraordinary General Meeting – by the Supervisory Board at its discretion;
- as an Extraordinary General Meeting – by a shareholder or shareholders holding at least 50% of the share capital or total voting rights in the Company.

In addition, a shareholder or shareholders representing at least 1/20 of the share capital may:

- request that an Extraordinary General Meeting be convened and that specific matters be placed on its agenda. Such request must be submitted in writing or in electronic form to the Management Board, which is required to convene an Extraordinary General Meeting within two weeks from receipt of the request;
- request that certain matters be placed on the agenda of the General Meeting. The request should be submitted to the Management Board no later than 21 days before the scheduled date of the General Meeting. It should include a rationale or a draft resolution on the proposed agenda item. The Management Board is required to promptly, but no later than 18 days before the scheduled date of the General Meeting, announce changes to the agenda made at the request of Company shareholder or shareholders. The changes are announced in the same manner as the notice of the General Meeting;
- prior to the date of the General Meeting, submit to the Company draft resolutions on matters placed on the agenda of the General Meeting or matters to be added to the agenda. The Company promptly announces draft resolutions on its website.

Participation in the General Meeting is governed by the provisions of the Commercial Companies Code. Only persons who are shareholders of the Company as at the record date (i.e., 16 days prior to the scheduled date of the General Meeting), and whose shares are recorded in their securities accounts at the end of that day, are eligible to attend the General Meeting. To exercise the right to attend the General Meeting, eligible shareholders must request a certificate confirming their entitlement from the entity maintaining their securities account in which the Company's shares are held. This request must be submitted no earlier than the publication date of the General Meeting notice and no later than the first business day following the record date. The list of shareholders entitled to attend the General Meeting is available for inspection at the Company's registered office for three business days before the date of the General Meeting. A shareholder may request the list of eligible shareholders to be sent to them free of charge by electronic mail, providing an email address for delivery.

The General Meeting may also be attended by Members of the Management Board, members of the Supervisory Board, experts selected by the Management Board, as well as representatives of the media (unless the Chair of the General Meeting or the Management Board decide otherwise). Company employees providing organisational and legal support for the General Meeting, as well as representatives of the external provider of technical support services, may also be present during the Meeting.

Each shareholder may attend and vote at the General Meeting in person or by proxy. A proxy may exercise all shareholder rights at the General Meeting unless the power of proxy states otherwise. The power of proxy to attend and vote at the General Meeting must be granted in writing or in electronic form. An electronic power-of-proxy instrument does not need to be signed with a qualified electronic signature. A shareholder granting a power of proxy electronically must notify the Company by email at: gsm@pracuj.pl. The notice of a General Meeting published by the Company on its corporate website is accompanied by the form of a power of proxy.

Shareholders may participate in the General Meeting via electronic communication, provided this option is specified in the notice convening the General Meeting. In this case, remote participation is facilitated through a dedicated platform that enables shareholders to vote and communicate via a text messaging feature.

During the General Meeting, each shareholder entitled to participate in the meeting has the right to propose draft resolutions on the matters placed on the agenda.

The General Meeting is opened by the Chair of the Supervisory Board or a person authorised by him or her. If neither the Chair of the Supervisory Board nor a person authorised by them is present, the General Meeting is opened by the President of the Management Board or a person designated by the Management Board. The Chair of the General Meeting is elected from among those entitled to participate in the meeting. The Chair is responsible for conducting the Meeting. Each shareholder has the right to propose candidates for Chair of the General Meeting. The Chair of the General Meeting is elected through voting, conducted sequentially for each nominated candidate

unless otherwise provided by the Commercial Companies Code or other applicable laws or regulations, resolutions of the General Meeting are passed by a simple majority of votes. Each Company share carries the right to cast one vote during voting at the General Meeting. Unless otherwise stipulated by the Commercial Companies Code or the Articles of Association, the General Meeting is considered quorate irrespective of the number of shares represented. Voting at the General Meeting is normally by open ballot. A secret ballot is required for resolutions concerning the appointment or removal of members of the Company's governing bodies or its liquidators, holding these persons accountable, personal matters, or upon request by at least one shareholder present or represented at the General Meeting.

The Annual General Meeting was held on 16 June 2025. The Meeting:

- considered and approved the Management Board's Report on the Company's and the Group's activities, the separate financial statements of the Company and the consolidated financial statements of the Group for the year ended 31 December 2024;
- decided on the allocation of net profit for the year ended 31 December 2024;
- gave a positive opinion on the report on the remuneration of members of the Management Board and Supervisory Board for 2024;
- approved the Supervisory Board's report on its activities in the year ended 31 December 2024;
- granted a discharge of duties to the members of the Management Board and Supervisory Board;
- approved changes to the remuneration of Supervisory Board members;
- resolved to establish an incentive scheme for 2025–2027;
- resolved to amend the Company's Articles of Association and authorise the Management Board to increase the Company's share capital within the authorised capital limit (with a potential waiver of shareholders' pre-emptive rights, subject to the Supervisory Board's consent) in order to implement the incentive scheme for the Group's key personnel;
- resolved to establish a share repurchase reserve;
- authorised the Management Board to repurchase Company shares and approved such repurchase;
- made other amendments to the Company's Articles of Association and adopted a new consolidated text of the Articles of Association;
- appointed three members of the Supervisory Board for a new term of office;
- adopted a revised remuneration policy for members of the Management Board and Supervisory Board.

Supervisory Board

Composition

As at 1 January 2025 and 31 December 2025, the composition of the Company's Supervisory Board was as follows:

First name and surname of Supervisory Board member	Position	Effective date of appointment to the Supervisory Board
Maciej Noga	Chair of the Supervisory Board	1 November 2018
John Doran	Member of the Supervisory Board	14 August 2017
Wojciech Stankiewicz	Independent Member of the Supervisory Board Member of the Audit Committee	7 November 2016
Przemysław Budkowski	Independent Member of the Supervisory Board Member of the Audit Committee	1 June 2020
Agnieszka Słomka-Gołębiowska	Independent Member of the Supervisory Board Chair of the Audit Committee	11 August 2021
Mirosław Stachowicz	Independent Member of the Supervisory Board	29 October 2021
Martina van Hettinga	Independent Member of the Supervisory Board	1 February 2023

Following the expiry of the Supervisory Board's term of office and the mandates of its members on 16 June 2025, the persons named above were appointed for a new joint three-year term as follows:

- Maciej Noga, Wojciech Stankiewicz and Mirosław Stachowicz were appointed by Frascati Investments sp. z o.o. through the exercise of its special appointment right;
- John Doran was appointed by TCV Luxco Perogie S.à. r.l. through the exercise of its special appointment right;
- Agnieszka Słomka-Gołębiowska, Martina van Hettinga and Przemysław Budkowski were appointed by a resolution of the Annual General Meeting of 16 June 2025. No member of the Supervisory Board engages in any business activities competing with those of the Group.

Brief biographies



Maciej Noga, Chair of the Supervisory Board

Maciej Noga is an entrepreneur and investor with more than 25 years of experience. He is a lecturer in the MBA for Startups programme, jointly delivered by the Warsaw School of Economics and InCredibles – Sebastian Kulczyk's mentoring programme for young Polish entrepreneurs. He co-founded Grupa Pracuj, serving in key management roles for many years. Currently, he serves as Chair of the Grupa Pracuj Supervisory Board. He is also an experienced HRTech expert and advisor to corporate boards. He is a co-founder and partner of several investment funds, including Poland's first philanthropic fund Valores. As a member of Chapter Zero Poland, he is actively involved in sustainability efforts. Currently, as the main investor and chair of the supervisory board, his professional focus is on advancing Enerviso, Poland's largest integrated energy transition provider. Mr Noga graduated with honours from the University of Chicago Booth School of Business.



Agnieszka Słomka-Gołębiowska, Independent Member of the Supervisory Board, Chair of the Audit Committee

Professor Agnieszka Słomka-Gołębiowska, PhD (Habil.), is an independent supervisory board member with more than 20 years of experience serving on the governing bodies of both public and private companies. She has held positions as chair of supervisory boards and of audit, remuneration and nomination committees, overseeing financial reporting, internal control systems, risk management, remuneration policies and succession processes. She has sectoral experience spanning financial services (mBank, BPH, PZU PTE), new technologies (CD Projekt), international food distribution (Jeronimo Martins), real estate and construction (Ghelamco, Budimex). She has also served on oversight advisory committees of international organisations, including the UN World Food Programme, UNAIDS and the International Labour Organization (ILO). She began her professional career at a Big Four audit firm and subsequently gained senior management experience in mergers and acquisitions (M&A) and asset management. She is a member of the European Commission's Platform on Sustainable Finance and actively supports the development of women's leadership as a mentor for Hertie School, BCG and the European Women on Boards (EWoB), as well as an international ambassador for the GAP programme run by Vital Voices and Bank of America.



Wojciech Stankiewicz, Independent Member of the Supervisory Board, Member of the Audit Committee

He has a wealth of experience in leading and supervising projects related to delivering corporate strategies, improving operations and streamlining processes at various business organisations, including banks, telecoms, retailers and consumer goods suppliers. His responsibilities have also included recruitment and professional development of personnel. He holds a Master's degree from the Faculty of Foreign Trade at the Warsaw School of Economics and graduated with distinction from the MBA programme at INSEAD.



Przemysław Budkowski, Independent Member of the Supervisory Board, Member of the Audit Committee

Przemysław Budkowski has extensive experience in leadership roles within the e-commerce and technology sectors, with a particular emphasis on developing B2B markets across Central and Eastern Europe. He possesses expertise in product and marketing management, as well as in the sales processes specific to the technology industry. Furthermore, through his service on various supervisory boards and remuneration committees, he has gained practical experience in implementing corporate governance principles and shaping corporate strategy at the executive level.



Mirosław Stachowicz, Independent Member of the Supervisory Board

Mirosław Stachowicz brings a wealth of experience from his tenure on supervisory boards of both public and private entities. Since 1994, he has held pivotal management roles in FMCG companies across Central and Eastern Europe. Notably, he was the CEO of a company listed on the London Stock Exchange from 2016 to 2022, marking him as the first Polish national to occupy such a position. His academic credentials include degrees from Jagiellonian University, Johns Hopkins University in Bologna, Carleton University in Ottawa and INSEAD. Beyond his professional achievements, Mirosław Stachowicz actively contributes to community initiatives, notably founding the Onkologia 2025 think tank and serving on the management board of the Stock foundation.



John Doran, Member of the Supervisory Board

John Doran is an experienced investment professional, having held managerial positions at SEC and FCA regulated companies where he focused on identifying investment opportunities in the software, financial services and internet sectors. Since 2012, he has been General Partner at TCV, where he is responsible for leading transactions and active management of portfolio companies, including software and FinTech firms. He holds a Bachelor of Arts in Economics from Harvard College and a Master of Business Administration from Harvard Business School.



Martina van Hettinga, Independent Member of the Supervisory Board

Martina van Hettinga has more than 10 years of experience supporting companies in executive recruitment and advisory services. As Managing Partner at i-potentials – a leading executive search and leadership advisory boutique focused on transformation – she shapes leadership teams at the top level. She is the founder of a pioneering diversity initiative in Germany and has held key operational management roles at leading German technology ventures. As an active business angel and mentor, she supports growing technology companies in navigating transformation processes.

Rules of appointment

Members of the Supervisory Board are appointed for a joint three-year term of office that is calculated in full financial years. The mandate of a Supervisory Board member expires upon approval by the General Meeting of the financial statements for the last full financial year of their term. The mandate also ends upon the member's death, resignation or removal from office. If a member is appointed to the Supervisory Board before the expiry of its term, the member's mandate expires simultaneously with the mandates of the other Supervisory Board members. Members of the Supervisory Board are eligible for reappointment for subsequent terms, but such reappointment cannot occur earlier than one year before the expiry date of the current term.

The Supervisory Board is composed of no fewer than five and no more than eight members, who are appointed and removed from office by the General Meeting, subject to special appointment powers held by certain shareholders as specified in the Articles of Association. If the Supervisory Board is elected by block voting pursuant to Article 385 of the Commercial Companies Code, the number of Supervisory Board members is six.

The Articles of Association confer special powers on Przemysław Gacek or Frascati Investments sp. z o.o. (Frascati Investments) (or their respective universal successors), depending on whose shareholding in the Company is greater, to appoint, remove from office and suspend:

- a) as long as a total of at least 25% of all Company shares are held by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate – a majority of Supervisory Board members (including the Chair);
- b) as long as a total of at least 5% but less than 25% of all Company shares are held by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate – two members of the Supervisory Board (including the Chair);
- c) as long as a total of at least 1% but less than 5% of all Company shares are held by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate – one member of the Supervisory Board.

The General Meeting may not remove or suspend any member of the Supervisory Board appointed by Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate.

If the aforementioned special appointment powers held by Przemysław Gacek or Frascati Investments expire, the Chair of the Supervisory Board will be elected by the General Meeting in a secret ballot by a simple majority of votes.

The Articles of Association also provide that as long as TCV Luxco S.à. r.l. (TCV Luxco) (or its universal successor) holds a total of at least 5% of all Company shares, it (or its universal successor) holds special powers to appoint, remove from office and suspend one member of the Supervisory Board. The General Meeting may not remove or suspend the Supervisory Board member appointed by TCV Luxco (or its universal successor).

Members of the Supervisory Board who were not directly appointed by shareholders exercising the special appointment powers described above may be removed by the General Meeting at any time.

Powers and responsibilities of the Supervisory Board

In accordance with the Commercial Companies Code and the Articles of Association, the Supervisory Board is responsible for ongoing supervision of the Company in all areas of its activity. To effectively perform its duties, the Supervisory Board is authorised to review all Company documents and records, request information, documents, reports, and explanations from the Management Board and employees regarding the Company and its subsidiaries or affiliates, and inspect any of the Company's assets. The Management Board cannot restrict access to information, documents, reports, or explanations requested by the Supervisory Board members. The Company must promptly provide any requested records, documents, reports, or explanations to the Supervisory Board no later than two weeks from receiving the request, or within a longer period if specified in the request.

The detailed rules of operation of the Supervisory Board are defined in the Rules of Procedure for the Supervisory Board. The Rules of Procedure for the Supervisory Board as currently in effect are available online at:

<https://ir.grupapracuj.pl/pl/lad-korporacyjny/dokumenty-korporacyjne>.

Meetings of the Supervisory Board are convened and chaired by the Chair or, if absent, by a Supervisory Board member delegated by the Chair; if no such delegation has been made, meetings are chaired by the eldest Supervisory Board member. The first meeting of the Supervisory Board of each term is convened by the Management Board no later than within 3 (three) months of its appointment. The agenda of the first Supervisory Board meeting must include determining the Supervisory Board's composition and, if the special appointment powers held by Przemysław Gacek or Frascati Investments (or their respective universal successors) as described above have expired, the election of the Chair of the Supervisory Board.

Meetings of the Supervisory Board are held on an as-needed basis but no less frequently than once per calendar quarter. The Chair of the Supervisory Board (or its other member duly authorised by the Chair) convenes Supervisory Board meetings on his or her own initiative or upon a written request from the Management Board or a Supervisory

Board member. The Chair (or the other Supervisory Board member duly authorised by the Chair) must convene the meeting within two weeks of the request. If the meeting is not convened within the specified time limit, it may be convened by the requesting party.

Meetings of the Supervisory Board may be attended by members of the Management Board and other persons invited by the Chair, unless the agenda includes matters directly related to the Management Board or its members, such as removal from office, accountability, or remuneration.

Supervisory Board meetings are convened by sending invitations either by registered mail no later than 14 days or by email no later than seven days before the scheduled date of the meeting. However, in the case of urgent business, the Chair of the Supervisory Board or a person authorised by the Chair may order a different method and prior notice period for convening a meeting, without adhering to the time limits specified above. All invitations must specify the date, time, venue and agenda of the meeting, as well as the procedure for attending the meeting via electronic means of communication. At its meetings, the Supervisory Board may also pass resolutions on matters not listed in the agenda, provided no attending Supervisory Board member objects to voting on them. The Supervisory Board may hold a meeting without formal notice if all Supervisory Board members consent to holding such meeting and none objects to the proposed agenda. Supervisory Board meetings may also be attended via electronic means of communication.

Unless a qualified majority or larger quorum is required by law, Supervisory Board resolutions are adopted by a simple majority of votes cast, provided at least half of the Supervisory Board members, all duly invited, are present. In the event of a tied vote, the Chair of the Supervisory Board has the casting vote. Resolutions of the Supervisory Board may be voted on by written ballot or via means of remote communication. A resolution so passed is valid if all Supervisory Board members had access to its draft prior to the vote and at least half of the Supervisory Board members participated in the vote. Also, subject to the applicable provisions of the Commercial Companies Code, Supervisory Board members may vote on resolutions by casting their votes in writing through another member of the Supervisory Board.

The powers and responsibilities of the Supervisory Board are defined in Article 20.4 of the Articles of Association and include without limitation:

- assessing the Management Board's Report on the Company's activities and the financial statements for each financial year in terms of their accuracy and consistency with the Company's records and other underlying documents;
- assessing the Management Board's recommendations on the distribution of profit or coverage of loss;
- assessing the Company's condition, including the adequacy and effectiveness of its internal control system, risk management system used to manage the Company's material risks, compliance system and internal audit system;
- assessing the discharge by the Management Board of its obligation to report information to the Supervisory Board;
- assessing how the Management Board prepares or submits information, documents, reports or explanations requested by the Supervisory Board;
- submitting annual written reports to the General Meeting on the results of the assessments referred to above, together with information on the total remuneration of the Supervisory Board's advisors due from the Company in a given financial year;
- approving the Rules of Procedure for the Management Board;
- appointing, removing and suspending from duties members of the Management Board and liquidators, excluding those members of the Management Board who are appointed and removed by shareholders in the exercise of their appointment powers;
- delegating members of the Supervisory Board to individually perform certain supervisory activities or to temporarily substitute for members of the Management Board who have resigned, have been removed from office, or otherwise cannot perform their duties;
- approving the formation of establishments, branches, representative offices and other units of the Company in other countries;

- reviewing and assessing draft resolutions of the General Meeting and issuing opinions on Management Board proposals addressed to the General Meeting;
- approving liabilities to be contracted by the Company where the amount of such liabilities exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000, with the proviso that with respect to continuing obligations (i.e., obligations involving continuous or periodic performance) the liability amount is defined as the sum of the monetary benefits comprising the principal performance (excluding accessory performance) in the first 12 months of the agreement, and in the case of agreements concluded for a period of less than 12 months – for the entire term;
- approving any acquisition or disposal of the ownership right to or perpetual usufruct of, or an interest in the ownership right to or perpetual usufruct of property where the value of such property exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000;
- approving any disposal of assets where the value of such assets exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000;
- creating any encumbrance over any material assets of the Company where the value of such assets exceeds the equivalent of 10% of the Group's revenue from contracts with customers for the last financial year, as reported in the most recent issued full-year consolidated financial statements of the Group, but is no less than PLN 30,000,000.00, or issuing any guarantees, sureties or promissory notes to secure liabilities of any entities other than the Group companies;
- determining the amount of remuneration for members of the Management Board, subject to the rules of remuneration for members of the Management Board adopted by the General Meeting;
- appointing or changing the Company's auditor, including the auditor engaged to audit the Company's and the Group's financial statements or to provide assurance on (or audit) the Group's sustainability statement;
- granting approval for members of the Management Board to engage in any activities competing with the Company's business;
- preparing and submitting to the Annual General Meeting opinions, information, reports and other relevant documents that should be prepared by the supervisory board of a company listed on a regulated market operated by the Warsaw Stock Exchange (in particular, in accordance with the Best Practice 2021);
- monitoring the effectiveness of the internal control, risk management, compliance and internal audit systems and carrying out an annual assessment of the functioning of these systems, in particular on the basis of the principles laid down in the Best Practice 2021;
- approving any material transactions with related parties (as defined in Article 90h(1) of the Public Offering Act) to be entered into by the Company, where required under Article 90h et seq. of the Public Offering Act;
- developing and changing a procedure for periodic assessments of the Company's related-party transactions within the scope defined by the applicable regulations, in particular Article 90j of the Public Offering Act;
- developing and adopting detailed rules for the holding of General Meetings via electronic means of communication;
- deciding on a temporary suspension of the application of the remuneration policy for members of the Management Board and Supervisory Board in accordance with the applicable regulations, in particular the Public Offering Act;
- preparing reports on the remuneration of members of the Management Board and Supervisory Board in accordance with the applicable regulations, in particular the Public Offering Act;
- drafting the consolidated text of amended Articles of Association, or making other changes of an editorial nature to the Articles of Association specified in a resolution of the General Meeting;

- drafting or amending the rules and detailed frameworks of incentive schemes based on shares or other securities or instruments convertible into shares, including incentive schemes for members of the Management Board, established by the General Meeting;
- approving and overseeing implementation of the Group's sustainable development strategy;
- monitoring how the Company manages material sustainability-related impacts, risks and opportunities;
- periodically (at least once a year) evaluating the Company's sustainability performance.

The Supervisory Board may appoint, at the Company's expense, a third-party advisor to examine particular matters concerning the Company's operations or assets or to carry out an expert study or provide an expert opinion. The aggregate consideration that all advisors to the Supervisory Board may receive from the Company in a financial year is capped at PLN 50,000, VAT-exclusive. The procedure for appointing advisors to the Supervisory Board are defined in the Articles of Association and Rules of Procedure for the Supervisory Board. In 2025, the Supervisory Board did not use the services of any advisors.

The Articles of Association requires that at least two members of the Supervisory Board meet the independence criteria under applicable laws and regulation, in particular under the Statutory Auditors Act. Each independent Supervisory Board member is required to submit a representation to the effect that he or she satisfies the applicable independence criteria under law. Where only one or none of the Supervisory Board members meets the applicable independence criteria under law and the Supervisory Board is composed of a minimum number of members permitted by the Articles of Association, the Supervisory Board is considered to have the capacity to act effectively and exercise its powers and authority and discharge its responsibilities, in particular by passing resolutions. If an independent Supervisory Board member ceases to satisfy the independence criteria during his or her term, his mandate is not affected.

According to their declarations, five members of the Supervisory Board – Agnieszka Słomka-Gołębiowska, Wojciech Stankiewicz, Przemysław Budkowski, Martina van Hettinga, and Mirosław Stachowicz – satisfy the independence criteria set forth in the Act on Statutory Auditors and have no material or significant connections with any shareholder possessing at least 5% of the total voting rights in the Company.

A Supervisory Board member is obligated to notify the Supervisory Board of any existing or potential conflict of interests between him or her and the Company and must not vote on a resolution on a matter which may involve such conflict. A Supervisory Board member must not accept any gifts or other benefits that could affect his or her impartiality and objectivity in decision-making or cast doubt on the independence of his or her opinions and judgements.

During the reporting period, the Supervisory Board held six meetings. The Supervisory Board meetings were conducted with a quorum present, thereby enabling the adoption of resolutions. The attendance of Supervisory Board members at meetings held in 2025 was as follows:

Date of the meeting	Number of Supervisory Board members present / total number of Supervisory Board members	Absent Supervisory Board member
5 Mar 2025	6/7	John Doran
26 Mar 2025	7/7	-
22 May 2025	6/7	John Doran
18 Jul 2025	7/7	-
9 Sep 2025	6/7	John Doran
4 Dec 2025	6/7	John Doran

The Supervisory Board meetings were also attended by members of the Management Board, managers in charge of the Group's critical business areas, and representatives of the audit firm.

During the meetings, the Supervisory Board discussed issues within its purview, as specified in the relevant provisions of the Commercial Companies Code and the Company's Articles of Association, along with matters pertaining to the Company's and the Group's day-to-day operations. As part of its activities in 2025, the Supervisory Board:

- approved the Group's budget for 2025;
- through the Audit Committee, monitored the audit and review of the financial statements;
- assessed the Company's separate financial statements for the year ended 31 December 2024, the Group's consolidated financial statements for the year ended 31 December 2024, and the Management Board's Report on the Company's and the Group's activities for the year ended 31 December 2024 (including the Sustainability Statement), taking into account the accuracy of the documents in terms of content and compliance with relevant formal requirements, as well as their alignment with the books, documents and facts, and submitted a written report on the results of this assessment to the General Meeting;
- adopted the report of the Supervisory Board on its activities during the year ended 31 December 2024 and submitted it to the General Meeting for approval;
- adopted the report on the remuneration of members of the Company's Management Board and Supervisory Board for 2024 and submitted it to the General Meeting;
- consented to the waiver of shareholders' pre-emptive rights to subscribe for Series D shares to be issued within the authorised share capital limit for the purposes of Incentive Scheme 1;
- evaluated the proposal regarding the distribution of the Company's net profit for the year ended 31 December 2024, and recommended that the General Meeting pass a resolution to distribute the net profit as proposed by the Management Board;
- adopted the Rules of the 2025–2027 Incentive Scheme, determined which Management Board members were eligible to participate in the Scheme, and defined the participation criteria for 2025;
- conducted, in accordance with the Company's remuneration system for Management Board members, activities related to remunerating the Management Board members, including the decision to award members of the Management Board a bonus for the achievement of financial targets for 2024, and recommended amendments to the Remuneration Policy for Members of the Management Board and Supervisory Board;
- following the appointment of the Supervisory Board of a new term, appointed the Supervisory Board's Audit Committee;

- regularly monitored the Company's financial and operational performance, as well as key actions and decisions made by the Management Board, particularly concerning the implementation of strategic objectives, and, through the Audit Committee, also monitored the effectiveness of the Company's internal control, risk management, compliance and internal audit systems;
- updated the procedure for concluding and assessing related-party transactions;
- provided opinions on the Management Board's proposals to the General Meeting;
- reviewed other matters presented by the Management Board;
- provided opinions on the long- and short-term strategic plans and objectives presented at the initiative of the Management Board and individual business projects of the Company and the Group.

In carrying out their supervisory duties, the Supervisory Board members acted in the best interests of both the Company and its shareholders.

The Supervisory Board includes an Audit Committee. Apart from the Audit Committee, no other committees operate within the Supervisory Board.

Audit Committee

The Supervisory Board includes an Audit Committee, which operates as a standing committee of the Supervisory Board. It is composed of at least three members, who are elected by the Supervisory Board from among its members for an indefinite period. The Audit Committee meets on an as-needed basis.

As at 1 January 2025 and 31 December 2025, the composition of the Audit Committee was as follows:

- Agnieszka Słomka-Gołębiowska – Chair;
- Wojciech Stankiewicz – Member;
- Przemysław Budkowski – Member.

Following the appointment of the Supervisory Board of a new term, adopted a resolution of 18 July 2025 to re-appoint the existing members of the Audit Committee for the current term.

According to their representations, all members of the Audit Committee satisfy the independence criteria defined in the Statutory Auditors Act and in Best Practice 2021. Furthermore, all members of the Audit Committee made declarations of proficiency in accounting or auditing, and of expertise in the industry in which the Company operates.

The Audit Committee operates in accordance with various laws and regulations, including the Statutory Auditors Act, Rules of Procedure for the Audit Committee, and Best Practice 2021.

The Audit Committee's responsibilities include:

- monitoring the preparation of the Company's and the Group's financial statements to ensure compliance with the adopted accounting policies and applicable laws;
- monitoring the Group's sustainability reporting process;
- monitoring the effectiveness of the internal control, risk management, compliance and internal audit systems, including with regard to the Company's and Group's financial reporting and sustainability reporting;
- monitoring the performance of financial audit activities, in particular the audit of financial statements and sustainability reporting assurance by the audit firm;
- reviewing and monitoring the independence of the auditor and the audit firm, in particular when the audit firm also provides the Company with services other than the audit of financial statements or sustainability reporting assurance;

- informing the Supervisory Board of the findings of the audit of financial statements and sustainability reporting assurance and explaining how the audit or assurance contributed to reliability of the Company's and the Group's financial and sustainability reporting and what role the Audit Committee played in the audit or assurance;
- assessing the auditor's/audit firm's independence and approving the provision of permitted services other than the audit of financial statements or sustainability reporting assurance by the auditor;
- drawing up a policy for the selection of an audit firm to perform the audit of financial statements and a policy for the selection of an audit firm to provide sustainability reporting assurance, and defining a procedure for the audit firm selection;
- developing a policy for providing permitted non-audit services by the audit firm engaged to audit the financial statements or to provide sustainability reporting assurance, the audit firm's affiliates or a member of its network;
- making recommendations to the Supervisory Board on the appointment of auditors and audit firms in accordance with the existing policies and procedures for the selection of an auditor/audit firm to audit the Company's financial statements and for the selection of an auditor/audit firm to provide sustainability reporting assurance;
- submitting recommendations to ensure that the financial reporting process and sustainability reporting assurance at the Group is fair and reliable.

In accordance with the Commercial Companies Code, the Audit Committee must report to the Supervisory Board on the fulfilment of its supervisory responsibilities at least once every quarter within a financial year.

In 2025, the Audit Committee held six meetings. Except for the meeting of 13 November 2025, which was not attended by Przemysław Budkowski, all Audit Committee members were present at every meeting. The Audit Committee meetings were held with a quorum sufficient to adopt resolutions.

The Audit Committee meetings were also attended by invited guests – the Company's employees responsible for specific areas of interest to the Audit Committee, and representatives of the audit firm.

In 2025, the Audit Committee fulfilled its statutory and regulatory obligations, including:

- analysing the Company's and Group's financial statements for the respective reporting periods, as well as the Company's and Group's activities during those periods;
- discussing the progress of work relating to the audit of the Company's and Group's financial statements for the year ended 31 December 2024 and the final audit conclusions with the audit firm;
- submitting a recommendation to the Supervisory Board regarding the adoption of the statements of the Supervisory Board;
- submitting a recommendation to the Supervisory Board regarding assessment of the Company's and Group's separate and consolidated financial statements and the Management Board's Report on the activities of the Company and the Group in the year ended 31 December 2024 (including the sustainability statement);
- monitoring the Company's internal control, risk management, compliance and internal audit systems, including the ongoing and planned activities within these functions;
- monitoring the ongoing and planned ESG activities;
- discussing the internal audit plan for 2025, the three-year plan, and the organisation of internal audit activities in 2025;
- authorising the provision of training services by an affiliate of the audit firm to the Group companies,
- authorising the purchase of a payroll report by a subsidiary of the Company from an affiliate of the audit firm.

In addition, in 2025 the Audit Committee monitored the auditor's and the audit firm's independence on an ongoing basis. The Audit Committee regularly reported to the Supervisory Board during its meetings on its activities and their results.

Recommendations of the Audit Committee on the selection of the audit firm

The Supervisory Board makes its selection of the audit firm based on recommendations from the Audit Committee, which are issued following the Company's procedure for selecting an audit firm, in accordance with the 'Policy for the Selection of an Auditor/Audit Firm to Audit the Financial Statements of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group' and the 'Procedure for the Selection of an Auditor/Audit Firm to Audit the Financial Statements of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group' adopted by the Company.

The Audit Committee expresses its consent for the provision of additional non-audit services in the relevant resolutions. Having first assessed the risks to and safeguards of the auditor's and audit firm's independence.

Key principles of the policy for the selection of an audit firm to audit financial statements and policy for the provision of permitted non-audit services by the audit firm, its affiliates and members of its network

The Company has in place the following documents adopted by the Audit Committee:

- the 'Policy for the selection of a statutory auditor/audit firm for the audit of financial statements of Grupa Pracuj S.A. and its Group',
- the 'Procedure for the selection of a statutory auditor/audit firm for the audit of financial statements of Grupa Pracuj S.A. and its Group',
- the 'Policy for the provision of permitted non-audit services to Grupa Pracuj S.A. and the companies of its Group by the statutory auditor/audit firm conducting the audit, their affiliates, or members of the audit firm's network'.

The main principles of the policy and procedure for selecting a statutory auditor/audit firm to audit the financial statements of the Company and the Group are as follows:

- The process to select the auditor/audit firm to audit the financial statements is led by the Management Board member who serves as the Chief Financial Officer, the Audit Committee and the Supervisory Board;
- The Company is responsible for the timely commencement of the selection procedure. The Supervisory Board is required to pass a resolution on the selection of a new statutory auditor/audit firm no later than the end of June in the year in which the current audit agreement expires. A resolution concerning the extension of the mandate for auditing the financial statements of the Company and the Group to the incumbent statutory auditor/audit firm must be passed no later than the end of May in the year in which the current audit agreement expires. In the resolution, the Supervisory Board authorises the Company's Management Board to enter into an audit agreement. If the audit contract is terminated, the Company is obligated to take steps to select a new auditor/audit firm promptly and in accordance with the selection procedure;
- The policy and procedure differentiate between the procedures to be followed, including the scope of tender documentation, formal requirements, and criteria for evaluating proposals, in the case of selecting a new statutory auditor/audit firm or extending the audit engagement to the existing statutory auditor/audit firm;
- In the case of the procedure for selecting a new statutory auditor/audit firm:
 - The Company may invite any audit firms to submit proposals for the audit of financial statements by sending an invitation to tender along with the tender documentation specified in the procedure;
 - The Chief Financial Officer and the Audit Committee may conduct direct negotiations, organise meetings, and communicate with interested bidders, responding to their inquiries;
 - The Chief Financial Officer evaluates the submitted proposals in terms of their compliance with the selection criteria set out in the tender documentation and prepares a report on the selection procedure containing conclusions from their evaluations and analyses, which is then presented to the Audit Committee; The primary criteria for evaluating bids from audit firms are defined in the selection policy;
 - After reviewing the Chief Financial Officer's report, the Audit Committee recommends at least two eligible audit firms to the Supervisory Board, specifying the Committee's preferred choice and providing reasons for shortlisting the presented firms and the preference;

- The final stage of the procedure is the resolution of the Supervisory Board and the Company entering into an audit contract with the selected audit firm. The Supervisory Board may decide to appoint an auditor/audit firm which is not included in the Audit Committee's recommendation provided that such auditor/audit firm placed its bid in the selection procedure. In such a scenario, the Supervisory Board must provide reasons for not adhering to the Audit Committee's recommendation and communicate these reasons to the General Meeting.
- In the case of the procedure for extending the audit engagement with the current auditor/audit firm:
 - The Chief Financial Officer invites the incumbent statutory auditor/audit firm to submit a proposal for audit services, sending the tender documentation defined by the procedure;
 - The Chief Financial Officer or the Audit Committee may conduct direct negotiations, organise meetings, and communicate with the statutory auditor/audit firm regarding the continuation of the existing cooperation and answer their inquiries;
 - The Chief Financial Officer evaluates the proposal submitted by the incumbent statutory auditor/audit firm in terms of its compliance with the selection criteria specified in the tender documentation and prepares a report on the proposal's assessment, including conclusions from its evaluation and analysis, which is then presented to the Audit Committee; The primary criteria for evaluating the proposal of the incumbent audit firm/statutory auditor are defined by the policy;
 - Following the assessment of the report, the Audit Committee issues a recommendation indicating whether it advises that the engagement with the incumbent audit firm be continued;
 - The final stage of the procedure is the resolution of the Supervisory Board and the Company entering into an audit contract with the incumbent audit firm. If the Supervisory Board decides not to extend the audit engagement with the statutory auditor/audit firm recommended by the Audit Committee, it will adopt a resolution to that effect. In such a case, the procedure for selecting a new statutory auditor/audit firm is applied;
- The period of uninterrupted engagement by a reporting entity of an audit firm (i.e., its first engagement plus any renewals), or its affiliated audit firm or a member of their network operating in the European Union, to perform statutory audits may not exceed ten years. After the expiry of the maximum engagement period, the audit firm or its affiliates or members of its network may not enter into an audit engagement with the same entity for four years;
- The lead auditor is not permitted to conduct statutory audits of the same entity for more than five years. After completing the last audit of the entity's financial statements within the allowed period, the lead auditor can resume conducting statutory audits at the same entity only after a gap of three years from the completion date of the previous audit performed by the auditor.

The main principles of the policy on the provision of permitted non-audit services to the Company and the companies within the Group by the statutory auditor/audit firm conducting the audit, their affiliates, or members of the audit firm's network are as follows:

- Auditors/audit firms appointed to audit the Company's and the Group's financial statements must not be engaged to provide services that are considered prohibited under applicable legislation;
- A non-audit engagement of an auditor/audit firm is considered permitted only to the extent it is not related to the Company's tax policy, subject to the Audit Committee's prior assessment of any risks to and measures safeguarding the auditor/audit firm's independence;
- Engaging auditors/audit firms (or members of their networks) appointed to audit the financial statements of the Company, its parent, or its subsidiaries to deliver non-audit services, excluding those services deemed prohibited, to the Company or its subsidiaries is considered permissible. This is subject to the Audit Committee's prior approval, contingent upon its evaluation of any potential risks to and provisions for safeguarding the independence of the auditor/audit firm. If advisable, the Audit Committee may issue guidelines on such engagements;

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- Performing assurance services concerning sustainability reporting does not require prior approval from the Audit Committee;
 - Where an auditor/audit firm has been providing non-audit services other than prohibited services to the Company, its parent or its controlled entities for a period of at least three consecutive financial years, the total consideration payable to the auditor/audit firm for such services must not exceed 70% of the average consideration paid over the last three consecutive financial years to the auditor/audit firm for the audit of the financial statements of the Company and, where applicable, its parent and/or its controlled entities and for the audit of the consolidated financial statements of the Group. For the purposes of the calculating the cap, exclusions are made for assurance of sustainability reporting and non-audit services other than prohibited services, the provision of which is required in accordance with European Union or national legislation. This restriction does not apply if the Polish Agency for Audit Oversight grants an exemption to the audit firm from the requirements of this limitation through an administrative decision, upon the firm's request.

Appointment of the audit firm

On 19 August 2024, the Company executed an agreement with Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością sp.k. of Warsaw, entered in the list of qualified auditors of financial statements under No. 130, to audit the Company's financial statements and the Group's consolidated financial statements for the financial years ending 31 December 2024, 31 December 2025, and 31 December 2026. The services contracted under the agreement also include a review of the Company's condensed financial statements and the Group's condensed consolidated financial statements for six-month periods ending 30 June 2024, 30 June 2025 and 30 June 2026, and an assurance of their tagging. The audit firm was selected by the Supervisory Board in accordance with the Company's audit firm selection policy, based on a recommendation from the Audit Committee.

Permitted non-audit services provided by the audit firm

In 2025, permitted non-audit services were provided to the Group by the audit firm engaged to audit its financial statements and by an affiliate of the audit firm. These were:

- review of the interim condensed financial statements of the Company and the Group for the six months ended 30 June 2025;
- assurance of the 2024 report on the remuneration of members of the Company's Management Board and Supervisory Board in terms of the completeness of the disclosures required under Article 90g (1)-(5) and Article 90g(8) of the Public Offering Act;
- performance of agreed procedures to confirm compliance by the Company with certain covenants under the term credit facility agreement executed by the Company on 14 June 2022;
- preparation of a remuneration report with information on salary levels for various positions in Ukraine;
- training services.

For information on remuneration of the audit firm for the current and previous financial years, see note 7.5 in the Group's consolidated financial statements for the year ended 31 December 2025.

Management Board

Composition

As at 1 January 2025 and 31 December 2025, the Company's Management Board consisted of:



Przemysław Gacek, President of the Management Board

Originator and founder of Grupa Pracuj. One of the most recognisable entrepreneurs in the technology sector, he graduated from the Faculty of Economic Sciences at the University of Warsaw and the London Business School. For more than 25 years, has been building and developing Grupa Pracuj. Active investor and mentor, as well as a co-creator of Pracuj Ventures, a fund supporting HRTech and EduTech startups. Has been recognised with the EY Entrepreneur of the Year award.

Responsible for the Group's growth strategy, mergers and acquisitions, and for management of softgarden, corporate communications and sustainability.



Gracjan Fiedorowicz, Member of the Management Board

Has been with Grupa Pracuj since 2007. Has more than 20 years of experience in the Internet and telecommunications industry, finance and auditing. Graduate of the Warsaw School of Economics, ACCA member since 2010. Completed courses at the London Business School, INSEAD and the Leadership Academy for Poland. As CFO, played a key role in preparing and conducting the Grupa Pracuj IPO on the Warsaw Stock Exchange in 2021.

Oversees the following departments: Finance, Legal, Administration and Procurement, Information Security and Risk Management, and Technology.



Rafał Nachyna, Member of the Management Board

Has been with Grupa Pracuj since 2005. Manager with long-standing experience in managing sales and online operations. Graduate of the Warsaw University of Technology also completed courses at the London Business School and the Leadership Academy for Poland. One of the architects of the commercial success of the Pracuj.pl job board, having built one of the most effective B2B sales organisations in the Polish technology sector.

Oversees the operations of Pracuj.pl, eRecruiter and Robota.ua, as well as the HR Department.

In 2025, there were no changes in the composition of the Management Board.

Rules of appointment

The Management Board consists of between one and seven members, including President of the Management Board, appointed for a joint five-year term that is calculated in full financial years.

In accordance with the Articles of Association, members of the Management Board are appointed and removed from office by the Supervisory Board pursuant to resolutions passed by a simple majority of votes in the presence of at least half of the Supervisory Board members, except in cases where either Przemysław Gacek or Frascati Investments (or their respective universal successors), depending on whose shareholding in the Company is greater, holds the special power to appoint and remove President of the Management Board. In such cases, Przemysław Gacek or Frascati Investments (or their respective universal successors), as appropriate, may exercise this power on the condition that they hold at least 25% of all Company shares. The General Meeting has the power to remove President of the Management Board who has been appointed directly by either of the shareholders holding the special appointment power, but only for cause. The causes for removal include, but are not limited to:

- misconduct causing loss or damage to the Company, as confirmed by a final court judgment;
- permanent incapacity to continue to manage the Company's affairs; and
- final and unappealable conviction for a criminal offence.

Members of the Management Board are eligible for reappointment for subsequent terms, but such reappointment cannot occur earlier than one year before the expiry date of the current term. The mandate of a Management Board member expires upon receipt by the General Meeting of the financial statements for the last full financial year during which the member held office. The mandate also ends upon the member's death, resignation or removal from office.

Responsibilities of members of the Management Board

Pursuant to the Articles of Association, the Management Board is responsible for managing the affairs of the Company and acting as the Company's representative towards third parties. Any member of the Management Board may independently handle matters that fall within the scope of the Company's ordinary activities, without a prior resolution from the Management Board. If, prior to the handling of such a matter, even one of the other members of the Management Board objects to the handling of a particular matter, or if the matter falls outside the scope of the Company's ordinary activities, a prior resolution of the Management Board is required. In particular, matters that fall outside the scope of the Company's ordinary activities include the following:

- incurring liabilities where the amount of such liabilities exceeds the equivalent of PLN 5,000,000, with the proviso that with respect to continuing obligations (i.e., obligations involving continuous or periodic performance) the liability amount is defined as the sum of the monetary benefits comprising the principal performance (excluding accessory performance) in the first 12 months of the agreement, and in the case of agreements concluded for a period of less than 12 months – for the entire term, with the exception of contracts made in the ordinary course of the Company's operations;
- acquiring, subscribing for, disposing of or encumbering shares in other companies, or making other equity investments, with a value exceeding the equivalent of PLN 5,000,000 (in one or more related transactions with the same entity in a given calendar year);
- acquiring, disposing of or encumbering significant assets of the Company with a value exceeding the equivalent of PLN 5,000,000;
- establishing subsidiaries or branches of the Company, concluding partnership agreements;
- cancelling liabilities owed to the Company from third parties, with a value exceeding the equivalent of PLN 2,000,000, with the proviso that with respect to continuing obligations (i.e., obligations involving continuous or periodic performance) the liability amount is defined as the sum of the monetary benefits comprising the principal performance and accessory performances in the first 12 months, and in the case of agreements concluded for

a period of less than 12 months – for the entire such shorter term, with the exception of liabilities owed by the Group companies;

- entering into a settlement, or withdrawing a claim along with a waiver of the claim, or acknowledging a claim in any judicial or extrajudicial proceeding if the value of litigation exceeds the equivalent of PLN 2,000,000;
- taking out credit facilities or loans, entering into agreements to grant bank guarantees, granting loans, guarantees or sureties, including endorsing promissory notes, with a value exceeding the equivalent of PLN 5,000,000, excluding borrowing and granting intra-group loans;
- entering into investment contracts and agreements that contain clauses whereby the Company grants exclusivity to third parties;
- the Company making donations with a value exceeding the equivalent of PLN 2,000,000;
- adopting and amending internal bylaws and policies;
- approving the Management Board's Report on the Company's and the Group's activities for the previous financial year, and the full-year separate and consolidated financial statements;
- approving proposals concerning distribution of profit or set-off of loss;
- making decisions concerning incentive schemes;
- making decisions on collective layoffs;
- appointing the Company's commercial proxy;
- adopting, amending or repealing the Rules of Procedure for the Management Board;
- allocating powers and responsibilities to the individual members of the Management Board;
- adopting annual budgets and strategic plans;
- adopting or changing accounting principles (policies);
- convening the General Meeting;
- making decisions on identifying inside information and delaying the publication of inside information;
- matters for which the law or the Articles of Association require a resolution of the Management Board.

A Management Board resolution is not required to perform an action which is an integral part of any other action for which the Management Board already gave its consent unless the Management Board's resolution reserves otherwise.

The authority to represent the Company and make statements on its behalf is limited to the President of the Management Board alone, two members of the Management Board acting jointly, or one member of the Management Board acting jointly with a proxy.

The Management Board convenes meetings to deliberate and pass resolutions. Participation in Board meetings is also possible by means of direct remote communication. Furthermore, the Management Board may also adopt resolutions in writing or through electronic communication. Members of the Management Board may also participate in the adoption of Management Board resolutions by voting through a signed ballot delivered by another member of the Management Board. Resolutions of the Management Board are passed with a simple majority of votes. In the event of a tied vote, President of the Management Board has the casting vote.

In accordance with the Articles of Association, meetings of the Management Board are convened by President of the Management Board or its other member to whom the former has delegated such authority. Meetings of the Management Board are held on an as-needed basis but no less frequently than once per calendar quarter. The person convening a Management Board meeting is required to notify the Management Board members of the meeting, including its date,

time, venue and agenda, by email, courier service or telephone or by hand with a return receipt requested. The Management Board may hold a meeting without one being formally convened provided that all the Management Board members agree to holding such meeting and none of them objects to the agenda proposed therefor.

The Management Board has the power and authority to manage all of the Company's affairs other than those which the Commercial Companies Code or the Articles of Association reserve for the General Meeting or the Supervisory Board.

The Management Board may appoint a commercial proxy, which requires consent of all of the Management Board members. The power of proxy may be revoked by any member of the Management Board.

In accordance with the Articles of Association, the Management Board is obliged to provide the Supervisory Board, without any notice therefrom, with information on:

- resolutions passed by the Management Board, including the matters resolved on;
- the current business and financial standing of the Company and other major Group companies;
- progress on the delivery of the growth strategy for the Company and other major Group companies and any material deviations from it;
- transactions or events having a material impact on the Company or other major Group companies; and
- any changes in matters that have been previously communicated to the Supervisory Board if such changes have a material impact on the Company or other major Group companies.

Depending on its nature, such information should be provided to the Supervisory Board in writing or in electronic form at least once a quarter at a quarterly meeting held by the Supervisory Board. In cases of urgency, the Supervisory Board must be informed immediately after the occurrence of a given material event, but in any case no later than at the next Supervisory Board meeting, without the need to comply with the written or electronic form requirement for the information provided.

Without the Supervisory Board's prior consent, no member of the Management Board may transact or engage in any business competing with that of the Company or be a partner or shareholder in any competing partnership or serve on a governing body of a competing company or any other competing legal entity without the Supervisory Board's prior consent. This restriction also applies to engagements with a competing company in which the Management Board member holds more than 10% of shares or the right to appoint at least one member of the management board.

The Management Board may adopt its rules of procedure, subject to approval by the Supervisory Board.

Article 5¹ of the Articles of Association authorises the Management Board to increase the Company's share capital from time to time within the authorised capital limit. The authorisation will expire three years after the registration by the competent registry court of the amendment to the Company's Articles of Association made pursuant to General Meeting Resolution No. 20/2025 of 16 June 2025, i.e., on 17 July 2028.

Key matters addressed by the Management Board in 2025

Within the framework of applicable legal regulations, including the Commercial Companies Code and the provisions of the Company's Articles of Association, the Management Board conducts the affairs of the Company, representing it and acting on its behalf. The Management Board makes decisions on matters falling within its purview, including the development and sale of products and services, the achievement of strategic objectives, the execution of investments or divestments, the operation of subsidiary companies within the Group, personnel and payroll matters and organisational issues.

The Management Board is actively engaged in the operational management of the Company and the Group, holding regular, at least weekly, meetings. At least once a month it also meets with the team representing the Group's critical business areas, to obtain current information from the individual areas and effectively manage the Company's operations and the execution of adopted plans.

Transparency in the Group's management processes is further maintained by conducting regular meetings with employees from both the Company and its subsidiaries. At these meetings, Board members provide updates on significant initiatives and outline the rationale behind key decisions made.

Board members maintain open dialogue with the capital market and meet cyclically throughout the year with analysts and investors.

In fulfilling its disclosure and reporting obligations, the Management Board prepared and issued the separate and consolidated financial statements for the year ended 31 December 2025, as well as the Management Board's Report on the Company's and the Group's activities in that year (including the Group's Sustainability Statement). Additionally, interim condensed separate and consolidated financial statements and the Management Board's Report on the Company's and the Group's activities in the six months ended 30 June 2025 were also released, along with consolidated quarterly reports for the first and third quarters of 2025. The Management Board had the separate and consolidated financial statements for the year 2024 audited, and the condensed separate and consolidated financial statements for the six months ended 30 June 2025 reviewed by an auditor/audit firm. The Management Board also presented a recommendation on the allocation of net profit for the financial year ended 31 December 2024. In fulfilling its disclosure obligations, the Management Board prepared and published 31 current reports.

The Management Board provided the Supervisory Board with regular updates on the Management Board's resolutions, the current business and financial situation of the Company and significant companies of the Group, the progress in implementing the Group's strategic objectives, and transactions or events that could impact the Group's position. In addition, the Management Board informed the Supervisory Board of significant changes to previously presented information.

In 2025, the Management Board passed 49 resolutions, and handled the following matters, among others:

- prepared and submitted the Group's budget for 2025 to the Supervisory Board for approval;
- recommended the allocation of net profit for the year ended 31 December 2024 and submitted the recommendation to the Supervisory Board for assessment;
- convened the Annual General Meeting, presented matters for consideration to the General Meeting and the Supervisory Board;
- took measures to implement the adopted strategic directions;
- carried out projects and business initiatives, including those described in section Key developments, agreements and initiatives for the Company and the Group in 2025;
- executed contracts, including contracts with the Company's customers and suppliers;
- made decisions on investment processes;
- adopted rules, policies and procedures governing the Company's operations (not falling within the remit of other bodies), including:
 - Grupa Pracuj Risk Management Policy (the "Risk Management Policy"),
 - Grupa Pracuj Compliance Policy (the "Compliance Policy"),
 - Grupa Pracuj S.A. Group Environmental and Climate Policy (the "Environmental and Climate Policy");
- adopted amendment to rules, policies and procedures governing the Company's operations (not falling within the remit of other bodies), including:
 - General Principles of Cooperation with the Company,
 - Rules for the provision of individual services by the Company,
 - Terms of Electronic Service Delivery for Job Boards Owned by the Company;
- updated the Group's Accounting Policy;

- approved changes to the Company Social Benefits Fund;
- made decisions related to the implementation of Incentive Scheme 1, as part of which it exercised its authorisation to increase the Company's share capital within the authorised capital limit for the purposes of the Incentive Scheme;
- determined the list of participants of the 2025–2027 Incentive Scheme and set targets to be met by them in 2025;
- exercised the authorisation it had been granted by the General Meeting and carried out a share buyback for the purposes of Tranche 1 of the 2025–2027 Incentive Scheme;
- granted powers of attorney;
- analysed and made key decisions in the area of sustainable development;
- attended and exercised voting rights at the General Meetings of subsidiaries and associates.

Remuneration policy

On 16 June 2025, the Annual General Meeting of the Company adopted an amended and restated Remuneration Policy for Members of the Management Board and Supervisory Board, as referred to in Article 90d(1) of the Public Offering Act (the "Remuneration Policy"). The current Remuneration Policy is available on the Company's corporate website at:

<https://ir.grupapracuj.pl/pl/lad-korporacyjny/dokumenty-korporacyjne>.

Company employees other than members of the Management Board and Supervisory Board are remunerated in accordance with the Remuneration Rules and other internal policies. The remuneration level is differentiated through job evaluation principles and salary bands depending on the position held, work performance and competencies, ensuring flexibility and alignment with the employer's needs.

Total remuneration of the Management Board members

Members of the Company's Management Board may receive remuneration based on an employment contract, managerial contract, resolution of appointment, or other legal relationship permitted by law. The Supervisory Board determines the amount of remuneration for each member of the Management Board individually and in accordance with the Remuneration Policy. This can be done through the Legal Basis for Employment or by a separate resolution, taking into consideration the responsibilities of each member of the Management Board.

Remuneration of the Management Board members due for 2025 (PLN thousand)

Management Board	Total	Short-term employee benefits	Share-based payments
Przemysław Gacek	814	814	-
Gracjan Fiedorowicz	2,174	966	1,208
Rafał Nachyna	2,557	1,144	1,413
Total	5,545	2,924	2,621

Remuneration of the Supervisory Board members

Supervisory Board members are appointed to their roles and are compensated for their services. Remuneration for serving as a member of the Supervisory Board is not linked to the Company's results. In addition to cash compensation, members of the Supervisory Board may receive non-monetary benefits or financial instruments tied to the performance of the Company. The remuneration of Supervisory Board members is established through a resolution of the General Meeting. Supervisory Board members may be compensated through a fixed monthly salary or a sitting fee.

Depending on the function performed (e.g. membership of the Audit Committee), the remuneration of a Supervisory Board member may be increased. The amount of such remuneration is determined through a resolution of the General Meeting.

Remuneration of the Supervisory Board members due for 2025 (PLN thousand)

Supervisory Board	Total	Short-term employee benefits	Share-based payments
Maciej Noga	171	171	-
John Doran	-	-	-
Wojciech Stankiewicz	128	128	-
Przemysław Budkowski	118	118	-
Agnieszka Słomka-Gołębiowska	164	164	-
Mirosław Stachowicz	107	107	-
Martina van Hettinga	114	114	-
Total	802	802	-

Diversity policy for administrative, management and supervisory bodies

The Company has not defined any diversity targets for the composition of its Management Board or Supervisory Board. Any appointments to these bodies are based solely on the relevant expertise and qualifications of the candidates. In the future, the Company aims to ensure a balanced representation of men and women on both the Management Board and the Supervisory Board, taking into account factors such as the individual remits of their members, availability of suitable candidates to fill vacancies, and the size of the Boards. The ultimate decision on the composition of the Supervisory Board and the Management Board is made by the General Meeting and the Supervisory Board, respectively, subject to special appointment powers held by certain shareholders as specified in the Articles of Association.

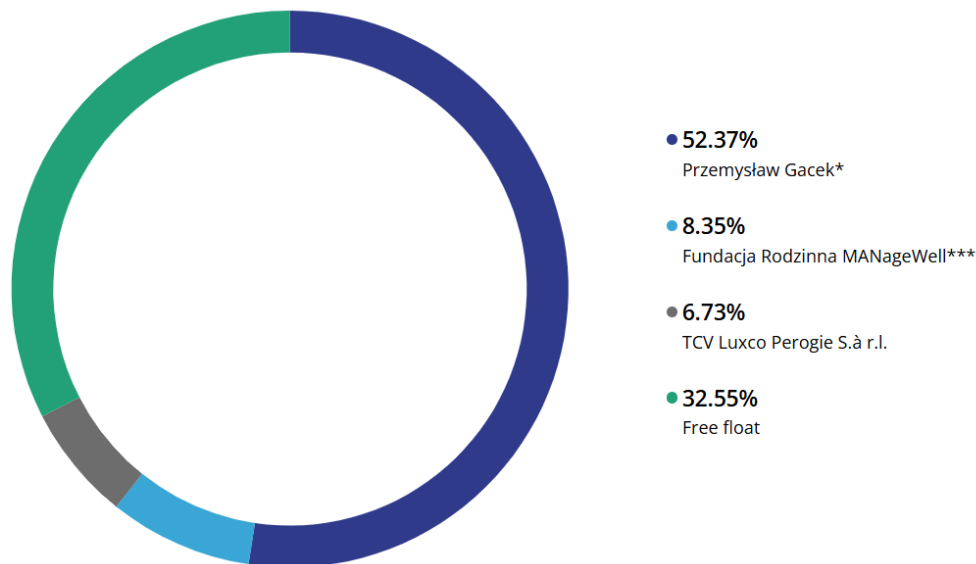
One of the fundamental values of the Group is *Respect for diversity*, which guides the Company's efforts to build a friendly and inclusive workplace environment, where the full potential of diversity can be unlocked. The Group is committed to undertaking initiatives aimed at increasing the representation of women, including in its management and supervisory bodies.

Employment structure of the management and supervisory bodies by gender as at 31 December 2025

Composition of the Management Board	<ul style="list-style-type: none"> • 3 men • 0 women • 2 persons up to 50 years of age • 1 person over 50 years of age
Composition of the Supervisory Board	<ul style="list-style-type: none"> • 5 men • 2 women • 5 persons up to 50 years of age • 2 persons over 50 years of age

Shares and shareholding structure

Shareholding structure of Grupa Pracuj S.A. as at 31 December 2025:



* Directly and indirectly through Frascati Investments sp. z o.o., controlled by Przemysław Gacek, and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Article 87(1)(5) of the Act on Public Offering and Conditions Governing the Introduction of Financial Instruments to Organised Trading and Public Companies, as well as the Company's treasury shares.

** Pursuant to Article 364(2) of the Commercial Companies Code, the Company will not exercise the rights attached to 225,782 treasury shares.

*** Entity controlled by Maciej Noga.

The chart showing the Company's current shareholder structure has been published on the corporate website at:

<https://ir.grupapracuj.pl/pl/gielda/akcjonariat>.

As at 31 December 2025, the Company's share capital amounted to PLN 344,490,950 and was divided into 68,898,190 shares, with a par value of PLN 5.00 per share, including:

- 48,686,990 Series A ordinary bearer shares;
- 18,155,860 Series B ordinary bearer shares;
- 1,261,400 Series C ordinary bearer shares; and
- 793,940 Series D ordinary bearer shares.

As at 31 December 2025, the total number of voting rights in the Company was 68,898,190. One share carries one vote at the General Meeting.

There are no restrictions on the exercise of voting rights in the Company other than those resulting from generally applicable laws.

All Company shares are ordinary bearer shares with no preference attached to them, in particular any preference giving special control powers.

The Articles of Association provide for no restrictions on the transferability of Company shares.

Buyback of shares

Following the settlement on 22 December 2025 of transactions executed under the share buyback programme pursuant to an invitation to tender Company shares for sale, published on 10 December 2025, the Company repurchased 225,782 shares with a par value of PLN 5.00 per share and a total par value of PLN 1,128,910.00, representing approximately 0.33% of the Company's share capital and the same percentage of total voting rights in the Company. The shares were repurchased at a uniform price of PLN 58.00 per share, for a total consideration of PLN 13,095,356.00. The buyback was financed using funds of the dedicated share repurchase reserve. The Company repurchased its shares to hold them in treasury for the purposes of Tranche 1 of the 2025–2027 Incentive Scheme, expected to be implemented in the second quarter of 2026. For more information on the 2025–2027 Incentive Scheme Strategy, see the 'Information on agreements relating to changes in the shareholder structure' section of this Management Board's Report.

The Management Board carried out the buyback based on the authorisation it had been granted under Resolution No. 22/2025 of the Annual General Meeting dated 16 June 2025.

No disposals of treasury shares were made in 2025. As at the date of issue of this Report, the Company held 225,782 treasury shares with a par value of PLN 5.00 per share and a total par value of PLN 1,128,910.00, representing approximately 0.33% of the Company's share capital and the same percentage of total voting rights in the Company.

Pursuant to Article 364(2) of the Commercial Companies Code, the Company will not exercise the rights attached to treasury shares other than the right to dispose of the shares and the right to take steps to preserve those rights.

Shareholders holding 5% or more of total voting rights

To the best of the Management Board's knowledge, the following persons and entities were the major shareholders in the Company, holding 5% or more of total voting rights in the Company as at 1 January 2025:

Shareholder	Number of shares / voting rights	1 January 2025	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	35,857,913	179,289,565	52.53%
TCV Luxco Perogie S.à r.l.	4,638,861	23,194,305	6.80%
Fundacja Rodzinna MANageWell**	5,755,449	28,777,245	8.43%
Others	22,012,803	110,064,015	32.24%
Total	68,265,026	341,325,130	100%

* Directly and indirectly through Frascati Investments sp. z o.o., controlled by Przemysław Gacek, and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Article 87(1)(5) of the Act on Public Offering and Conditions Governing the Introduction of Financial Instruments to Organised Trading and Public Companies.

** Entity controlled by Maciej Noga.

To the best of the Management Board's knowledge, the following persons and entities were the major shareholders in the Company, holding 5% or more of total voting rights in the Company as at 31 December 2025:

Shareholder	Number of shares / voting rights	31 December 2025	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	36,083,695**	180,418,475	52.37%**
TCV Luxco Perogie S.à r.l.	4,638,861	23,194,305	6.73%
Fundacja Rodzinna MANageWell***	5,755,449	28,777,245	8.35%
Others	22,420,185	112,100,925	32.55%
Total	68,898,190	344,490,950	100%

* Directly and indirectly through Frascati Investments sp. z o.o., controlled by Przemysław Gacek, and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Article 87(1)(5) of the Act on Public Offering and Conditions Governing the Introduction of Financial Instruments to Organised Trading and Public Companies, as well as the Company's treasury shares.

** Pursuant to Article 364(2) of the Commercial Companies Code, the Company will not exercise the rights attached to 225,782 treasury shares.

*** Entity controlled by Maciej Noga.

The person controlling the Company (through Frascati Investments sp. z o.o.) is Przemysław Gacek.

Changes in the shareholder structure after the reporting date

To the best of the Management Board's knowledge, as of the date of issue of this Management Board's Report, the list of shareholders holding at least 5% of shares has remained unchanged since 31 December 2025.

Shares held by management and supervisory personnel

As at 1 January 2025, holdings of Company shares by its management and supervisory personnel were as follows:

Management Board members	Number of shares / voting rights	1 January 2025	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	35,857,913	179,289,565	52.53%
Gracjan Fiedorowicz	518,963	2,594,815	0.76%
Rafał Nachyna	483,935	2,419,675	0.71%
Total	36,860,811	184,304,055	54.00%

* Directly and indirectly through Frascati Investments sp. z o.o., and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Article 87(1)(5) of the Act on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organised Trading, and Public Companies.

Supervisory Board members	Number of shares / voting rights	1 January 2025	
		Par value (PLN)	Ownership / voting interest (%)
Maciej Noga**	5,755,449	28,777,245	8.43%
Mirosław Stachowicz	112,066	560,330	0.16%
Total	5,867,515	29,337,575	8.59%

** Through Fundacja Rodzinna MANageWell.

As at 31 December 2025, holdings of Company shares by its management and supervisory personnel were as follows:

Management Board members	Number of shares / voting rights	31 December 2025	
		Par value (PLN)	Ownership / voting interest (%)
Przemysław Gacek*	36,083,695**	180,418,475	52.37%**
Gracjan Fiedorowicz	566,266	2,831,330	0.82%
Rafał Nachyna	500,333	2,501,665	0.73%
Total	37,150,294	185,751,470	53.92%

* Directly and indirectly through Frascati Investments sp. z o.o., and inclusive of the shares held by individuals presumed to be party to an agreement referred to in Article 87(1)(5) of the Act on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organised Trading, and Public Companies, as well as the Company's treasury shares.

** Pursuant to Article 364(2) of the Commercial Companies Code, the Company will not exercise the rights attached to 225,782 treasury shares.

Supervisory Board members	Number of shares / voting rights	31 December 2025	
		Par value (PLN)	Ownership / voting interest (%)
Maciej Noga***	5,755,449	28,777,245	8.35%
Mirosław Stachowicz****	112,066	560,330	0.16%
Total	5,867,515	29,337,575	8.51%

*** Through Fundacja Rodzinna MANageWell.

**** Through KMJK Fundacja Rodzinna w organizacji (under formation).

Changes in holdings of shares by management and supervisory personnel after the reporting date

To the best of the Management Board's knowledge, as at the date of issue of this Report there were no changes in the holdings of shares by the management and supervisory personnel.

Information on agreements relating to changes in the shareholder structure

In 2025, the Company operated the following employee stock programmes:

Incentive Scheme for 2025–2027

On 16 June 2025, the Annual General Meeting of the Company adopted Resolution No. 19/2025 to establish an incentive scheme for the years 2025–2027 (the “Resolution”) for the members of the Management Board and key employees of the Company and of the Group (the ‘Incentive Scheme’). The purpose of the Incentive Scheme is to provide adequate motivation and remuneration for key individuals within the Group at a level commensurate with their contribution to the achievement of the Company’s long-term business objectives.

Under the Resolution, the General Meeting determined the following framework of the Incentive Scheme:

- the Incentive Scheme will be implemented in three performance periods (financial years 2025–2027) and will be settled by the end of 2028;
- the number of participants in the Incentive Scheme will not exceed 149;
- shares allocated to eligible participants will either be issued through an increase in the Company’s share capital within the authorised capital limit or acquired by the Company through a buyback of its own shares;
- the maximum total number of shares available to participants under the Incentive Scheme will not exceed 1,033,473;
- the allocation of shares to participants who are members of the Management Board will be made by the Supervisory Board, while allocations to other eligible participants will be made by the Management Board.

On 11 August 2025, pursuant to the authorisation granted under the Resolution, the Supervisory Board adopted a resolution approving the Rules of the Incentive Scheme (the ‘Rules’). The Rules define the detailed parameters, principles and conditions for the implementation of the Incentive Scheme, based on the framework set out in the Resolution. In accordance with the Rules, the Incentive Scheme will be implemented across three performance periods covering the calendar years 2025, 2026 and 2027, and will be executed on the basis of the Company’s shares repurchased for the purpose of being granted free of charge to eligible participants. The shares will be granted free of charge in two tranches – after the end of 2025 and after the end of 2027 – within the timeframes specified in the Rules, subject to the Group achieving the defined financial targets and the participants meeting the conditions of the Incentive Scheme.

For detailed information on the Incentive Scheme, see note 7.1 to the consolidated financial statements for the year ended 31 December 2025.

Incentive Scheme 1

On 29 October 2021, the Extraordinary General Meeting of the Company passed a resolution establishing incentive scheme No. 1 (‘Incentive Scheme 1’) for members of the Management Board, the Supervisory Board and key personnel of the Group (persons employed under an employment contract or a mandate contract, regardless of the applicable law governing the contract). The two main objectives of Incentive Scheme 1 were to align the interests of key personnel with the long-term success of the Company and to retain talent who play a significant role in shaping and executing the Company’s strategy. Incentive Scheme 1 covered years 2022–2024.

Incentive Scheme 1 was completed in 2025. In order to implement Incentive Scheme 1, on 2 April 2025, the Company’s Management Board, exercising the authorisation it had been granted, passed a resolution to increase the Company’s share capital within the authorised capital limit by no less than PLN 5 and no more than PLN 4,961,200, through the issue of no fewer than 1 and no more than 992,240 Series D shares. The newly issued Series D shares were offered by the Management Board in a private placement to participants of Incentive Scheme 1. In connection with the subscription by participants of Incentive Scheme 1 for a total of 633,164 Series D shares, on 13 May 2025 the Management Board submitted a notarised declaration specifying the amount of the share capital increase, pursuant to which the Company’s share capital was increased by PLN 3,165,820. The share capital increase was entered in the business register of the National Court Register on 11 June 2025.

For detailed information on the scheme, see note 7.1 to the consolidated financial statements for the year ended 31 December 2025.

GRUPA PRACUJ S.A. ON THE WARSAW STOCK EXCHANGE

Grupa Pracuj S.A. shares have been listed on the Warsaw Stock Exchange since 9 December 2021. The Company's shares are listed on the WSE main market in the continuous trading system under the ticker symbol 'GPP'.

Name	<i>Grupa Pracuj S.A.</i>
Abbreviation	<i>GRUPRACUJ</i>
Ticker symbol	<i>GPP</i>
ISIN CODE	<i>PLGRPRC00015</i>
First listing date	<i>9 December 2021</i>
Number of shares in issue	<i>68,898,190</i>
Segment	<i>Large company (capitalisation over EUR 250 million)</i>
Sector	<i>Information Technology – other</i>
Indices	<i>WIG, mWIG40, WIG-informatyka, WIG-Poland, WIGdiv, mWIG40TR, CEEplus, WIGtechTR, WIG140, GPWB-CENTR, WIGdivplus</i>

Share price performance

The share price of Grupa Pracuj rose in the first half of 2025 before undergoing a sharp correction in the fourth quarter. At the close of the final trading session of the year, on 30 December 2025, the shares were priced at PLN 46.30 – a decline of 16.3% compared with their closing price at the previous year's end. The Company's market capitalisation at the end of the reporting period stood at PLN 3.2 billion. The average daily trading volume during the year reached 24.5 thousand shares, while the average daily value of trades was PLN 1.4 million.

Share price chart of Grupa Pracuj S.A. in 2025



In 2025, the performance of Grupa Pracuj shares remained closely correlated with labour market conditions in Poland and across Europe, as well as with broader investor sentiment towards technology companies. Global concerns over the potential impact of rapidly developing artificial intelligence on the IT sector, combined with cautious approach to job creation among employers despite persistently low unemployment, weighed on the market perception of companies operating in the HR Tech sector.

Although, in the Management Board's view, the Group's business model supports the strengthening of its competitive position – not least through the early adoption of AI – these factors contributed to a significant drop in the Company's share price during the fourth quarter of 2025. Declining peer valuations on international markets further intensified selling pressure on Grupa Pracuj shares, regardless of the Company's sound operating fundamentals.

The shareholder structure remained stable throughout 2025, with the founders retaining a controlling stake and significant shareholdings held by Polish open-end pension funds and international investment funds, which reflects continued confidence of long-term institutional investors in the strategy pursued by the Management Board.

After the close of trading on 13 June 2025, the Grupa Pracuj shares were included in the WIG-IT sector index, having previously been classified in the WIG-Media sub-index. This transition marks a symbolic step in reinforcing the Company's positioning as a technology business, focused increasingly on the delivery of HR Software solutions under the SaaS model.

Investor relations

The primary objective of the Group's investor relations activities is to provide equal, non-discriminatory access to information to all its stakeholders, including capital market participants, through a range of various communication tools. Based on its experience and best practice benchmarks, and seeking to meet the market's expectations, the Company makes every effort to ensure effective communication and meaningful dialogue with the investor community.

IR activities:

- regular quarterly meetings with the Management Board to discuss the Company's financial results and outlook for the upcoming months;
- both group and one-on-one meetings, conducted either in-person or virtually, with members of the Management Board and persons responsible for investor relations;
- participation in investor conferences, hosted by brokers both domestically and internationally, available as in-person or virtual events;
- maintenance of the corporate website, ensuring it provides up-to-date, legally required information to the fullest extent possible as outlined in the Best Practice, in addition to other corporate materials that detail the Company's business profile;
- distribution of an investor newsletter, offering updates on corporate and industry news;
- organisation of investor chats and events tailored to retail investors;
- ongoing engagement with market analysts;
- collection of feedback from analysts and investors.

Dividend

In recommending profit distributions, the Management Board takes into account the dividend policy described in the Company's prospectus, an analysis of the Company's current financial and liquidity position, its existing and future liabilities, as well as assessment of the Company's growth prospects. Final decision on profit allocation, including payment of dividend and its amount, rests with the Annual General Meeting.

Allocation of net profit for 2024

Under Resolution No. 6b/2025 of the Annual General Meeting held on 16 June 2025, the net profit earned by the Company in the year ended 31 December 2024, of PLN 188.0 million, was approved for allocation as follows:

- PLN 43.3 million was allocated to the Company's reserve capital;
- PLN 144.7 million was allocated to dividend payments.

The dividend date was set for 8 July 2025, and the dividend payment was made on 15 July 2025. The dividend payout ratio in relation to the consolidated net profit was 69.3%. For detailed information on dividends payable, see note 5.2 to the consolidated financial statements for the year ended 31 December 2025.

Allocation of net profit for 2025

By the date of issue of this Report, the Company's Management Board had not passed a resolution concerning the recommended allocation of net profit for 2025.

OTHER INFORMATION

Litigation

As at the date of this Report, there were no material proceedings pending before any court, arbitration authority, or public administration body concerning the liabilities or receivables of the Company or other Group entities.

Related-party transactions

In accordance with the provisions of the Public Offering Act, the Company's Supervisory Board has drawn up and adopted the *'Procedure for entering into transactions with related parties within the Grupa Pracuj S.A. Group and for periodic assessment of transactions entered into with related parties on arm's length terms in the ordinary course of business'*.

The procedure defines, among other things, the criteria for considering a related-party transaction as material. A material transaction is a transaction involving a transfer of resources, services or obligations between the Company (its subsidiary) and a related party, whether for consideration or free of charge, the value of which exceeds 5% of the Company's (its subsidiary's) total assets as determined on the basis of the Company's (subsidiary's) most recent authorised full-year financial statements.

In accordance with the procedure referred to above, subject to certain exceptions, the Company may enter into a material transaction provided the transaction is approved by the Supervisory Board and information about the transaction is posted on the Company's corporate website. The exceptions include material transactions entered into on arm's length terms in the ordinary course of business. However, such transactions made by the Company (a subsidiary) are periodically reviewed by the Supervisory Board to ensure that the exemption was applied correctly.

In 2025, the Company entered into one material transaction, in accordance with the criteria defined in the aforementioned regulations, for which it had obtained approval from the Supervisory Board. The entry into that transaction was announced by the Company in Current Report No. 29/2025.

In 2025, neither the Company nor its subsidiaries conducted transactions with related parties on non-arm's length terms. Related-party transactions were made on terms equivalent to those applied in transactions with third parties. All related-party transactions are described in note 7.3 to the Group's consolidated financial statements for the year ended 31 December 2025.

SUSTAINABILITY STATEMENT

GENERAL INFORMATION

ESRS 2 – General disclosures

BP-1 General basis for preparation of the sustainability statement

This sustainability statement (the “Statement”) has been prepared in accordance with the Polish Accounting Act of 29 September 1994 (Dz.U. of 1994, No. 121, item 591, consolidated text: Dz.U. of 2024, items 619, 1685, 1863) for the Grupa Pracuj S.A. Group (the “Group”), whose parent is Grupa Pracuj S.A. (the “Company”, “Grupa Pracuj”, the “Parent”). This Statement has been prepared in accordance with the European Sustainability Reporting Standards (“ESRS”) introduced by Commission Delegated Regulation (EU) 2023/2772 of the European Parliament and of the Council of 18 June 2020. This Statement also includes disclosures in accordance with Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment.

The scope of consolidation in this Statement for the year ended 31 December 2025 is the same as the scope of consolidation in the consolidated financial statements of the Grupa Pracuj S.A. Group for the year ended 31 December 2025.

In this Statement, any references to:

- eRecruitment Solutions are references to eRecruitment Solutions sp. z o.o.;
- Kadromierz are references to Kadromierz sp. z o.o.;
- Robota are references to Robota International TOV;
- softgarden are references to softgarden e-recruiting GmbH.

The information, data and indicators presented in this Statement refer to the Grupa Pracuj S.A. Group unless stated otherwise. Where data was not available, an estimation method was applied, with each instance duly noted. This Statement provides sustainability information for the Group, covering the period from 1 January to 31 December 2025.

This Statement also applies to the Group’s upstream and downstream value chain, including its description, calculation of Scope 3 GHG emissions, and in relation to the following topics:

- ESRS S4 Consumers and end-users;
- ESRS G1 Business conduct.

The Group did not use the option to omit any specific information relating to intellectual property, know-how, or the results of innovation. This Statement has received a third-party assurance.

BP-2 Disclosures in relation to specific circumstances

Time horizons

The Group has adopted the short-, medium- and long-term time horizons specified in ESRS 1 section 6.4, which are defined as follows:

- short-term – up to 12 months;
- medium-term – 1 year to 5 years;
- long-term – more than 5 years.

Value chain estimation, sources of estimation and outcome uncertainty

Details on value chain estimation and the sources of estimation and outcome uncertainty are provided alongside each ESRS topic.

Changes in preparation or presentation of sustainability information and reporting errors in prior periods

In the year ended 31 December 2025, the Group did not introduce any changes to the preparation or presentation of sustainability-related information compared with the previous year ended 31 December 2024. Methodological consistency and data comparability have been maintained. No errors were identified in respect of sustainability-related information for the year ended 31 December 2024 that would require a restatement of comparative figures.

Incorporation by reference

When incorporating information by reference in this Statement, the Group has done so in compliance with ESRS 1 section 9.1 'Incorporation by reference', each time clearly specifying the location of the required information. Additionally, in order to enhance the readability of this Statement, the table below presents a list of disclosure requirements that have been incorporated by reference to the relevant sections of the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2025 (the "Management Board's Report").

List of disclosure requirements incorporated by reference

ESRS	Disclosure Requirement	Datapoints	Information	Section of the Management Board's Report
2	GOV-1	20 (b) (c), 21 (c), 23 (a) (b)	Experience, competencies and responsibilities of members of the Management Board	'Corporate governance'
2	GOV-1	20 (b) (c)	Appointment and powers of the Supervisory Board	'Corporate governance'
2	GOV-1	21 (c), 23 (a) (b)	Experience of members of the Supervisory Board	'Corporate governance'
2	GOV-1	22 (c)	Summary of the activities of the Audit Committee in 2025	'Corporate governance'
2	GOV-1	22 (a) (c)	Role of the General Meeting	'Corporate governance'
2	SBM-1	40 (a), (b)	Business model of the Group	'General information about the Group'
2	SBM-1	42 (a) (b)	Products and services of the Group and their impact on customers and users	'General information about the Group'
2	IRO-1	53 (a)	Prioritisation of risks	'Risk factors and risk management'

Use of phase-in provisions in accordance with Appendix C of ESRS 1

The Group has decided to use phase-in provisions in accordance with Appendix C of ESRS 1 for disclosures concerning anticipated financial effects from risks and opportunities, including climate-related physical and transition risks.

Similarly, the Group does not provide information in this Statement based on other regulations or widely accepted interpretations and standards related to sustainability reporting.

Following an update of the double materiality assessment in 2025, the Group identified as material matters covered by the following standards: ESRS E1 Climate Change, ESRS S1 Own workforce, ESRS S4 Consumers and end-users, and ESRS G1 Business conduct, and presented them in this Statement.

GOV-1 The role of administrative, management and supervisory bodies

The Management Board consists of three members and, as a governing body with an executive function, is responsible for the management of the organisation, including the management of impacts, risks and opportunities and methods of controlling them. The Supervisory Board, which is composed of seven members, acts as a non-executive supervisory body, overseeing the activities of the Management Board.

Management Board

The Management Board's responsibilities encompass managing all of the Company's activities, representing the Company in its dealings with third parties, conducting all of the Company's affairs, and managing its assets.

As at 31 December 2025, the composition of the Management Board was as follows:

- Przemysław Gacek – President of the Management Board;
- Gracjan Fiedorowicz – Member of the Management Board;
- Rafał Nachyna – Member of the Management Board.

Employees and other workers in the value chain had no representation on the Management Board of Grupa Pracuj S.A. In the reporting period, i.e. from 1 January to 31 December 2025, 100% of the Management Board members were men. Two of them belonged to the age group of 30–50, while one was over 50 years old.

For information on the experience, competencies and responsibilities of the individual members of the Company's Management Board, see the 'Corporate governance' section of the Management Board's Report.

In 2025, the Management Board was actively involved in formulating the Group's sustainable development strategy. Its role included overseeing the process of defining ESG priorities, ensuring their alignment with the overall business strategy, and approving the resulting strategic directions. In implementing the sustainable development strategy, the Management Board also adopted the Grupa Pracuj S.A. Group Environmental and Climate Policy. Furthermore, through a declaration signed by the President of the Management Board and addressed to the Secretary-General of the United Nations, Grupa Pracuj S.A. confirmed its accession as a member to the United Nations Global Compact, the world's largest corporate sustainability initiative.

The Company's Management Board actively seeks to expand its knowledge of sustainability drawing on various sources and initiatives that support the development of relevant competencies. The sustainability area reports directly to the President of the Management Board and is coordinated at the Group level through:

- monitoring and analysing the impact of current trends, regulations and international standards on the Group;
- coordinating the double-materiality assessment process – identification of material impacts, risks and opportunities in the ESG area;
- ESG reporting in accordance with applicable regulations;

- identifying, recommending and implementing sustainability projects;
- co-devising solutions to reduce environmental impact and reduce emissions;
- developing measurable objectives aligned with the results of the double materiality assessment, integrating them into the Group's long-term growth strategy, and ensuring continuous progress monitoring;
- co-devising procedures and processes related to the Group's sustainable development;
- coordinating actions related to the implementation of the strategic sustainability objectives;
- building sustainability awareness within the Group.

In response to growing regulatory requirements, the Management Board and the team responsible for sustainable development actively acquire the knowledge needed for the effective implementation of ESG principles. The aim is not only to ensure compliance with national and international reporting requirements but also to leverage sustainable development as a means to achieve business growth. Sustainable development is intended to enhance the Group's competitive position, optimise management processes, and generate tangible value for employees and stakeholders alike.

The Group's participation in initiatives supporting responsible business, including the Diversity Charter and the United Nations Global Compact, allows it to access a pool of expert knowledge and best market practice in sustainability. The Diversity Charter is a commitment to implement equal treatment policies, promote diversity and foster an inclusive workplace. As for its membership of the United Nations Global Compact, the Group has gained access to an up-to-date knowledge base, expert materials and proven international practices in the areas of corporate governance, human rights, labour standards, environmental protection and anti-corruption, which are used in management and reporting processes. Furthermore, members of the Management Board and key employees engage in individual consultations and participate in training organised by the Association of Stock Exchange Issuers and other institutions promoting expertise and best practice in the field of sustainability. This supports the strengthening of internal competencies and further improvement of ESG management and reporting processes. As a result, sustainability competencies are not only developed by those directly responsible for sustainability within the Group but also across departments supporting and co-responsible for particular initiatives, including Human Resources Department, Finance Department, Technology Department, Legal, and Compliance Department. Additionally, the Management Board reviews the findings of surveys conducted among customers and users, which assess, among others, their expectations relating to sustainability. These findings are compiled into reports, facilitating a comprehensive understanding of stakeholder needs and enabling the Group to tailor its activities with the aim of generating value through environmental and social initiatives. This approach supports management decisions based on reliable data.

In conclusion, the Company's Management Board effectively integrates diverse sources of expertise, including expert consultations, collaboration with advisory partners, participation in industry events, and analysis of customer surveys. This comprehensive approach enables the effective management of sustainability initiatives and the achievement of ESG objectives.

Supervisory Board

The Supervisory Board maintains continuous oversight over the Company's operations across all aspects of its business. Given the role of Grupa Pracuj S.A. as the parent, the Supervisory Board also exercises indirect supervision over the operations of the entire Group.

The Supervisory Board oversees the process of impacts, risks and opportunities management and assesses the adequacy and effectiveness of that process through the Audit Committee. The Audit Committee is also responsible for identifying and monitoring Group-wide risks.

As at 31 December 2025, the composition of the Supervisory Board was as follows:

- Maciej Noga – Chair of the Supervisory Board;

- Agnieszka Słomka-Gołębiowska – independent Member of the Supervisory Board, Chair of the Audit Committee;
- Wojciech Stankiewicz – independent Member of the Supervisory Board, Member of the Audit Committee;
- Przemysław Budkowski – independent Member of the Supervisory Board, Member of the Audit Committee;
- John Doran – Member of the Supervisory Board;
- Mirosław Stachowicz – independent Member of the Supervisory Board;
- Martina van Hettinga – independent Member of the Supervisory Board.

Members of the Supervisory Board are appointed for a joint three-year term of office.

For details on the appointment and powers of the Supervisory Board, see the 'Corporate governance' section of the Management Board's Report. The composition of the Supervisory Board remained unchanged relative to 31 December 2024 and as at the date of authorisation of this Statement.

In 2025, the Supervisory Board of Grupa Pracuj S.A. actively addressed sustainability-related matters as part of its oversight of the Company's operations. In particular, the Supervisory Board gave its endorsement to the Group's strategy, including the part related to sustainability, which covers strategic goals and directions in the environmental, social and governance areas. Furthermore, the Supervisory Board passed a resolution linking the remuneration of the Management Board to the achievement of ESG objectives, recognising the integration of sustainability criteria into the compensation scheme as an important element of effective oversight and the implementation of the Group's long-term strategy. This decision was intended to strengthen the accountability of the Management Board for achieving sustainability objectives and to further integrate sustainability considerations into the Group's management and decision-making processes.

Percentage of members of administrative, management and supervisory bodies by gender

In 2025, the ratio of women to men among the Supervisory Board members was 40%. 71% of the Supervisory Board members were in the 30–50 age group, while 29% were over 50 years old.

The Supervisory Board comprised five independent members, representing 71% of the total membership. The Supervisory Board members do not belong to underrepresented groups. There is no representation of employees or other value chain workers on the Supervisory Board.

Supervisory Board members' experience relevant to the sectors, products and geographic locations of the undertaking

For information on the experience of the Supervisory Board members, see the 'Corporate governance' section of the Management Board's Report.

Audit Committee of the Supervisory Board

The Audit Committee operates within the Company's Supervisory Board, supporting it by fulfilling permanent consultative and advisory functions. For details on the Audit Committee's role and activities in 2025, see the 'Corporate governance' section of the Management Board's Report.

The Audit Committee comprises:

- Agnieszka Słomka-Gołębiowska – Chair of the Audit Committee and independent Member of the Supervisory Board;
- Wojciech Stankiewicz – Member of the Audit Committee and independent Member of the Supervisory Board;
- Przemysław Budkowski – Member of the Audit Committee and independent Member of the Supervisory Board.

The Audit Committee was established to strengthen the effectiveness of the Supervisory Board's oversight activities in the area of accuracy of the Company's and Group's financial reporting; the Company's financial results; the effectiveness of the internal control system, including internal audit, compliance, and risk management frameworks; maintaining the relationship between the Company and the entity performing the audit of its financial statements and providing sustainability reporting assurance, as well as matters related to the monitoring of sustainability reporting.

General Meeting

For details on the role of the General Meeting, see the 'Corporate governance' section of the Management Board's Report.

Role of management in the governance and oversight of material opportunities and risks

In the reporting period, the Company's Management Board was actively engaged in activities related to sustainability matters. In the year ended 31 December 2025, members of the Management Board participated for instance in the update of the double materiality assessment, originally conducted in 2024. The updated results were submitted to the Management Board for approval. The Management Board reviewed and approved the updated double materiality assessment.

The team responsible for coordinating sustainability activities and reporting sustainability aspects has been directly accountable to the President of the Management Board, ensuring better coordination and alignment of the Group's development with sustainability priorities.

Sustainability-related matters, particularly those concerning the Group's own workforce, governance framework and information security, fall under the joint responsibility of the Management Board, the Supervisory Board, the Audit Committee, and key management personnel.

At the operational level, responsibility for reporting and coordination of sustainability-related activities is assigned to the Corporate Communications Department, which reports directly to the President of the Management Board. The individuals responsible for ESG are the Head of Corporate Communications Department, and ESG Specialist. These individuals are responsible for coordinating sustainability initiatives across the Group, including collection and processing of data related to sustainability. They work in close collaboration with various business units within the Group.

GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

The President of Grupa Pracuj S.A. Management Board is responsible for managing the Group's sustainability matters. Sustainability matters are an integral part of the Group's management processes. This is why, depending on current needs, meetings between representatives of the ESG team and the President of the Company's Management Board take place at least once every two weeks to review ongoing activities. Additionally, meetings with other members of the Management Board and key Group managers are organised as needed.

The Audit Committee plays a central role in supervising the Company's and Group's sustainability agenda. Key ESG initiatives, including both reporting and management of material impacts, risks and opportunities, are regularly discussed during its meetings. ESG-related matters, covering both implemented and planned initiatives, stage of project completion, and material impacts, risks and opportunities, have been systematically presented at Audit Committee meetings. Such meetings are held at least quarterly. In 2025, the Management Board, the Supervisory Board and the Audit Committee addressed, among other topics, the following sustainability matters:

- workplace environment surveys – analysis of impacts on own workforce;
- compensation;
- pay gap;

- risk management, including ESG-related risks;
- employee and compliance matters, including reporting of violations and implementation of the Whistleblower Protection Act;
- Compliance Policy;
- assumptions underlying the Group's sustainable development strategy;
- Environmental and Climate Policy;
- decarbonisation of the Group's business;
- reporting requirements under the amended Accounting Act;
- sustainability reporting standards;
- update of the double materiality assessment;
- significant sustainability matters identified in the double materiality analysis.

GOV-3 Integration of sustainability-related performance in incentive schemes

In 2025, an assessment was carried out at the Company to determine whether it was justified to integrate sustainability-related performance into compensation schemes for members of the Management Board and Supervisory Board.

The assessment covered the integration of ESG objectives, including those related to a reduction of greenhouse gas emissions, into mechanisms used to determine the variable remuneration of corporate board members. As a result, the Supervisory Board concluded that such amendment to the compensation scheme for members of the Management Board was justified and, on 4 December 2025, passed a resolution whereby sustainability criteria were incorporated into the compensation scheme for the Management Board. With regard to the Supervisory Board, a decision was taken not to request the General Meeting to incorporate sustainability-related considerations into the determination of remuneration levels, due to the body's supervisory role and its lack of influence over the Company's day-to-day operational activities. The validity of this approach is also supported by the provisions of the Best Practice 2021, which state that "the level of remuneration of supervisory board members should not depend on the company's short-term results".

In accordance with the above-mentioned resolution of the Supervisory Board, starting from 2026 10% of the variable remuneration of Management Board members will be linked to the achievement of sustainability-related objectives. The system is based on annual ESG objectives, to be designated by the Supervisory Board, representing an integral component of the annual bonus for members of the Management Board, which will be evaluated against predefined performance criteria.

Performance under the incentive scheme for members of the Management Board will be evaluated against a specific set of measurable ESG objectives. Starting from 2026, the Supervisory Board will annually establish three to five ESG objectives, each assigned an equal weighting. They will cover environmental, social and governance matters, in particular a reduction of greenhouse gas emissions.

The achievement of these ESG objectives will be assessed with reference to the Group's specific sustainability objectives, defined annually by the Supervisory Board, which may take the form of tasks or quantitative performance indicators.

The achievement of each objective may be evaluated at the following levels:

- 100% – full achievement of the objective;

- 50% – partial achievement of the objective;
- 0% – objective not achieved.

The terms of the incentive scheme, including the ESG objectives, the performance indicators used to measure their achievement and the evaluation rules, will be designated and updated by the Supervisory Board, which will also perform an assessment of the achievement of ESG objectives for a given financial year by the end of May of the year following the year under assessment. In 2024 and 2025, remuneration at the Group was not tied to ESG objectives.

GOV-4 Statement on due diligence

Elements of due diligence

Core elements of due diligence	Section in the Statement
Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-2, ESRS 2 GOV-3, ESRS 2 SBM-3, ESRS E1 SBM-3, ESRS S1 SBM-3
Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 GOV-2, ESRS 2 SBM-2, E1 SBM-2, ESRS S1 SBM-2
Identifying and assessing adverse impacts	ESRS 2 IRO-1, ESRS 2 SBM-3
Taking actions to address those adverse impacts	ESRS 2 E1, ESRS S1, ESRS G1
Tracking the effectiveness of these efforts and communicating	ESRS 2 E1, ESRS S1, ESRS G1

GOV-5 Risk management and internal controls over sustainability reporting

Risks relating to sustainability reporting concern, in particular, the adequacy, accuracy, completeness and comparability of the reported data, including the completeness and consistency of disclosures required under the ESRS. These risks may arise from the dispersion of data sources, use of estimates, human error, regulatory changes, non-uniform reporting practices across the Group's entities, or other factors.

Risks associated with sustainability reporting are managed by the Company through the following mechanisms:

- The ESG Team is responsible for coordinating the sustainability reporting process, including the double materiality assessment and preparation of the sustainability statement, in accordance with the applicable legal requirements and ESRS. In particular, responsibilities of the ESG Team include:
 - aligning definitions and ensuring their consistency and uniform application across the Group entities;
 - collecting, consolidating and verifying quantitative and qualitative data used in disclosures, in particular data pertaining to the Group's carbon footprint;
 - performing double verification of the Group's carbon footprint calculations and voluntarily calculating the carbon footprint on a semi-annual basis in order to analyse potential deviations and enable preliminary verification of the calculations by the audit firm;
 - ensuring the narrative and methodological consistency of the sustainability reporting.
- Business owners responsible for individual thematic areas, datapoints and reported indicators within the Group ensure the quality of information provided, including its completeness, accuracy, timeliness and verifiability based on source documentation. This responsibility extends to the application of agreed definitions, methodologies and reporting principles. In addition, where possible, data sourced from dedicated IT systems are used, particularly in relation to the HR & payroll area, as well as financial information.

- This Statement forms part of the Management Board's Report and is signed by the Company's Management Board. It is also subject to review by the Supervisory Board and approved by the General Meeting, which ensures top-level corporate governance oversight of the reporting process.

Matters related to sustainability reporting constitute a standing agenda item for the Audit Committee. As part of its remit, the Audit Committee monitors work on the sustainability statement, identifies and discusses material challenges and risks associated with the reporting process, and recommends mitigation measures.

Grupa Pracuj S.A. maintains a coherent risk management and internal control system, forming an integral part of the Group's overall management framework. The system will be gradually expanded and formalised in relation to sustainability reporting, so that it fully covers the identification, assessment, monitoring and mitigation of risks associated with sustainability disclosures.

The objective is to ensure the reliability, completeness, consistency and regulatory compliance of sustainability-related disclosures. In addition, the Group plans to develop internal guidelines for the preparation of the sustainability statement during the next calendar year.

SBM-1 Strategy, business model and value chain

The Grupa Pracuj S.A. Group is a European HR Technology platform, supporting companies in talent recruitment and management processes. The Group develops proprietary, innovative technologies, leveraging artificial intelligence (AI) algorithms, process automation, and data analytics (Big Data). The Group's focus is on creating cutting-edge tools that enhance and automate HR processes, extending beyond conventional online recruitment in two key areas: recruitment platforms and recruitment management systems, delivered through a Software as a Service (SaaS) model. Grupa Pracuj is present on the Polish market (where it has operated since 2000), in Ukraine (since 2006), and also in Germany (since 2022). As at 31 December 2025, the Group's workforce comprised 1,102 employees.

Revenue and number of employees

(PLN thousand)	Poland	Germany	Ukraine	Group
Revenue*	570,860	176,516	63,856	811,232
Number of employees	659	200	243	1,102

* Source: 'Operating segments' note in the consolidated financial statements for the period 1 January–31 December 2025.

Sustainable development strategy

In 2025, the Group developed the Grupa Pracuj 2030 Strategy, including the sustainable development strategy as an integral component. The Group's sustainability objectives were defined based on the results of the double materiality assessment, ensuring that they focus on areas of greatest relevance in terms of impacts, risks and opportunities. The Group's sustainable development strategy is aligned with its business model, establishing a long-term direction which the Group intends to pursue.

The Group exerts an actual positive impact on the labour market by supporting organisations in employee recruitment, retention and development, while also helping individuals find employment aligned with their professional potential. The delivery of this mission is enabled by the use of modern technologies and underpinned by a responsible approach to environmental, social and governance matters.

The Group's approach to sustainability focuses on areas where its operations generate the most significant impacts and where material risks and opportunities for its future development have been identified. By embedding sustainability considerations into its business strategy, the Group actively contributes to the implementation of the United Nations Sustainable Development Goals (SDGs) under the 2030 Agenda, contributing to the development of a more inclusive, transparent and resilient labour market.

The Group's sustainable development strategy is structured around three interrelated pillars:

- environment (planet);
- society (people);
- governance (security).

Within the environmental pillar, the Group aims to reduce its own climate impact through the monitoring and management of greenhouse gas emissions, and through the implementation of measures advancing the climate neutrality by 2050 target. Particular emphasis is placed on reducing Scope 3 emissions, which account for the largest portion of the Group's overall carbon footprint. Responsible procurement practices implemented across the Group aim, among other objectives, to reduce emissions associated with the purchase of goods and services. The environmental strategy also includes the objective of sourcing 100% of electricity consumed by the Group from renewable sources.

The social pillar is, in the Management Board's assessment, a key area of the Group's impact on stakeholders. It covers both the Group's employees and users its products and services – from job seekers to employees of the Group's customers, whose daily work is supported by the Group's technologies. Actions within this pillar focus on skills development, employee well-being, diversity, equity and inclusion, as well as on promoting transparent and fair labour market practices.

Within the governance pillar, the Group's strategy focuses on personal data protection, business ethics, transparent management practices and responsibility throughout the value chain. As a public company listed on the Warsaw Stock Exchange, Grupa Pracuj S.A. maintains high standards of governance and internal control, while progressively harmonising compliance, risk management and cybersecurity practices across all Group entities. A key element of the strategy within this pillar is the Supplier Due Diligence process, used for evaluating the Group's suppliers of products and services in terms of their compliance with applicable laws, ethical standards, information security requirements, and the principles of sustainability.

The Group's sustainable development strategy has a long-term horizon and is executed through clearly defined priorities, a mix of short-, medium- and long-term objectives, and operational actions. Progress in delivering the strategy is regularly monitored, while the Group maintains a flexible approach that allows it to respond to evolving market, regulatory and social conditions in a manner aligned with the Group's mission and values.

To enhance the transparency of sustainability-related information, the Group launched a dedicated 'Sustainable Development' section on its corporate website in 2025, available at: <https://ir.grupapracuj.pl/pl/zrownowazonyrozwoj>.

The implementation of the strategy across the individual pillars is shown in the table below:

Strategic sustainability objectives and progress in their implementation

Environmental pillar – We care about the planet		
Current priorities	Key actions by 2027	Our ambition for 2030
<p>Development of Scope 1 and Scope 2 emission reduction targets and a decarbonisation plan.</p> <p>Assessment of the climate change impact on the Group using scenario analysis.</p> <p>Implementation of the Group Environmental and Climate Policy.</p>	<p>Cooperation towards climate neutrality.</p> <p>Implementation of sustainable procurement standards across all Group companies.</p> <p>Actions to reduce Scope 3 emissions through cooperation with suppliers.</p> <p>Development of a transition plan towards climate neutrality by 2050.</p>	<p>Clean energy: 100% of electricity from renewable sources.</p>
Progress		
<ul style="list-style-type: none"> <p>Implementation of the Environmental and Climate Policy, and environmental guidelines</p> <p>In 2025, an Environmental and Climate Policy was implemented, establishing the framework for managing environmental impacts, defining climate objectives and describing how to monitor progress towards their achievement. The Policy is complemented by energy efficiency guidelines for the procurement of IT equipment and infrastructure, aimed at promoting solutions characterised by lower energy consumption and longer product lifespans. In parallel, guidelines for leasing new office space were introduced, incorporating criteria related to the energy efficiency of buildings, their location and access to sustainable transport options. Another important step in implementing the strategy was the adoption of guidelines for data centre providers regarding the use of renewable energy, supporting progressive transition of the Group's IT infrastructure towards renewably sourced electricity.</p> <p>Climate risk analysis</p> <p>In 2025, the Group conducted a climate risk analysis, covering both physical and transition risks. The assessment was based on the RCP 8.5 scenario, enabling a better understanding of the potential long-term effects of climate change on the Group's operations and helping it reinforce the organisation's resilience to future climate-related challenges.</p> <p>Definition of Scope 1 and Scope 2 decarbonisation targets</p> <p>In 2025, the Group defined decarbonisation targets for Scope 1 and Scope 2 greenhouse gas emissions. Based on verified emissions data, these targets constitute the foundation for further emission reduction measures, including measures to optimise energy consumption and a gradual increase in the share of renewable energy in the Group's electricity consumption mix.</p> 		
Social pillar – We care about people		
Current priorities	Key actions by 2027	Our ambition for 2030
<p>Adaptation of DEI (diversity, equity and inclusion) management to local conditions, while maintaining consistency across the Group.</p> <p>Workplace environment surveys in each Group company as the basis for initiatives designed to improve employee satisfaction levels.</p> <p>Analysis of the gender pay gap to better understand existing conditions and identify actions addressing potential inequalities.</p>	<p>Establishing a coherent and strategic approach to DEI across the Group:</p> <ul style="list-style-type: none"> promoting gender balance at all organisational levels and increasing the share of women in top management roles to 30%; harmonisation of remuneration practices across the Group to ensure fairness and transparency; implementation of DEI training programmes to strengthen awareness and openness to diversity. <p>Development of a consistent approach to surveying customer satisfaction to monitor and understand diverse expectations and experiences.</p>	<p>Pay equity: closing the adjusted gender pay gap (<5%).</p> <p>From the first day to the next step: ensuring career progression pathways across all Group teams.</p>
Progress		
<ul style="list-style-type: none"> <p>Development of a uniform methodology for calculating the adjusted gender pay gap</p> <p>In 2025, a methodology for calculating the adjusted gender pay gap was developed, taking into account factors such as position, level of experience, scope of responsibility and competencies. The initiative aims to increase pay transparency, identify potential inequalities and establish a foundation for evidence-based corrective actions.</p> <p>Implementation of an employee training and development policy at Robota International TOV</p> <p>At Robota International TOV, a training and development procedure was implemented, structuring the approach to the planning, execution and evaluation of employee development activities. The procedure supports skills development, strengthens employee engagement and ensures alignment between training initiatives and the organisation's business objectives and wider strategic goals.</p> <p>Workplace environment survey</p> <p>In 2025, the Group conducted a workplace environment survey seeking to gain a comprehensive insight into employee experiences and identify areas requiring further development. The survey covered key aspects of the work environment, including employee engagement, sense of security and well-being, relations with supervisors, organisational culture, development opportunities and work-life balance.</p> 		

- **Participation in the Diversity IN Check survey**

2025 was the first year in which the Company participated in the Diversity IN Check, a survey assessing the maturity of organisations in the area of diversity and inclusion management. The survey enabled an assessment of the Group's practices, policies and standards related to DEI. As a result, the Company was included on the list of Poland's employers leading in diversity and inclusion management. Participation in the survey helps advance the Group's social sustainability objectives, particularly in relation to fostering an inclusive organisational culture, ensuring equal treatment and strengthening employee engagement.

Governance pillar – We care about security

Current priorities	Key actions by 2027	Our ambition for 2030
Maintaining high standards of corporate governance, business ethics and data protection across the Group. Establishing Group-wide regular compliance training standards supporting effective implementation of internal regulations, including training related to the Code of Ethics. Implementation of new regulatory requirements, including the AI Act.	Harmonisation of Group standards to strengthen compliance and information security. Updating risk management procedures to cover climate-related risks. Implementation of the Supplier Due Diligence process across all Group companies.	Value chain security: covering at least 90% of eligible suppliers with the Supplier Due Diligence process, supporting regulatory compliance and sustainable practices among trade partners. Fully updated Disaster Recovery procedures across the Group, addressing the increasing uncertainty and volatility of the operating environment.

Progress

- **Implementation of the Compliance Policy**

A Compliance Policy was established at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., defining the principles for conduct consistent with applicable laws, internal regulations and ethical standards. The Policy helps foster a culture of compliance, accountability and transparency within the organisation.

- **Implementation of the Data Act**

In 2025, the requirements of the Data Act were implemented at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., which included the adjustment of processes, IT systems and contractual arrangements to comply with the new regulatory framework governing data access, data sharing and the protection of user rights.

- **Implementation of the Supplier Due Diligence process**

At eRecruitment Solutions sp. z o.o., a Supplier Due Diligence process was introduced to evaluate suppliers with regard to legal, cybersecurity, ethical, environmental and social risks. The process enables more informed supply chain management and supports cooperation with partners meeting the Group's ESG standards.

- **Implementation of the Risk Management Policy**

A Risk Management Policy was implemented at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., establishing a consistent and systemic approach to the identification, classification, assessment, treatment and monitoring of risks that may affect the delivery of the Group's strategic and operational objectives. The Policy defines responsibilities, reporting processes and control mechanisms, supporting robust risk management at all organisational levels.

Business model

The Group operates using advanced technological solutions that support recruitment and professional development. Its business model is centred on delivering innovative digital services and tools that connect employers with candidates and optimise the efficiency of HR processes. For details on Group's business model, see the 'General information about the Group' section of the Management Board's Report.

Value chain of the Group

The Grupa Pracuj S.A. Group's value chain model has been developed based on a comprehensive analysis of its activities, resources, and business relationships that contribute to the creation of its products and services. The value chain comprises activities represented by the individual operating segments of the Group companies.

UPSTREAM

The first stage of the value chain, the upstream part, encompasses all operations conducted by external entities, starting from the acquisition of energy resources, and also activities such as generation of electricity and heat purchased by the Group, as well as the supply of network infrastructure and IT equipment.

Tier 1, Tier 2 and Tier 3 suppliers are identified within the Group's value chain.

Tier 1 includes suppliers of network infrastructure and IT equipment, further categorised into suppliers of hosting infrastructure and services, Internet services, IT equipment for employees, IT network infrastructure, and data centre space rental. Additionally, this tier comprises providers of leased office space, marketing services, advisory services, financial and insurance services, software, and vehicle fleet services.

Tier 2 consists of electricity and heat producers and suppliers. It also includes manufacturers and suppliers of network infrastructure and IT equipment, software providers, third-party service providers/business partners (marketplace, multiposting), and car fuel suppliers.

Tier 3 primarily comprises suppliers of primary raw materials used in electricity generation, including crude oil, natural gas, coal, and renewable energy sources. This tier also includes suppliers of raw and processed materials used in the production of network infrastructure and IT equipment.

The Group's business model is technology-driven, with services delivered primarily via the Internet. As a result, electricity, network infrastructure, IT equipment, and Internet connectivity play a crucial role as input resources in the Group's operations. The availability of these resources is duly considered within the Company's risk management system.

OWN OPERATIONS

The next stage of the value chain encompasses the Group's operational processes, which drive the development of its products and services. These processes are structured into core operating activities (creation of recruitment platform services and products, recruitment and time & attendance management systems, multi-posting of job advertisements, as well as sales and marketing services) and support functions such as finance, legal and compliance, corporate communication, human resources, and administration.

In line with financial reporting standards, the Group defines its operating segments based on geographic regions, namely the Segment Poland, Segment Germany and Segment Ukraine. For details on their operations, see the 'Operating segments' section of the Management Board's Report.

The primary resource driving the Group's value creation is its know-how, encompassing technologies and a deep understanding of customer and user needs which underpins its competitive advantage. Consequently, employees, their expertise, and the quality of collaboration play a pivotal role in the Group's business model. The Group places significant emphasis on fostering an engaging work environment and enhancing its employer brand. Activities in this regard are further described in section 'ESRS S1 – Own workforce' of this Statement. The Group's reliance on intellectual capital as the foundation of its business model and competitive advantage is also reflected in its expenditure structure. In 2025, consolidated employee benefits expense amounted to PLN 286.6 million, representing 35.3% of the Group's total operating expenses.

Financial resources are a major driver of the Group's growth, supporting both organic expansion – through innovation and the strengthening of its competitive position, and growth through acquisitions. As at 31 December 2025, the Group held consolidated cash of PLN 172.2 million and equity of PLN 515.8 million. With net debt of PLN 4.8 million, this strong cash position ensured a safe debt level and a stable financial condition. At the same time, the Group's business model demonstrates strong cash-generating capacity, contributing positively to liquidity. In 2025, consolidated cash flows from operating activities amounted to PLN 323.5 million.

DOWNSTREAM

The next stage in the value chain is downstream, encompassing all activities related to the product or service after it is made available to end-users. The Group identifies the key stakeholders in this stage as end-users, including representatives of customers who have obtained paid access to recruitment portals and to recruitment or time & attendance management systems under the SaaS model, and job seekers (both active and passive).

For more information on the Group's products and services and their impact on customers and users, see For details on the Group's business model, see the 'General information about the Group' section of the Management Board's Report.

The value chain model is primarily used to analyse the mutual relationship between the Group's impacts and environment impacts, as well as to calculate greenhouse gas (GHG) emissions.

SBM-2 Interests and views of stakeholders

The Group maintains open, two-way communication with each identified stakeholder group to facilitate continuous information exchange. This interaction underpins operations grounded in mutual respect for the needs and expectations of both sides, alongside effective business decision-making and the setting of strategic directions for the Group. The Group's key stakeholders were identified during the double materiality assessment conducted in 2024. In 2025, there were no changes in the Group's key stakeholders relative to those previously identified.

The materiality of each stakeholder was assessed by analysing the two-way impact perspective:

- scale of the Group's impact on the stakeholder;
- scale of the stakeholder's impact on the Group.

The Management Board is informed about stakeholder opinions and interests through various channels, including reports on customer and employee satisfaction surveys, feedback from platform users, reports from the whistleblowing system, internal reporting, direct meetings, public opinion monitoring, and recommendations from operating teams and the PR department. Members of the Management Board actively engage with investors, customers, and business partners through regular meetings, enabling them to directly understand stakeholder expectations and views. These reports are analysed by the Management Board and integrated into the long-term strategy. This ensures that decision-making takes into account the needs and expectations of key stakeholder groups. The Group identified eight key stakeholder groups:

- employees;
- customers;
- consumers and end-users;
- investors;
- suppliers;
- potential employees;
- media;
- financial institutions.

Method of engagement, topics addressed and purpose of stakeholder engagement

Key stakeholders	Method of engagement	Purpose of engagement and topics addressed
Employees	<ul style="list-style-type: none"> • Regular meetings with the Management Board including a question-and-answer session • Regular special-occasion meetings • Individual meetings with the Management Board or its representatives • Employee representatives • Culture surveys • Workplace environment surveys • Internal communication using diverse tools • Webinars and other educational initiatives • Social media • Job fairs 	<p>Topics addressed: current results, strategy, business objectives and plans, values of the Group, working conditions, education and professional development, increased employee engagement, safety standards, equal treatment and equal opportunities for all, raising awareness of sustainable development, election and engagement of employee representatives.</p> <p>Objective: Consistent understanding of the Group's strategy and values, enhancing competencies, fostering greater employee engagement.</p>
Customers	<ul style="list-style-type: none"> • Direct communication through Customer Service Departments • Hotline and Contact Centre • Brand websites • Surveys, including satisfaction surveys • Educational meetings (physical and online) • Job fairs and employer branding events 	<p>Topics addressed: customer needs and expectations, product and service offerings, problems and challenges, quality and price of products, best practices and regulatory challenges in the HR industry.</p> <p>Objective: building customer satisfaction and loyalty, active and transparent communication, high-quality</p>

Key stakeholders	Method of engagement	Purpose of engagement and topics addressed
	<ul style="list-style-type: none"> • Publications • Webinars 	customer service, implementing new products and services aligned with customer needs, driving competitive advantage, providing effective sales support.
Consumers and end-users	<ul style="list-style-type: none"> • Direct communication through Customer Service Departments • Hotline and Contact Centre • Brand websites • Surveys, including satisfaction surveys • Educational meetings (physical and online) • Publications • Job fairs • Webinars 	<p>Topics addressed: product experience and/or service, user satisfaction, product safety, needs and expectations, quality and functionality, price and value, after-sales service and support, innovations and future solutions, brand communication and trust.</p> <p>Objective: access to information, active and transparent communication, high user engagement and satisfaction, implementing new products and services aligned with user needs, securing a competitive advantage, attracting and retaining users.</p>
Investors	<ul style="list-style-type: none"> • Direct (physical and online) meetings with the Management Board, key managers and persons responsible for investor relations • Quarterly earnings conferences • Current and periodic reports • Investor newsletter • Conferences in Poland and abroad • Information materials • Press releases • Investor relations service and the Grupa Pracuj S.A. Group corporate website • Direct contact with representatives of the Company 	<p>Topics addressed: financial performance, operating performance, growth strategy, competitive position, development plans and prospects, business model, risks and challenges, sustainable development activities.</p> <p>Objective: ensuring equal access to information for both existing and potential investors, achieving a company valuation that accurately reflects its performance and prospects, and enhancing capital market participants' understanding of the Group's strategy and business model.</p>
Suppliers	<ul style="list-style-type: none"> • Contact during tender and procurement procedures • Direct contact with representatives of the Group • Industry conferences • Code of Ethics in Business Relationships • Supplier Due Diligence process 	<p>Topics addressed: product and service quality requirements, delivery deadlines, costs and financial conditions, sustainable development and ESG standards, complaint management.</p> <p>Objective: favourable trading conditions, timely payments, transparent and fair business relationships, active and direct communication.</p>
Potential employees	<ul style="list-style-type: none"> • Direct contact via Candidate Profile • Career site • Educational publications • Industry reports • Webinars • Hotlines • Social media • Job fairs 	<p>Topics addressed: motivation and professional objectives, career progression, market trends, skills and experience, job expectations, financial expectations and terms of employment, organisational culture and values, alignment with the role.</p> <p>Objective: assessing competencies and development potential, evaluating cultural fit within the organisation, identifying motivation, fostering a positive image of the Group, review of expectations.</p>
Media	<ul style="list-style-type: none"> • Regular meetings with the Management Board – quarterly earnings conferences • Press office (https://media.grupapracuj.pl/) • Regular industry publications (reports and expert materials of Group companies) • Interviews and current market commentaries • Press releases and social media publications on the Group companies' activities 	<p>Topics addressed: information on the Group, financial results, corporate events, interviews with key managers, marketing campaigns and PR, innovation and development.</p> <p>Objective: fostering a positive image of the Group, effective communication and public relations management, building trust and relationships, promoting products and services, establishing authority and thought leadership, strengthening brand recognition.</p>
Financial institutions	<ul style="list-style-type: none"> • Meetings with the Management Board • Earnings conferences • Current and periodic reports 	<p>Topics addressed: financing of operations, liquidity and financial risk management, terms of cooperation and operational support, financial performance and compliance with legal regulations.</p> <p>Objective: ensuring financial stability, obtaining support for projects and optimising financing costs.</p>

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The double materiality assessment identified material topics where the Group has a significant impact (impact materiality) or that significantly affect the Group's operations (financial materiality related to risks and opportunities). In 2025, a process of updating the materiality assessment was conducted, as detailed further in this Statement under disclosure 'IRO-1 Description of the process to identify and assess material impacts, risks and opportunities'.

The update included a review of the material impacts, risks and opportunities originally identified in 2024 in relation to the individual topical ESRS. As part of this process, the list of topics was revisited, consolidated and reassessed for materiality, taking into account the results of the impact analysis and stakeholder feedback.

As a result of the review, a consolidation of selected impacts, risks and opportunities identified in 2024 were consolidated by grouping similar topics within the same ESRS topical areas. The assessment covered both positive and negative impacts. The following criteria were applied in assessing individual impacts: scale, scope, likelihood and irremediable character. Based on these criteria, certain impacts were considered immaterial because:

- the scale of potential effects was assessed as limited in the context of the Group's operations and value chain;
- the scope of impact concerned a limited number of stakeholders or was local;
- potential negative effects were easily remediable or could be mitigated through existing management mechanisms and internal procedures;
- the likelihood of occurrence of negative impact was assessed as low.

As a result, these impacts did not meet the materiality thresholds defined in the double materiality assessment methodology and were therefore not classified as material.

With regard to risks, they were partially consolidated and assessed in line with the Risk Management Policy. As a result, the number of identified risks decreased compared with 2024. This change was primarily due to the merging of risks of a similar nature and origin, more precise delineation of their scope, and reassessment of their impact and likelihood in the light of current operational and market conditions, as well as existing control and management mechanisms within the Group.

Similarly, opportunities were reviewed, reassessed and consolidated, resulting in a reduction in their compared with 2024.

The update process also covered Kadromierz sp. z o.o., acquired by Grupa Pracuj S.A. in 2025. The inclusion of this entity led to the identification of one material impact specific to its operations within 'ESRS S4 – Consumers and end-users'. At the same time, topics falling under 'ESRS S2 – Workers in the value chain' were assessed as immaterial.

For a detailed description of the process to update impacts, risks and opportunities, see 'IRO-1 Description of the process to identify and assess material impacts, risks and opportunities'.

During the reporting period, no new topical areas beyond the scope of ESRS were identified. However, existing impacts, risks and opportunities were further specified and aggregated to better reflect their actual relevance to the Group's operations and its stakeholders.

The material impacts, risks, and opportunities related to the Group's sustainable development are outlined below. Unless specified otherwise, they apply across all geographical areas of the Group, are dependent on workforce, and are relevant across all analysed time horizons, i.e. short-, medium-, and long-term. This allocation reflects the consistent business model and focus on the HR technology industry in each of the Group's operating segments, high dependence on employees, customers and users with a limited use of natural resources and a relatively high pace of technological change. As a result, significant changes in impacts and the materialisation of risks and opportunities may occur even within short timeframes.

Summary of impacts, risks, and opportunities

Topic/Sub-topic	Impact/risk/opportunity	Category	Stakeholders	Area	Time horizon
ESRS E1 Climate change					
Climate change mitigation/energy					
Greenhouse gas emissions	Greenhouse gas emissions resulting from activities such as fuel combustion in vehicles, and the use of electricity and heating in offices and data centres.	Actual negative impact	Customers Suppliers Investors Financial institutions	Own operations Upstream Downstream	ST, MT, LT*
Energy mix	The Group's impact on the energy mix of data centre providers.	Actual positive impact	Suppliers Investors Financial institutions	Own operations Upstream	ST, MT, LT
Extreme weather events	Risk of extreme weather events resulting from climate change.	Risk	Suppliers Investors Financial institutions	Own operations Upstream	ST, MT, LT
Energy consumption	Reduction of energy consumption in offices and reduction of GHG emissions associated with the use of office space.	Actual positive impact	Suppliers Employees	Own operations Upstream	ST, MT, LT
Access to energy	Risk of constrained access to energy, including energy from renewable sources, and/or significant increase in energy prices.	Risk	Suppliers Employees	Own operations Upstream	ST, MT, LT
ESRS S1 Own workforce					
Working conditions					
Secure employment	Providing a sense of employment security – employment contracts as the predominant, default form of working relationship, and the status of a public company supporting transparent communication of financial stability.	Actual positive impact	Employees	Own operations	ST, MT, LT
Working time; Adequate wage; Work-life balance	Fostering a stable and supportive work environment that promotes employee well-being, work-life balance, and transparent rules of employee compensation and development.	Actual positive impact	Employees	Own operations	ST, MT, LT
Social dialogue; Freedom of association, the existence of works councils and the information, consultation and participation rights of workers	Incorporating employee feedback into decision-making, including at management level, thereby strengthening transparency and employee participation in organisational governance.	Actual positive impact	Employees	Own operations	ST, MT, LT

Topic/Sub-topic	Impact/risk/opportunity	Category	Stakeholders	Area	Time horizon
Equal treatment and opportunities for all					
Gender equality and equal pay for work of equal value	Ensuring competitive, transparent and adequate employee compensation levels.	Actual positive impact	Employees	Own operations	ST, MT, LT
	Existence of a pay gap.	Actual negative impact	Employees	Own operations	ST, MT, LT
Training and skills development	Defining principles of access to training and development opportunities.	Actual positive impact	Employees	Own operations	ST, MT, LT
Measures against violence and harassment in the workplace	Limiting the escalation of workplace conflicts and strengthening employees' sense of security and trust.	Actual positive impact	Employees	Own operations	ST, MT, LT
Diversity	Shaping employee attitudes through the anti-discrimination policies and procedures, alongside open communication of respect for diversity as one of the Group's core values.	Actual positive impact	Employees	Own operations	ST, MT, LT
	Impact on Ukrainian workers: facilitating the return to work of those discharged from active military service, including veterans with health-related impairments.	Actual positive impact	Employees	Own operations	ST, MT, LT
	Use of English in daily communications at softgarden e-recruiting GmbH in Germany supports greater workplace diversity by facilitating employment of foreign nationals.	Actual positive impact	Employees	Own operations	ST, MT, LT
Working conditions					
Secure employment/ Working time/ Adequate wages/ Equal treatment and opportunities for all/ Diversity/ Training and skills development	Risk of increased employee turnover, reduced engagement, and limited availability or loss of qualified talent resulting from non-competitive or unequal employment conditions, including non-compliance with working time regulations or work-life balance principles, pay inequalities, and unequal access to development opportunities and diversity.	Risk	Employees	Own operations	ST, MT, LT
	Opportunity to build a sustainable competitive advantage through the development of a highly skilled, loyal and diverse workforce, supported by equal pay and equal treatment, which facilitates access to a broader talent pool (with a higher share of women) and reduces employee turnover.	Opportunity	Employees	Own operations	ST, MT, LT
Secure employment	Risk related to reduced job security, particularly at the Ukrainian subsidiary Robota International TOV, due to both operational uncertainty arising from geopolitical conditions and potential challenges related to the reintegration of employees returning to work after military mobilisation.	Risk	Employees	Own operations	ST, MT, LT
	Opportunity related to the effective reintegration of veterans at the Ukrainian entity, supported by a dedicated reintegration and support programme, providing access to workforce in a market experiencing significant labour shortages.	Opportunity	Employees	Own operations	ST, MT, LT

Topic/Sub-topic	Impact/risk/opportunity	Category	Stakeholders	Area	Time horizon
ESRS S4 Consumers and end-users					
Information-related impacts on end-users					
Privacy	Ensuring a secure, transparent and efficient recruitment process.	Actual positive impact	Customers End-users	Downstream	ST, MT, LT
	Risk of personal data breaches affecting customers, users and job candidates, including large-scale data leakage from key products.	Risk	Customers End-users	Downstream	ST, MT, LT
Access to (quality) information	Improving accessibility and promoting equal opportunities in the labour market, while ensuring an appropriate level of privacy protection and user security.	Actual positive impact	Customers End-users	Downstream	ST, MT, LT
Access to information /data security /product quality	Risk of losing trust among customers and users in the event of insufficient product quality or unauthorised access to data, including confidential and personal data.	Risk	Customers End-users	Downstream	ST, MT, LT
Access to (quality) information	Opportunity to solidify the Group's position as a trusted recruitment platform by ensuring a high-quality candidate pool and verified job postings, thereby attracting new users and business partners and enhancing brand reputation.	Opportunity	Customers End-users	Downstream	ST, MT, LT
Freedom of expression	Risk of misuse of the Group's platforms for illegal or unethical recruitment processes due to misconduct by customers or entities impersonating customers.	Risk	Customers End-users	Downstream	ST, MT, LT
Personal security of consumers and/or end-users					
Security of a person	Publication of misleading or false job offers.	Potential negative impact	Customers End-users	Downstream	ST, MT, LT
Cybersecurity and data privacy breaches	Potential leakage of candidates' personal data, potential unlawful use of personal information submitted during the application process, and publication of job offers not reflective of the actual purpose of recruitment.	Potential negative impact	Customers End-users	Downstream	ST, MT, LT
Health and safety	Ensuring compliance with labour law through working time planning tools in the Kadromierz time & attendance system, supporting adequate daily and weekly rest periods for workers.	Actual positive impact	Customers End-users	Downstream	ST, MT, LT
Social inclusion of end-users					
Non-discrimination	Improving accessibility and equal opportunities through digital tools, promoting pay transparency, education and anti-discrimination measures, supporting professional integration and equal treatment of users.	Actual positive impact	Customers End-users	Downstream	ST, MT, LT
Access to products and services	Ensuring wide access to products and services by introducing innovations and tools tailored to different user needs.	Actual positive impact	Customers End-users	Downstream	ST, MT, LT
	Risk of disruption to business continuity and unavailability of key services due to failures or outages of IT infrastructure or systems.	Risk	Customers End-users	Downstream	ST, MT, LT

Topic/Sub-topic	Impact/risk/opportunity	Category	Stakeholders	Area	Time horizon
Access to products and services	Risk of unavailability of products, services or critical operational processes resulting from loss of personnel with privileged access to IT systems and critical organisational knowledge.	Risk	Customers End-users	Downstream	ST, MT, LT
	Opportunity to increase competitive advantage and market differentiation through the implementation of accessible and sustainable solutions, as well as the promotion of transparency in employment conditions, including pay terms. Such services respond to the growing expectations of employers and job seekers, improving user satisfaction and bolstering the position of the Group's customers.	Opportunity	Customers End-users	Downstream	ST, MT, LT
	Opportunity relating to increased demand for efficient, responsible and inclusive recruitment solutions driven by demographic shifts and growing societal expectations regarding equality and labour market accessibility.	Opportunity	Customers End-users	Downstream	ST, MT, LT
Responsible marketing practices	Risk of ineffective or non-compliant marketing spend that does not deliver expected outcomes and is not aligned with responsible marketing practices.	Risk	Customers End-users	Downstream	ST, MT, LT
ESRS G1 Business conduct					
Corporate culture	Identifying and defining the Group's core values and a set of expected behaviours for managers and all employees, enabling clear communication and consistent enforcement of appropriate conduct.	Actual positive impact	Employees Suppliers Customers Investors	Own operations Upstream Downstream	ST, MT, LT
	Risk of non-compliance with amendments to existing laws or newly enacted regulations.	Risk	Employees Suppliers Customers Investors	Own operations Upstream Downstream	ST, MT, LT
Protection of whistleblowers	Risk of workplace bullying, harassment and discrimination within the organisation.	Risk	Employees Suppliers Customers Investors	Own operations Upstream Downstream	ST, MT, LT
Management of relationships with suppliers including payment practices	Building stable and transparent relationships with suppliers based on clear principles of cooperation.	Actual positive impact	Suppliers	Own operations Upstream	ST, MT, LT
	Risk of entering into cooperation with a supplier that does not meet the Group's standards, including standards relating to quality, service level agreements (SLA), information security, compliance and the code of ethics.	Risk	Suppliers	Own operations Upstream	ST, MT, LT

Topic/Sub-topic	Impact/risk/opportunity	Category	Stakeholders	Area	Time horizon
Corruption and bribery	Enhancing transparency and integrity in business relationships and fostering a strong ethical culture and stakeholder trust across the value chain.	Actual positive impact	Employees Suppliers Customers	Own operations Upstream Downstream	ST, MT, LT
	Ineffective employee training on anti-corruption and bribery, including on the gift policy.	Potential negative impact	Employees Suppliers Customers	Own operations Upstream Downstream	ST, MT, LT
	Legal and reputational risks associated with corruption and misconduct in relationships with employees, partners and suppliers.	Risk	Employees Suppliers Customers	Own operations Upstream Downstream	ST, MT, LT

* ST: short-term, MT: medium-term, LT: long-term.

IRO-1 Description of the process to identify and assess material impacts, risks and opportunities

In 2024, the Group conducted a double materiality assessment aimed at identifying material impacts, risks and opportunities pertaining to sustainability matters. The assessment considered both the impact of the Group's operations on the environment and society, as well as the potential impact of environmental, social and governance (ESG) factors on the Group's operations and financial performance.

A detailed description of the double materiality assessment, including the methodology applied, the scope of the analysis and the material sustainability matters identified in the process, is presented in the Management Board's Report on the activities of Grupa Pracuj S.A. and the Grupa Pracuj S.A. Group for the year ended 31 December 2024, in the "Sustainability reporting" section.

Based on the results of that analysis, in 2025 the Group engaged in a process to update the double materiality assessment. The purpose was to confirm the continued relevance of previously identified material sustainability matters and to reassess the associated impacts, risks and opportunities in the context of the evolving regulatory, market and operational environment of the Group.

The update was conducted in the second half of 2025, based on both qualitative and quantitative data obtained from internal and external stakeholders. The process also involved the management of individual Group companies.

It comprised the following stages:

Stage 1: Analysis of the Group's operations

Stage 2: Reassessment of identified impacts

Stage 3: Determination of material impacts

Stage 4: Review of risks

Stage 5: Identification of opportunities

Stage 6: Formal approval of the results

Stage 1 Analysis of the Group's operations

As part of this stage, it was concluded that the Group's business model and strategic direction remained unchanged, despite changes in its organisational structure. In 2025, Grupa Pracuj S.A. acquired an equity interest in Kadromierz sp. z o.o., a company whose activities are aligned with the Group's value chain and consistent with its existing business model, operating in the same market segments as other Group entities and offering complementary HR solutions. The newly acquired entity constitutes a natural extension of the Group's existing business portfolio.

During the period under review, Onorat Holdings Ltd. also became part of the Group, but it does not engage in any active business. At the same time, Grupa Pracuj S.A. increased (indirectly) its shareholding in Robota International TOV and Snowless Global Ltd. Additionally, a merger between Spoonbill Holding GmbH and Spoonbill GmbH was completed (through the transfer of all assets and liabilities, and dissolution without liquidation), as a result of which Spoonbill GmbH was removed from the commercial register. The liquidation process of BinarJobs sp. z o.o. was also completed, whereupon the company was removed from the National Court Register. These changes did not result in the Group's expansion into new business segments nor a limitation of the existing scope of its business.

No new legal regulations in the environmental, social or governance areas were identified that would have a material impact on the Group's operations.

The Group's value chain was also analysed, with no need for update identified.

The update of the double materiality assessment was a comprehensive and systemic process, its results applying to the Parent and all subsidiaries, including Kadromierz sp. z o.o. acquired in 2025. The results were discussed with representatives of Kadromierz, as a result of which the specific characteristics of its operations were reflected in the assessment of impacts, risks and opportunities. Kadromierz operates under a model similar to that of other Group entities, offering HR software solutions through a SaaS (Software as a Service) model.

The inclusion of Kadromierz sp. z o.o. did not have a material effect on the results of the Group's double materiality assessment, given its similar business model, a relatively small scale of operations (the acquisition of the equity interest did not constitute inside information within the meaning of Article 17 of Regulation (EU) 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse (MAR)), and the complementary nature of the company's range of HR Software solutions. The impacts, risks and opportunities updated by the Group in 2025 are also relevant to this newly acquired entity and remain consistent with the Group's operational and strategic profile.

During the update process, five impacts specific to Kadromierz sp. z o.o. were initially identified. Following a detailed analysis, one material impact specific to that entity was confirmed, characterised as actual and positive, resulting directly from its business model and operational profile.

The identified material impact related to a topic under 'ESRS S4 – Consumers and end-users', specifically occupational safety and health. The Kadromierz system's functionalities check compliance of work schedules with labour law requirements already at the planning stage, thereby supporting the provision of required daily and weekly rest periods.

The value chain of Kadromierz sp. z o.o. is fully integrated within the Group's value chain. The company provides digital HR technology solutions supporting time & attendance management, aligned with the Group's strategic pillars, which cover not only recruitment platforms but also HR software solutions. Kadromierz sp. z o.o.'s offering forms part of the post-hire segment, representing one of the key strategic directions for the Group.

Given that the Group did not identify entities with a comparable business profile and identical or similar operating model, no repeated benchmarking analysis was undertaken.

Stage 2 Reassessment of identified impacts

As part of this stage, the list of impacts identified during the 2024 materiality assessment was updated. The work was carried out in two steps:

Step I – Expert review

The first step involved an analysis of impacts conducted by both internal experts and external specialists from the advisory firm MATERIALITY sp. z o.o., in the form of workshops. The review of impacts identified in 2024 included:

- assessment of the continued relevance and accuracy of previously assigned scores;
- updates to the type and assessment of impacts (scale, scope, irremediable character and likelihood);
- consolidation of impact descriptions;
- preparation of proposals for the exclusion of impacts potentially not meeting materiality criteria, which were presented to relevant stakeholders (for ESRS E1 – Climate change, the responsible body was the environmental and sustainability disclosures expert team).

Step II – Stakeholder consultations

The second step involved conducting in-depth interviews with selected stakeholder groups:

- employee representatives – in relation to ESRS S1 – Own workforce;
- HR representatives across the Group companies – in relation to ESRS S1 – Own workforce;
- representatives of suppliers of products and services – in relation to ESRS S2 – Workers in the value chain;
- representatives of customers – in relation to ESRS S2 – Workers in the value chain.

Stakeholder representatives were selected based on their relevance to the analysed area and knowledge of the impacts concerned. The purpose of the consultations was to gather opinions and validate material topics from stakeholders' perspective. Discussions during the interviews focused on specific identified impacts relating to the Group's own workforce and value chain workers.

Step III – Consolidation of results

Once the first two steps were completed, the results were consolidated at the Group level. As a consequence, it was determined that matters relating to workers in the value chain were not material in terms of impact on the Group's operations and stakeholders. Accordingly, this area is not material within the meaning of ESRS 2 and, as such, will not be subject to sustainability reporting for 2025.

Assessment methodology

Across all three stages, impacts were analysed using defined assessment parameters and an established scoring scale. For identified negative impacts, whether actual or potential, the following criteria were assessed: scale, scope, irremediable character, and likelihood of occurrence. For positive impacts, whether actual or potential, the following criteria were assessed: scale, scope, and likelihood of occurrence.

Scale

Score	Social impact aspect	Environmental impact aspect
5 – Very high	Impact results in severe violation of stakeholder rights or death / Impact significantly improves the quality of life or saves lives.	Impact disrupts multiple environmental components, with boundaries that cannot be precisely determined.
4 – High	Impact results in violation of stakeholder rights or significant deterioration of health or quality of life / Impact significantly improves the quality of life of stakeholder groups or prevents serious health deterioration.	Impact significantly disrupts multiple ecosystem services within at least one component.
3 – Moderate	Impact results in violation of stakeholder rights or harm to health and/or deterioration of quality of life / Impact leads to noticeable improvement in quality of life or health outcomes.	Impact significantly or moderately disrupts multiple ecosystem services within one component.
2 – Low	Impact results in persistent or recurring discomfort for stakeholders / Impact leads to noticeable increase in comfort of life.	Impact noticeably disrupts several ecosystem services within one component.
1 – Minimal	Impact results in minor discomfort for stakeholders. Impact leads to slight improvement in comfort of life.	Impact minimally disrupts ecosystem service within one component.

Scope

Score	Description
5 – Global / total	Impact is felt across multiple locations with boundaries difficult to precisely define or at a global level / Impact affects the entire population.
4 – Widespread	Impact is felt across multiple locations and their surroundings in several countries / Impact affects large groups of people.
3 – Medium	Impact is felt across several locations and their immediate surroundings in one or several countries / Impact affects several smaller groups or a significant part of a large group of people.
2 – Localised / concentrated	Impact is felt within a single location and its immediate surroundings / Impact affects an entire group of several people.
1 – Limited	Impact is felt within part of a single location / Impact affects individual persons.

Irremediability

Score	Description
5 – Irremediable	Impact cannot be reversed and leads to permanent, irremediable damage. Remediation would require actions at a global scale.
4 – Largely irremediable	Impact results in lasting or significant damage that is difficult to remediate or mitigate, even with substantial financial outlays and operational effort. Involvement of resources that may adversely affect the achievement of the organisation's strategic objectives.
3 – Difficult to remediate	Impact is costly or time-consuming to reverse and requires a significant investment of time or resources to remediate or minimise damage. Involvement of resources that may adversely affect the achievement of the organisation's operational objectives.

Score	Description
2 – Remediable with effort	Impact can be reversed with a noticeable investment of time and resources, which however entail a reasonable expectation of restoring the original state. Involvement of resources does not affect the organisation's ability to achieve its objectives.
1 – Easily remediable	Impact can be reversed quickly and at relatively low cost, without causing lasting or significant damage, with minimal resources involved.

Likelihood

Score	Description
5 – Very high / certain	Impact occurs continuously or multiple times within a year.
4 – High	Impact occurs frequently, though not systematically. There is realistic likelihood of its occurrence, potentially in any given year.
3 – Moderate	Impact occurs periodically; possible but not frequent. Occurs less than once per year but more than once every five years.
2 – Low	Impact occurs sporadically and rarely, no more than once every five years.
1 – Minimal	Impact occurs very rarely, no more than once every ten years.

Stage 3 Determination of material impacts

Impacts were considered material where their materiality score exceeded the threshold of 2.5. The materiality of an impact consists of its severity and likelihood. Severity is calculated as the arithmetic mean of the scale, scope and irremediability. The severity score is multiplied by the likelihood, and the resulting value is then increased by the severity component. For positive impacts, the parameter of irremediability is excluded from the assessment. Actual impacts are characterised by the likelihood score of 5. The materiality threshold was set at 2.5, representing the midpoint of the scale ranging from 1 to 5.

Stage 4 Review of risks

As part of the update of the double materiality assessment, a review of ESG risks was carried out, including the identification of sustainability-related risks associated with the Group's operations and value chain. During this process, ESG risks were identified that are classified, within the Group's existing risk management framework, as key operational risks. In addition, governance-related matters such as cybersecurity and compliance, as well as social matters related to human capital management, are included within the Group's strategic risk identification and management processes.

The risk identification was carried out as a cooperative process between the ESG team and the risk management team, ensuring consistency between the updated double materiality assessment and the Group's risk management system. At a subsequent stage, the identified ESG risks were assessed by individual Group entities in line with the Risk Management Policy, taking into account the specific nature of their operations and the scale of potential impacts. Risks classified as critical, high and medium were considered material for the Group. The risk assessment criteria are presented below.

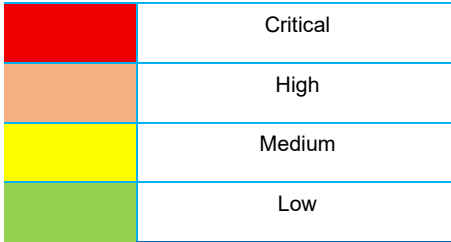
Assessment of the impact of risk materialisation

		Score	1	2	3	4
Measure	Assessment		Low	Medium	High	Critical
Scale	Assessment criteria	Financial impact (FN)	Financial loss < PLN 0.5 million	Financial loss between PLN 0.5 million and PLN 2 million	Financial loss between PLN 2 million and PLN 10 million	Financial loss > PLN 10 million
		Reputational impact (PR)	No or minimal media interest; no negative coverage – event depicted positively.	Negative coverage on industry websites, social media or local TV/radio channels.	Short-term negative perception (less than one quarter) due to negative coverage on major industry websites, social media or nationwide TV/radio channels (e.g. news ticker); information repeated for less than one week.	Long-term negative perception (more than one quarter) due to negative coverage on major national or international websites or main news programmes of nationwide TV/radio channels; information repeated for at least one week.
		Impact on individuals	No impact on individuals or minor inconvenience easily overcome (e.g. time spent re-entering data, irritation).	Significant inconvenience that can be overcome despite difficulties (e.g. additional costs, denied access to business services, stress, fear, confusion, minor health effects).	Significant consequences that can be overcome with serious difficulty (e.g. misappropriation of funds, blacklisting, property damage, job loss, legal proceedings, health deterioration).	Severe or irreversible consequences that cannot be overcome (e.g. inability to work, long-term psychological or physical harm, death, etc.).

Assessment of the likelihood of risk materialisation

		Score	1	2	3	4
Measure	Assessment		Unlikely	Rather unlikely	Likely	Highly likely
Likelihood			Will not occur within the next year.	Rather unlikely to occur within the next year.	Likely to occur within the next year.	Highly likely to occur within the next year.

Risk matrix illustrating the level of risk exposure

Likelihood	4	4	8	12	16	
	3	3	6	9	12	
	2	2	4	6	8	
	1	1	2	3	4	
		1	2	3	4	
		Impact				

Stage 5: Identification of opportunities

The update of opportunities involved a review of previous assessments, a revision of the descriptions of management approaches to add further detail, and their consolidation. Opportunities were assessed based on the magnitude of their potential impact and the likelihood of their occurrence. The materiality threshold was set at 2.5, representing the midpoint of the scale ranging from 1 to 5.

Magnitude of impact

Score	Description
5 – Very significant opportunity	If realised, opportunity may lead to very significant increase in revenue or improvement in profitability. Its realisation may enable expansion into new markets.
4 – Significant opportunity	Opportunity may materially contribute to development of the organisation (e.g. through revenue growth or improved profitability). Its realisation may significantly expand the service portfolio.
3 – Above-average opportunity	Opportunity may increase revenue or improve profitability; this level also includes opportunities that generate relatively smaller benefits but are easy to implement. Its realisation may lead to meaningful optimisation of existing services.
2 – Below-average opportunity	Opportunity worth pursuing as it may potentially support development of the organisation but is not essential for further growth. Its realisation may result in localised improvements within day-to-day operations.
1 – Minimal or minor opportunity	Opportunity might improve organisational performance but is minor, limited in scope, and affecting only selected areas. Its impact would be marginal and limited to improving specific operational tasks.

Likelihood of occurrence

Score	Description
5 – Very high / certain	Opportunity is almost certain to materialise and achieve its intended outcomes.
4 – High	Opportunity is highly likely to materialise and achieve its intended outcomes.
3 – Moderate	Opportunity is potentially likely to materialise and achieve its intended outcomes.
2 – Low	Opportunity is relatively unlikely to materialise or be realised.
1 – Minimal	Opportunity is unlikely to materialise and achieve its intended outcomes.

Stage 6: Formal approval of the results

The reassessed impacts, risks and opportunities related to material sustainability matters were formally approved by the Company's Management Board. This process constituted an important stage within the Group's ESG governance framework, ensuring alignment with internal decision-making procedures and the Group's strategic approach to sustainability.

The sign-off by the Management Board confirms the relevance of the identified ESG aspects to the Group's operations and their impact on the organisation's long-term value. It also provides the basis for further actions aimed at integrating ESG factors into business processes and for reporting in accordance with the applicable sustainability reporting standards.

In the process of preparing sustainability-related disclosures of the Group, the President of the Management Board consulted employee representatives at the Group companies, including Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. The consultations concerned sustainability matters relevant to employees, including working conditions, the protection of labour rights, and the methods for collecting and verifying non-financial information.

Feedback from employee representatives was delivered to members of the Grupa Pracuj S.A. Supervisory Board, in accordance with Article 63x (11) of the Accounting Act of 29 September 1994 (Dz.U. of 1994, No. 121, item 591, consolidated text: Dz.U. of 2024, items 619, 1685, 1863).

The Group maintains ongoing dialogue with employee representatives, ensuring that their perspectives are consistently considered in decision-making processes related to ESG activities.

Integrating materiality assessment results into sustainability management

The results of the double materiality assessments have been integrated in the Group's sustainable development strategy.

IRO-2 Disclosure Requirements in ESRS covered by the undertaking's sustainability statements

Table of compliance with ESRS disclosures

Disclosure no.	Disclosure title	Section in the Statement
ESRS 2 – General disclosures		
BP-1	General basis for preparation of the sustainability statement	ESRS 2 BP-1
BP-2	Disclosures in relation to specific circumstances	ESRS 2 BP-2
GOV-1	The role of administrative, management and supervisory bodies	ESRS 2 GOV-1
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	ESRS 2 GOV-2
GOV-3	Integration of sustainability-related performance in incentive schemes	ESRS 2 GOV-3
GOV-4	Statement on due diligence	ESRS 2 GOV-4
GOV-5	Risk management and internal controls over sustainability reporting	ESRS 2 GOV-5
SBM-1	Strategy, business model and value chain	ESRS 2 SBM-1
SBM-2	Interests and views of stakeholders	ESRS 2 SBM-2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS 2 SBM-3
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	ESRS 2 IRO-1
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability statements	ESRS 2 IRO-2
ESRS E1 Climate Change		
GOV-3	Integration of sustainability-related performance in incentive schemes	ESRS E1 GOV-3
E1-1	Transition plan for climate change mitigation	ESRS E1 E1-1
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS E1 SBM-3
IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	ESRS E1 IRO-1
E1-2	Policies related to climate change mitigation and adaptation	ESRS E1-2
E1-3	Actions and resources in relation to climate change policies	ESRS E1-3
E1-4	Targets related to climate change mitigation and adaptation	ESRS E1-4
E1-5	Energy consumption and mix	ESRS E1-5
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	ESRS E1-6
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	ESRS E1-7
E1-8	Determination of internal carbon pricing	ESRS E1-8
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	The Group omits the disclosure requirements in this standard, as permitted by Appendix C to ESRS 1.
ESRS S1 Own workforce		
SBM-2	Interests and views of stakeholders	ESRS S1 SBM-2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS S1 SBM-3
S1-1	Policies related to own workforce	ESRS S1-1
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	ESRS S1-2
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	ESRS S1-3
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	ESRS S1-4

Disclosure no.	Disclosure title	Section in the Statement
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S1-5
S1-6	Characteristics of the undertaking's employees	ESRS S1-6
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	ESRS S1-7
S1-8	Collective bargaining coverage and social dialogue	ESRS S1-8
S1-9	Diversity metrics	ESRS S1-9
S1-10	Adequate wage	ESRS S1-10
S1-11	Social protection	ESRS S1-11
S1-13	Training and skills development metrics	ESRS S1-13
S1-15	Work-life balance metrics	ESRS S1-15
S1-16	Remuneration metrics (pay gap and total remuneration)	ESRS S1-16
S1-17	Incidents, complaints and severe human rights impacts	ESRS S1-17
ESRS S4 Consumers and end-users		
SBM-2	Interests and views of stakeholders	ESRS S4 SBM-2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	ESRS S4 SBM-3
S4-1	Policies related to consumers and end-users	ESRS S4-1
S4-2	Processes for engaging with consumers and end-users about impacts	ESRS S4-2
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	ESRS S4-3
S4-4	Taking action on material impacts on consumers and end-users, and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	ESRS S4-4
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	ESRS S4-5
ESRS G1 Business conduct		
GOV-1	The role of administrative, supervisory and management bodies	ESRS G1 GOV-1
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	ESRS G1 IRO-1
G1-1	Corporate culture and business conduct policies	ESRS G1-1
G1-2	Management of relationships with suppliers	ESRS G1-2
G1-3	Prevention and detection of corruption or bribery	ESRS G1-3
G1-4	Incidents of corruption and bribery	ESRS G1-4
G1-6	Payment practices	ESRS G1-6

List of datapoints in cross-cutting and topical standards that derive from other EU legislation (Appendix B to ESRS 2)

Disclosure requirement and related datapoint	SFDR reference (section in the Statement)
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	ESRS 2 GOV-1
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)	ESRS 2 GOV-1
ESRS 2 GOV-4 Statement on due diligence paragraph 30	ESRS 2 GOV-4
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Not material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	Not material
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14	ESRS E1
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)	Not material
ESRS E1-4 GHG emission reduction targets paragraph 34	ESRS E1-4
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Not material
ESRS E1-5 Energy consumption and mix paragraph 37	ESRS E1-5
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Not material
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	ESRS E1-6
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	ESRS E1-6
ESRS E1-7 GHG removals and carbon credits paragraph 56	ESRS E1-7
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66	Not material
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)	Not material
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)	Not material
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)	Not material
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69	Not material
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Not material
ESRS E3-1 Water and marine resources paragraph 9	Not material
ESRS E3-1 Dedicated policy paragraph 13	Not material
ESRS E3-1 Sustainable oceans and seas paragraph 14	Not material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Not material
ESRS E3-4	Not material

Disclosure requirement and related datapoint	SFDR reference (section in the Statement)
Total water consumption in m3 per net revenue on own operations paragraph 29	
ESRS 2 IRO-1 E4 paragraph 16 (a) i	Not material
ESRS 2 IRO-1 E4 paragraph 16 (b)	Not material
ESRS 2 IRO-1 E4 paragraph 16 (c)	Not material
ESRS E4-2	
Sustainable land/agriculture practices or policies paragraph 24 (b)	Not material
ESRS E4-2	
Sustainable oceans/seas practices or policies paragraph 24 (c)	Not material
ESRS E4-2	
Policies to address deforestation paragraph 24 (d)	Not material
ESRS E5-5	
Non-recycled waste paragraph 37 (d)	Not material
ESRS E5-5	
Hazardous waste and radioactive waste paragraph 39	Not material
ESRS 2 SBM-3 S1	
Risk of incidents of forced labour paragraph 14 (f)	ESRS S1 SBM-3
ESRS 2 SBM-3 S1	
Risk of incidents of child labour paragraph 14 (g)	ESRS S1 SBM-3
ESRS S1-1	
Human rights policy commitments paragraph 20	ESRS S1-1
ESRS S1-1	
Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21	ESRS S1-1
ESRS S1-1	
Processes and measures for preventing trafficking in human beings paragraph 22	ESRS S1-1
ESRS S1-1	
Workplace accident prevention policy or management system paragraph 23	ESRS S1-1
ESRS S1-3	
Grievance/complaints handling mechanisms paragraph 32 (c)	ESRS S1-3 ESRS G1
ESRS S1-14	
Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	ESRS S1-14
ESRS S1-14	
Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Not material
ESRS S1-16	
Unadjusted gender pay gap paragraph 97 (a)	ESRS S1-16
ESRS S1-16	
Excessive CEO pay ratio paragraph 97 (b)	ESRS S1-16
ESRS S1-17	
Incidents of discrimination paragraph 103 (a)	ESRS S1-17
ESRS S1-17	
Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	ESRS S1-17
ESRS 2 SBM-3 S2	
Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Not material
ESRS S2-1	
Human rights policy commitments paragraph 17	Not material
ESRS S2-1	
Policies related to value chain workers paragraph 18	Not material
ESRS S2-1	
Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 19	Not material
ESRS S2-1	
Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19	Not material
ESRS S2-4	
Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Not material
ESRS S3-1	
	Not material

Disclosure requirement and related datapoint	SFDR reference (section in the Statement)
Human rights policy commitments paragraph 16	
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Not material
ESRS S3-4 Human rights issues and incidents paragraph 36	Not material
ESRS S4-1 Policies related to consumers and end-users paragraph 16	ESRS S4-1
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	ESRS S4-1
ESRS S4-4 Human rights issues and incidents paragraph 35	ESRS S4-4
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	ESRS G1-1
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	ESRS G1-1
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	ESRS G1-4
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Not material

ENVIRONMENTAL INFORMATION

E1 – Climate change

GOV-3 Integration of sustainability- related performance in incentive schemes

Sustainability-related criteria, including an assessment of performance in the context of greenhouse gas (GHG) emissions reduction, were incorporated in the Management Board's compensation scheme in 2026. These were adopted by a resolution of the Company's Supervisory Board. A detailed description of the process for integrating sustainability-related performance is provided in section 'ESRS 2 – General disclosures' of this Statement.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The Group's main operating markets are located in Europe, which means that climate-related risk exposures come primarily from regulatory and transition risks, arising from regional climate policies, increasing reporting requirements and the transition towards a low-carbon economy. At the same time, the Group identifies long-term physical risks, which may indirectly affect business continuity, particularly with regard to the resilience and functioning of IT infrastructure, as well as the availability of services delivered by external technology providers.

Given the digital nature of the Group's operations, the stability and reliability of technological solutions – including data centres and external infrastructure service providers – are critical to its operational resilience. Business continuity and the quality of the Group's products depend on the ability to deploy modern, energy-efficient and disruption-resilient technological solutions.

The Group's sustainable development strategy addresses identified climate-related challenges through a focus on reducing the carbon footprint of its operations, improving energy efficiency, and ensuring responsible supply chain management. This approach reflects the Group's commitment to managing both physical and transition climate risks and to mitigating the impacts of climate change, especially with regard to greenhouse gas emissions.

The process for managing climate-related risks is integrated in the Group's overall risk management framework, in accordance with the applicable Risk Management Policy.

Responsibility for risk management is delegated to designated risk owners across individual business areas, who are responsible for ongoing monitoring, implementing appropriate preventive and adaptive measures, and reporting on progress. Oversight of the entire process is exercised by the Management Board, ensuring its effectiveness, continuity and transparency towards stakeholders.

For a description of identified climate-related impacts, see section 'ESRS 2 – General disclosures' of this Statement.

Overview of physical and transition risks

Risk	Hazards	Examples of potential impacts	Methods for preventing or minimising the risk impacts
Physical risks			
Acute risk (caused by extreme weather events) – increased precipitation and heavy rainfall (annual total precipitation and number of days per year with rainfall > 20mm).	Increased frequency of extreme heatwaves, wildfires, and floods	<ol style="list-style-type: none"> 1. Lower revenue and higher costs resulting from adverse impacts on employees (e.g. health, safety, absenteeism, deterioration of working conditions and well-being). 2. Service disruptions caused by failures of IT infrastructure or constrained access to electricity supply due to extreme weather events. 3. Deterioration of working conditions and employee well-being during periods of extreme temperatures, heavy rainfall or fires. 4. Increased operating costs incurred on adapting processes to new environmental regulations. 5. Potential need to modify operations due to changes in climate laws or CO₂ emissions and carbon footprint regulations. 6. Higher energy costs associated with the transition to renewable energy sources. 7. Insufficient sustainability efforts or lack of transparency in climate impact reduction may lead to loss of customers/contracts requiring adherence to ESG standards, and to reputational damage. 8. Service disruptions and/or growing difficulties in accessing regular electricity supply. 9. Operational downtime – loss of productivity and inability to deliver services due to disruptions in office work or data centre operations. 10. Disruptions to IT communication systems and service delivery to customers. 11. Additional business continuity costs (e.g. investments in backup power: UPS, generators, energy storage or redundant cloud solutions). 12. Revenue loss due to unavailability of online platforms or IT systems. 13. Higher electricity costs during shortages (especially during summer heatwaves). 14. Loss of reputation and customer trust due to failures disrupting the Group's services. 	<p>Implementation of crisis management procedures and business continuity plans for the Group in case of electricity supply limitations or outages.</p> <p>Selection of new office spaces adapted to climate change conditions.</p> <p>Assessment of the work environment and employee support measures.</p> <p>Selection of data centres meeting the highest security standards.</p> <p>Maintenance of backup systems.</p> <p>Ability to switch infrastructure to alternative providers.</p> <p>Implementation of the Environmental and Climate Policy.</p> <p>Definition of Scope 1 and Scope 2 emissions reduction targets.</p> <p>Monitoring of Scope 3 emissions and implementation of the Supplier Due Diligence process.</p>
	Increased likelihood of local flooding due to irregular precipitation patterns		
	More frequent operation of combined sewer overflow (CSO) systems and increased volume of wastewater discharged into receiving bodies		
	Increased costs of pumping rainwater / combined sewage		
Acute risk (caused by extreme weather events) – heatwaves (number of hot and extreme heat days).	Insufficient capacity of sewer networks		
	Potential restrictions on access to water from rivers and groundwater		
	Rising operating costs driven by higher water prices and consumption restrictions		
Chronic risk (arising from long-term shifts in climate patterns) – water scarcity and water stress; variability in groundwater levels; sea level rise.	Increased water demand		
	Electricity supply interruptions		
	Limited availability of cooling water for data centres		

Risk	Hazards	Examples of potential impacts	Methods for preventing or minimising the risk impacts
Transition risk			
<p>Policy and legal</p> <p>Increase in energy prices due to energy transition costs and rising prices of carbon allowances. Necessity to adapt to evolving legal requirements. Introduction of regulations related to carbon footprint.</p>	<p>Increased external climate-related reporting obligations resulting from regulatory changes</p> <p>Regulatory changes related to carbon footprint requirements</p> <p>Increased financial burden from EU climate regulations, including higher energy costs due to energy transition and rising prices of carbon allowances</p>	<p>Increased operating costs incurred on adapting processes to new environmental regulations, including: EU ETS, the Paris Agreement, the European Climate Law (Regulation 2021/1119), Fit for 55 package, Energy Efficiency Directive (EED), and EU Taxonomy.</p>	<p>Monitoring of legal regulations.</p> <p>Tracking of energy consumption.</p> <p>Implementation of strategies to reduce electricity consumption and increase the share of renewable energy.</p> <p>Employee education and promotion of appropriate attitudes with respect to energy use.</p> <p>Gradual transition to more energy-efficient office spaces (e.g. lower energy consumption per sqm).</p>

IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities

Methodology for assessing climate-related impacts, risks and opportunities

In 2024, the Group conducted a double materiality assessment, identifying material impacts and risks related to climate change. The process did not identify any material climate-related opportunities. In 2025, the Group engaged in a process to update the double materiality assessment. For a description of the processes to identify and assess climate-related impacts, risks and opportunities, see section 'ESRS-2 – General disclosures' of this Statement.

The risk analysis included an assessment of physical climate hazards affecting the locations of the Group's offices in Warsaw, Poznań, Wrocław, Rzeszów, Katowice, Bielsko-Biała, Lublin, Bydgoszcz, Szczecin, Łódź, Gdańsk, Kraków, Kyiv, Chernihiv, Berlin, Saarbrücken and Munich, as well as data centres located within the EEA. The analysis also took into account the use of cloud services. In addition, the process covered the assessment of climate transition-related events, including regulatory, technological, market and reputational factors.

Assessment of climate-related impacts

As part of the double materiality assessment, the Group conducted a process to identify and assess climate-related impacts across both its own operations and value chain. One of the key identified impact areas pertains to greenhouse gas (GHG) emissions, primarily resulting from the nature of the Group's operations. In the first stage, the Group identified several types of climate impacts, focusing on emissions generated through:

- consumption of electricity and heat in offices;
- use of IT infrastructure, including data centres operated by external providers;
- use of business vehicles.

In the next step, the Group assessed GHG emissions across Scopes 1, 2 and 3, enabling the identification of where impacts occur within its own operations, as well as upstream and downstream value chain activities. The analysis considered potential future changes in emission levels resulting from the Group's business expansion and optimisation initiatives described in section 'E1-3 Actions and resources in relation to climate change policies' of this Statement.

Assessment of climate-related risks and scenario analysis

The assessment of climate-related risks was carried out based on expert knowledge, supported by market benchmarks, and using the worst-case climate change scenario, as described below. The Group identified two main types of climate-related risk:

- Physical risk – including both acute risks (e.g. floods, heatwaves, storms) and chronic risks (e.g. rising temperatures, water scarcity), which may disrupt the Group's operations.
- Transition risk – arising from the transition to a low-carbon economy, including regulatory changes (e.g. increase in energy prices).

Climate-related risks pertain both to the Group's own operations and its entire value chain. Additionally, the Group assessed risks in reference to the geographical locations in which it operates or relies on IT infrastructure.

Scenario analysis

The Group uses climate change scenarios for Poland in the 21st century, developed by the Institute of Environmental Protection – National Research Institute (IEP-NRI) as part of the Klimada 2.0 project. The analysis was based on the RCP 8.5 scenario, compared against the 2011–2020 reference period. RCP 8.5 is a high-emissions scenario, often considered the worst case, assuming limited climate policy action. It allows an assessment of potential impacts of the most adverse climate developments on the Group's operations in the medium and long term.

The Group applied the scenario analysis to assess both acute and chronic physical risks affecting its assets located in Poland.

The analysis was conducted taking into account:

- short- and medium-term horizons, aligned with the lifecycle of the Group's key assets (leased office space, IT infrastructure, cloud services);
- long-term horizon extending to 2050, to identify climate trends spanning longer periods, relevant to strategic planning.

Physical risks – key assumptions and scenario drivers

With respect to physical risks, the analysis was based on the RCP 8.5 scenario and publicly available climate hazard maps. The primary differentiating factor was the geographical location of assets, which determines exposure to phenomena such as:

- heatwaves and an increasing number of high-temperature days;
- droughts and water stress;
- intense precipitation and local flooding;
- rising water levels, including sea level.

These assumptions were considered relevant to the Group given the concentration of its operations in specific office locations and dependence on the uninterrupted operation of IT infrastructure.

Transition risks – key assumptions and scenario drivers

In the case of transition risks, the analysis focused on regulatory factors arising from the policy-led transition to a low-carbon economy. In particular, the following factors were considered:

- directions of climate policies at both national and EU levels;
- potential increases in electricity costs;
- indirect impact of climate regulations on the Group's operating costs.

The analysis did not include detailed macroeconomic modelling or quantitative valuation of transition risk impacts, which is justified by the Group's business profile and the absence of manufacturing activities.

Assumptions regarding energy, energy mix and technology

Within the analysed scenarios:

- no internal assumptions were made regarding the Group's future energy mix;
- no modelling was done with respect to technological changes or the implementation of specific low-carbon technologies given the Group's business profile;
- it was assumed that changes in energy use, the energy mix and technological developments were implicitly reflected in the adopted climate scenario.

The analysis was a qualitative and scenario-based exercise. It did not include a quantitative assessment of the likelihood of individual risks materialising, nor financial modelling. The adopted approach made it possible to identify key climate-related hazards and their potential impact on the Group's operations. Transition risks were assessed from the Group-wide perspective rather than at the level of individual assets.

Given the qualitative nature of the climate risk assessment, the results of the scenario analysis were not reflected into the Group's consolidated financial statements.

The analysis did not consider a 1.5°C global warming scenario, as this threshold has already been exceeded multiple times in the short term, with long-term averages also inevitably set to breach it.

The process for managing climate-related risks is integrated in the overall risk management framework, in accordance with the applicable Risk Management Policy.

Methodology for assessing physical risks

With regard to physical hazards, the following sources of information were used:

- Climate change scenarios for Poland in the 21st century, prepared by the IEP-NRI as part of the Klimada 2.0 project under the RCP 8.5 scenario compared with the 2011–2020 decade.
- Publicly available databases illustrating hazard occurrence in areas where the Group's offices and IT infrastructure outside Poland are located, including:
 - Climate change impacts in Europe;
 - GERICS Climate Service Center Germany;
 - European Climate Risk Typology;
 - Climate impact explorer;
 - Climate coastal risk screening tool;
 - Climate Change Knowledge Portal.

For the purpose of assessing physical climate risks, the Group analysed the locations where it operates or relies on IT infrastructure (data centres and cloud services). Location was the sole differentiating factor, and disaggregation was therefore limited to climate change adaptation-related impacts. No other factors affecting materiality were identified.

The identification of climate impacts was informed by a review of the main sources of greenhouse gas emissions, in particular electricity consumption in offices, as well as the use of data centres and cloud services. Emissions were allocated to the appropriate scopes in line with the GHG Protocol. As part of the process, individual emission sources were mapped to identified climate impacts. The analysis linked emissions to specific operational locations, particularly offices and IT infrastructure, and to their corresponding levels of electricity consumption.

Differences in electricity consumption across locations were used to identify and assess climate-related risks, in particular transition risks stemming from energy costs, climate regulations and indirect (Scope 2) GHG emissions. This approach enabled a better understanding of where climate impacts arise and how they are linked to the Group's operations.

The sensitivity of the Group's assets to climate change was assessed using a qualitative, expert-based approach. This methodology reflects the Group's business model, which is based on digital services and does not involve significant tangible assets directly exposed to physical climate impacts. Asset sensitivity was assessed primarily in the context of geographical location, determining exposure to specific physical hazards such as heatwaves, droughts, intense precipitation, river and urban flooding, or sea level rise.

The Group plans to further refine its methodology for assessing asset sensitivity to climate change, including through gradual incorporation of quantitative elements, in step with the increasing data availability, evolution of analytical methods and identification of potentially material financial effects.

The Group's assets consist mainly of leased office space, IT infrastructure and cloud services, which have relatively short- to medium-term lifecycles and are subject to regular review. Accordingly, the assessment of asset exposure and sensitivity focused primarily on short- and medium-term horizons, reflecting the actual useful lives.

No formal segmentation of assets by exposure level was made. Instead, a location-based approach was applied, with geography considered as the primary determinant of exposure to physical risks. This approach is consistent with the homogeneous nature of the Group's assets and the absence of significant technological variations within the asset base.

In assessing physical risks, the Group relied on available domestic and international climate projections to determine which risks may arise in specific office and IT infrastructure locations and how they may affect its assets. For each asset, material climate hazards were identified based on the information sources listed above. The analysis of physical climate risks was conducted over a time horizon to 2050.

Methodology for assessing transition risks

In the case of transition risks, the first stage of the analysis involved identifying areas where material transition-related risks may affect Group companies. The assessment identified material risks within the category of policy and legal factors, relating primarily to potential changes in the national or international regulatory regimes designed to advance the transition to a low-carbon economy. The Group assessed transition risks across short-, medium- and long-term horizons, considering their impact on the Group's operational activities.

Transition risks were incorporated into the analysis through a qualitative assessment of potential effects of the transition to a low-carbon economy, particularly in relation to regulatory changes, energy and infrastructure service costs, customer expectations, and access to lower-carbon technologies. The analysis covered short-, medium- and long-term perspectives and was linked to the exposure assessment across key areas of the Group's operations, including IT infrastructure, supplier relationships and operating costs.

The Group has not developed a low-carbon transition plan. Further details are provided in disclosure E1-1 of this Statement.

Conclusions from the risk analysis

Drawing on available domestic and international climate projections, the Group assessed which climate-related risks (comprising both physical and transition exposures) may arise in its operating locations and how they may affect its assets.

In Poland, scientific studies have mainly pointed to central and western regions (including Poznań, Wrocław and Bydgoszcz) as particularly exposed to the effects of heatwaves and droughts. Over the long term, an increase in the number of days with extremely high temperatures ($T_{max} \geq 25^{\circ}\text{C}$) is projected. The most pronounced changes will be seen in Poznań, where the number of such days in 2050 is projected to increase by 6.4 compared with the current decade. These developments are expected to lead to longer periods without precipitation combined with high temperatures, with a concurrent intensification of the urban heat island effect. Similar risks exist for cities in Ukraine and across Western Europe.

Another material physical risk that may affect certain Group entities is the projected increase in average annual precipitation levels, particularly in Bielsko-Biała, Kraków and the Kraków district. The most pronounced changes by 2050 are expected in Bielsko-Biała, where average annual precipitation is projected to increase by 1.4 compared with the current decade. Similar risks exist for cities in Ukraine and across Western Europe.

The Group also faces risks associated with local water shortages, water stress, fluctuations in water levels and rising water levels (including sea level). These changes are expected to increase the likelihood of:

- river flooding in Kyiv, Warsaw, Kraków, Wrocław and Frankfurt am Main;
- coastal flooding in Gdańsk;
- urban (flash) flooding in Gdańsk.

By 2050, the areas where the Group's assets are located are expected to enter a period of dynamic climate change, characterised by warmer weather, longer summers, shorter winters, increased precipitation and local flooding, accompanied by higher demand for energy and water.

In response to the potential materialisation of these risks, the Group plans to undertake the following actions and mitigants:

- implementation of crisis management procedures and business continuity plans in case of electricity supply limitations or outages;

- selection of new office spaces adapted to climate change conditions;
- ongoing monitoring of the work environment and employee support measures;
- selection of data centres meeting the highest security standards;
- maintenance of backup systems;
- ability to switch infrastructure to alternative providers;
- implementation of the Group's Environmental and Climate Policy;
- definition of Scope 1 and Scope 2 emissions reduction targets;
- monitoring of Scope 3 emissions and implementation of the Supplier Due Diligence process.

As part of the transition risk analysis, only material risks were identified within the category of policy and legal factors, relating primarily to potential changes in the national or international regulatory regimes designed to advance the transition to a low-carbon economy. The most relevant risk for the Group companies is an increase in electricity prices and costs associated with the energy transition.

In response to the potential materialisation of these risks, the Group plans to undertake the following actions and mitigants:

- monitoring of regulatory developments;
- tracking of energy consumption;
- implementation of measures to reduce electricity consumption;
- employee education and promotion of appropriate attitudes;
- gradual transition to more energy-efficient office spaces.

Resilience analysis

Resilience analysis methodology

The climate risk analysis served as a starting point for assessing the resilience of the Group's business model and operational activities. The resilience analysis conducted in 2025 was the preliminary first step towards a comprehensive assessment of the Group's resilience to climate change impacts.

At this stage, the analysis was not based on the Group's formal scoring scale or risk assessment methodology. Its primary objective was to provide a qualitative insight into potential climate risk exposures, highlight key operational vulnerabilities, and formulate initial conclusions regarding the resilience of the Group's business, without assigning any quantitative weights or scores.

The analysis relied on expert qualitative judgement, supported by available internal data, scenario analysis results and publicly available information.

In subsequent stages, the Group intends to further develop and deepen the resilience analysis, including its formal integration into the risk management framework.

The Group did not include a low-emission (1.5°C) scenario in its scenario analysis, as it was considered to have limited analytical value for assessing the resilience of the Group's business model to climate risks. According to current scientific knowledge and observed climate trends, the 1.5°C threshold has already been exceeded multiple times in the short term, while long-term global averages are steadily approaching that level. Accordingly, the 1.5°C scenario was deemed less than realistic for assessing physical and operational risks that may materialise over the medium and long term. At the same time, the Group emphasises that the exclusion of the low-emission scenario does not indicate a lack of action

to reduce greenhouse gas emissions, but rather reflects the adopted methodology for assessing climate risks, which focuses on operational resilience rather than decarbonisation pathway modelling.

In 2025, the Group defined reduction targets for Scope 1 and Scope 2 greenhouse gas emissions, as described in disclosure E1-4 of this Statement.

Impact on external factors: macroeconomic trends, energy mix and technologies

The analysis did not include an assessment of the Group's impact on macroeconomic climate trends, the national energy mix or the development of low-emission technologies. This reflects the fact that the scale of the Group's operations does not materially influence those factors, and that the Group is primarily a recipient rather than driver of regulatory and market changes.

Shifts in the energy mix, macroeconomic trends and technological developments were considered indirectly, as part of the background assumptions underlying the climate scenario used in the risk analysis (e.g. rising energy prices, regulatory developments), without attributing any direct impact to the Group's operations. Actions and resources related to climate change mitigation are described in disclosure E1-3 of this Statement. The preliminary resilience analysis constitutes a basis for further, more detailed assessments.

As part of the climate risk analysis, the Group also identified areas of uncertainty and limitations related to data availability, which influenced both the assessment approach and level of detail.

Areas of uncertainty and data gaps

The resilience analysis was a qualitative and scenario-based exercise due to:

- limited availability of consistent and comparable quantitative data on the impact of climate phenomena on the Group's specific locations and assets;
- absence of data enabling quantitative estimation of the likelihood and magnitude of financial losses;
- dependence of certain assets on external providers (e.g. data centres, cloud services), for which the Group does not have full visibility into the resilience of the underlying IT infrastructure.

As a result, no quantitative estimation of impacts or financial modelling of risk materialisation was performed.

Scope of the analysis – assets and operations

The analysis covered the Group's asset base, in particular:

- office locations;
- IT infrastructure, including data centres;
- use of cloud services.

At the same time, due to the uniform nature of the Group's operations, the results were aggregated at the operational level, with geographical location as the primary factor differentiating exposure levels. The analysis was not conducted at the level of individual technical assets.

The identified climate risks have been incorporated into the Group's enterprise risk management framework for qualitative identification and monitoring. At the current stage, in line with the transitional reliefs provided for under Appendix C to ESRS 1, these risks are not subject to quantitative financial impact assessment.

Impact on strategy, investment decisions and budgeting

The results of the climate risk analysis:

- did not necessitate changes to the Group's core business model;

- are used as a supporting factor in operational and investment decision-making, particularly in relation to the selection of office locations, office space standards and IT infrastructure providers;
- are indirectly reflected in budget planning, mainly through potential impact on the costs of energy, office maintenance and business continuity.

The analysis has not been used for long-term financial modelling, which is consistent with the current maturity level of the Group's approach to climate risk management.

Conclusions of the resilience analysis

The results of the resilience analysis indicate that:

- the Group's operations demonstrate relatively high resilience to the direct physical impacts of climate change, as a result of the absence of manufacturing activities and geographical dispersion;
- key vulnerabilities pertain to the continuity of office and IT infrastructure operations in the case of extreme events (heatwaves, local flooding, power outages);
- identified physical risks do not threaten the stability of the Group's business model, but may affect operational efficiency and cost levels.

The results of the scenario analysis were used to:

- identify locations particularly exposed to specific climate hazards;
- plan adaptive and management measures (including business continuity plans, office selection criteria and the choice of high-security data centres);
- strengthen the integration of climate risks into the risk management framework.

The Group has not formally adopted a low-carbon transition plan within the meaning of 'ESRS E1-1 – Climate change'. Accordingly, the scenario analysis was not used to model decarbonisation pathways or energy transition of the Group.

The actions taken are operational and incremental in nature, rather than constituting a strategic transition plan, and include in particular:

- tracking of electricity consumption;
- gradual improvement of energy efficiency in offices;
- selection of IT infrastructure and data centre providers meeting high security standards;
- awareness-raising and educational initiatives for employees;
- reduction of Scope 1 and Scope 2 greenhouse gas emissions.

The analysis indicates that the Group's digital business model is highly resilient to direct physical climate risks, while at the same time being materially exposed to transition risks. A key resilience factor is the Group's ability to flexibly adapt its operating models, select appropriate suppliers and implement lower-carbon technological solutions.

The Group supports the objectives of the Paris Agreement, including the pursuit of climate neutrality by 2050, and has defined targets and actions aimed at reducing Scope 1 and Scope 2 greenhouse gas emissions.

The Group also assessed the sensitivity of its assets to identified climate-related risks as part of the 2025 climate risk analysis. This assessment was a qualitative and scenario-based exercise, aligned with the Group's business profile, which is primarily based on office work and IT infrastructure.

Particularly vulnerable assets and activities

The following were identified as particularly sensitive to physical risks:

- the Group's office locations, where the concentration of employees makes them vulnerable to phenomena such as heatwaves, heavy precipitation, local flooding and power outages;
- IT infrastructure, in particular data centres and cloud services, the continuity of which is critical for the delivery of the Group's services.

The sensitivity of assets was evaluated with reference to their criticality for maintaining business continuity and potential impact of climate-related events on the availability of office space and IT systems.

Segmentation of assets by exposure level

No formal segmentation of assets by exposure level was made. Instead, a location-based approach was applied, with geography considered as the primary determinant of exposure to physical risks. This approach is consistent with the homogeneous nature of the Group's assets and the absence of significant technological variations within the asset base.

Determination of asset exposure

The level of asset exposure was determined through:

- analysis of office and data centre locations;
- identification of climate hazards specific to each location, based on climate scenarios and hazard maps;
- assessment of the potential magnitude of impacts on the Group's operations (e.g. impacts on working conditions, office availability, and IT system continuity);
- consideration of a time horizon extending to 2050, covering short-, medium- and long-term perspectives.

The likelihood of hazard occurrence was assessed descriptively, based on scenario projections and climate trends for each location. No quantitative estimation of the likelihood or financial loss modelling was performed.

The Group analysed its operations and business strategy to identify actual and potential sources of greenhouse gas emissions. As a result, only actual emission sources associated with ongoing operational activities were identified.

In line with the Group's current business strategy, no changes to the business model are planned that would lead to new or additional potential sources of greenhouse gas emissions. Accordingly, no evidence of material future changes in the Group's emissions profile was identified. As part of the double materiality assessment, climate change was identified as the only material environmental impact.

In selecting climate scenarios, the Group applied the principle of alignment with its business profile. The purpose of the analysis was not to predict the most likely climate change trajectory, but to identify risks that could have the most significant impact on the Group's business continuity.

From the business perspective, the most adverse climate scenario (RCP 8.5) was assumed. This approach enabled an assessment of the resilience of the Group's assets and operations under conditions of increased intensity and frequency of extreme events.

The scenario selection process took into account:

- current and anticipated national and EU climate and energy transition regulations, particularly in the context of transition risks;
- the direction of EU climate policies, which may affect energy costs and the regulatory environment in which the Group operates;
- available scientific projections and climate hazard maps pertaining to locations where the Group operates or relies on IT infrastructure.

The selected scenario and underlying assumptions were qualitative and scenario-based, and aligned with the nature of the Group's operations, which are primarily based on office work and IT infrastructure. The analysis did not include quantitative macroeconomic modelling or financial impact valuation.

This approach ensures consistency with the ESRS requirements, in particular ESRS E1 AR 13, allowing the Group to transparently disclose the assumptions and limitations of the analysis.

A climate risk analysis incorporating the 1.5°C global warming scenario is not considered meaningful, as this threshold has already been exceeded multiple times in the short term, with long-term averages also inevitably set to breach it. 2024 was the first year in which the global average temperature exceeded the 1.5°C mark referenced in the Paris Agreement.

The climate scenario applied in the analysis was used solely for the purpose of identifying and qualitatively assessing climate risks and the resilience of the Group's operations. It was not used for financial performance forecasting or asset valuation.

E1-1 Transition plan for climate change mitigation

The Group does not currently plan to define a long-term transition plan for climate change mitigation extending to 2050. Instead, its pathway towards climate neutrality is developed over shorter time horizons, aligned with the Group's existing sustainable development strategy. This approach reflects the rapidly unfolding changes and significant challenges associated with reliably forecasting the development of HR technologies and their impact on the Group's operations over a long-term horizon up to 2050. The adoption of shorter planning cycles provides the Group with greater strategic flexibility and allows it to promptly adapt its actions to evolving market and technological conditions. At the same time, the Group supports the objectives of the Paris Agreement, including the pursuit of climate neutrality by 2050, and has defined aligned targets and actions aimed at reducing Scope 1 and Scope 2 GHG emissions.

E1-2 Policies related to climate change mitigation and adaptation

In 2025, the Group developed an Environmental and Climate Policy, seen as a key element of the implementation of its sustainable development strategy in the environmental area. The Policy has been adopted across all Group companies, with the exception of Kadromierz, where its adoption is planned for the first half of 2026. The document establishes a consistent framework for managing environmental impacts and climate-related actions across the Group. Its objective is to ensure a uniform approach to environmental matters and create a structure facilitating effective response to climate challenges over both the short and long term.

The Policy sets out the Group's commitments to reducing greenhouse gas emissions, improving energy efficiency, limiting pollution, and enhancing organisational resilience to climate risks. Its purpose is to ensure that the Group's operations are conducted responsibly, in alignment with the principles of a low-carbon economy, while supporting long-term value creation for stakeholders. The Policy supports the achievement of the Group's environmental and climate-related sustainability objectives.

The Environmental and Climate Policy applies to all Group companies engaged in operational activities, covering all their processes. Its scope encompasses both the Group's direct activities and selected elements of its value chain. The Group has committed, among other things, to:

- decarbonising its operations, including the reduction of Scope 1 and Scope 2 emissions, through measures such as fleet modernisation and increasing the share of renewable energy in its consumption mix;
- implementing supplier evaluation standards that take into account decarbonisation targets and the carbon footprint of products and services;
- managing climate-related risks;
- striving to improve energy efficiency, particularly in IT infrastructure, office operations and fleet management;
- building environmental awareness among its employees, non-employee staff and business partners, and fostering cooperation for environmental and climate protection;

- ensuring compliance with environmental regulations and taking action to prevent pollution;
- monitoring the environmental performance and regularly reporting on progress.

These activities cover areas where the Group has direct or indirect environmental impacts, including energy consumption, greenhouse gas emissions, fleet management, procurement strategy and supplier engagement. Within the value chain, a key role is played by the process of evaluating suppliers against climate and environmental criteria, as well as collaboration to promote sustainable practices.

The Company's Management Board has declared support for the Environmental and Climate Policy, ensuring the allocation of appropriate resources to achieve its objectives. Management teams across the Group companies are responsible for operationalising the Policy and incorporating its principles into strategic decision-making.

The Environmental and Climate Policy is available to all employees and non-employee personnel, and is publicly accessible on the Group's website: <https://ir.grupapracuj.pl/pl/zrownowazony-rozwoj>. The Group has also committed to the annual publication of sustainability statements, disclosing progress in the delivery of environmental objectives and climate-related actions arising from the Policy. The process ensures transparency and enables stakeholders to assess the effectiveness of the Group's sustainability efforts.

E1-3 Actions and resources in relation to climate change policies

Climate-related actions form an integral part of the Group's sustainable development strategy, with one of the key strategic pillars – 'We care about the planet' – focusing on the systematic reduction of the carbon footprint by increasing the share of renewable energy in the overall consumption mix, cooperation with suppliers to support a sustainable value chain, and improving energy efficiency. The strategy encompasses a range of short-, medium- and long-term actions and sets the ambition of achieving climate neutrality by 2050.

Implementing its sustainable development strategy in 2025, the Group undertook the following actions in relation to climate change mitigation:

- developed a decarbonisation plan for Scope 1 and Scope 2 emissions up to 2030, as described in disclosure E1-4 of this Statement;
- carried out a climate risk assessment using climate scenarios;
- implemented supplier evaluation standards covering, among other criteria, assessment of the carbon footprint of products and services provided, and evaluation of compliance with environmental and climate requirements;
- adopted standards pertaining to energy consumption, in particular through the selection of energy-efficient IT equipment and the application of energy-related criteria in procurement processes;
- carried out initiatives aimed at raising environmental awareness among employees and non-employee personnel.

The implementation of actions envisaged by the sustainable development strategy and the Environmental and Climate Policy is supported by the Management Board and the management teams of Group companies. The Policy applies to all employees and non-employees working for the Group.

Future plans for climate action

The Group's climate plans comprise a set of initiatives integrating the objectives of the Environmental and Climate Policy with the goals of the sustainable development strategy across short-, medium- and long-term horizons. These plans are intended to support the development of a resilient, low-emission and sustainable organisation, capable of addressing climate challenges and meeting European reporting standards.

This approach reflects the Group's strategic priorities of reducing its carbon footprint, strengthening organisational resilience to climate change, and building a sustainable value chain. Based on its existing policies and strategies, the Group plans to implement the following key actions:

- systematic reduction of Scope 1 and Scope 2 GHG emissions, including through gradual electrification of the vehicle fleet, improving energy efficiency (e.g. applying environmental standards in leasing new office space and incorporating energy efficiency criteria into procurement for IT equipment and infrastructure), as well as achieving 100% renewable electricity in the consumption mix by 2030;
- enhancing the quality and accuracy of Scope 3 emissions calculations by progressively replacing secondary data (based on scientific databases) with primary emissions data obtained directly from suppliers and business partners;
- expanding cooperation with suppliers and strengthening a sustainable value chain by gradually increasing the proportion of suppliers evaluated through the Supplier Due Diligence process;
- reviewing climate policies and targets, including annual reviews of the Environmental and Climate Policy, updates to emissions reduction targets, monitoring of performance against the sustainable development strategy, and publication of annual sustainability statements.

E1-4 Targets related to climate change mitigation and adaptation

In 2025, the Group developed a decarbonisation pathway whereby it intends to achieve a 42% reduction in Scope 1 and Scope 2 greenhouse gas emissions by 2030 compared with 2024 (taken as the base year). The emissions reduction target has been defined on a net basis, meaning that it would be achieved both through direct emission reductions and measures supporting emissions balancing, such as the use of certified emission reduction units (ERUs). The scope and role of each mechanism will be monitored and reported in a transparent manner. The Group's reduction target is aligned with state-of-the-art scientific knowledge on decarbonisation and has been calculated in accordance with the standards of the Science Based Targets initiative (SBTi).

Emissions reported by the Group are not subject to regulated emissions trading schemes. The calculations were performed using the market-based method in line with the GHG Protocol. The Group monitors the effectiveness of its actions through:

- automated data collection, enabling regular tracking of energy consumption;
- reporting of performance and progress in emissions reduction in line with the GHG Protocol and annual disclosure of greenhouse gas emissions in sustainability statements;
- optimisation and adjustment of operational processes based on analysis of collected data.

Target	Base year	2030
Greenhouse gas emissions (tCO _{2eq})	756.0 (tCO _{2eq})	438.5 (tCO _{2eq})

E1-5 Energy consumption and mix

The Group's total energy consumption (including electricity, heat and cooling) in 2025 amounted to 2,649.4 MWh, of which 2,273.4 MWh (85.8%) was derived from fossil fuel sources, and 376.0 MWh (14.2%) came from renewable sources. Purchased electricity and heat accounted for the majority of total energy consumed, with the remaining portion attributable to fuels.

Compared with 2024, total energy consumption decreased by 0.6%. At the same time, a significant shift in the energy mix was recorded – consumption of energy from fossil sources fell by 6.9%, while consumption of energy from renewable sources increased by 67.3%. As a result, the share of renewable energy in the total consumption increased by 5.8pp year on year. This change was driven by an increased share of electricity sourced from renewables, based on renewable energy certificates (guarantees of origin). The Group does not use energy from nuclear sources and does not generate renewable energy internally.

The Group's total energy consumption by key source

Energy consumption and mix	2025	2024	Y/y change
Fuel consumption from coal and coal products (MWh)	0	0	-
Fuel consumption from crude oil and petroleum products (MWh)	1,171.2	1,162.8	0.7%
Fuel consumption from natural gas (MWh)	31.3	74.5	58%
Fuel consumption from other fossil sources (MWh)	0	0	-
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	1,070.9	1,203.5	(11.0%)
Total fossil energy consumption (MWh)	2,273.4	2,440.8	(6.9%)
Share of non-renewable sources in total energy consumption (%)	85.8	91.6	(5.8pp)
Consumption from nuclear sources (MWh)	0	0	-
Share of nuclear sources in total energy consumption (%)	0	0	-
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	0	0	-
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	376.0	224.8	67.3%
The consumption of self-generated non-fuel renewable energy (MWh)	0	0	-
Total energy consumption from renewable sources (MWh)	376.0	224.8	67.3%
Share of renewable sources in total energy consumption (%)	14.2	8.4	5.8pp
Total energy consumption (MWh)	2,649.4	2,665.5	(0.6%)

E1-6 Gross Scopes 1, 2, 3 and total GHG emissions

Introduction

Greenhouse gas emissions were calculated in accordance with the Greenhouse Gas (GHG) Protocol, set out in:

- The GHG Protocol Corporate Accounting and Reporting Standards.
- GHG Protocol Scope 2 Guidance.
- Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Greenhouse gas emissions (GHG emissions) were calculated taking into account all three scopes, including ten Scope 3 categories, as identified by the GHG Protocol, applicable to the Group.

The scopes of reported emissions included:

- Scope 1 – direct emissions from facilities used by the Group, i.e. from fuel combustion in vehicles and buildings, as well as emissions from refrigerant leaks;
- Scope 2 – indirect emissions generated by the Group's purchased electricity and heat;
- Scope 3 – indirect emissions from activities along the value chain (both downstream and upstream).

For Scope 3, greenhouse gas emissions were calculated within the following categories:

- Category 1 – Purchase of goods and services;
- Category 2 – Capital goods;
- Category 3 – Fuel- and energy-related emissions not included in Scope 1 and Scope 2;
- Category 4 – Upstream transportation and distribution;
- Category 5 – Waste generated in operations;
- Category 6 – Business travel;
- Category 7 – Employee commuting;
- Category 11 – Use of sold products;
- Category 13 – Downstream leased assets;
- Category 15 – Investments.

The emission sources for the respective categories are detailed in the table below.

For the following Scope 3 categories, greenhouse gas emissions were not calculated:

- Category 8 – Upstream leased assets;
- Category 9 – Downstream transportation and distribution;
- Category 10 – Processing of sold products;
- Category 12 – End-of-life treatment of sold products;
- Category 14 – Franchises;

Detailed explanation of why the above categories were not included in the calculation of Scope 3 greenhouse gas emissions is provided in the table below.

Biogenic CO_{2eq} emissions from the combustion of fuels containing biocomponents were also identified. The volume of biogenic emissions was calculated by multiplying fuel consumption (gasoline and diesel oil) by an appropriate factor from the DEFRA database. These emissions are reported as out of scope emissions.

The calculation covers all greenhouse gases converted into standard carbon dioxide equivalent (CO_{2eq}).

The base year for the Group's emissions was 2024, i.e. the period when greenhouse gas emissions, taking into account all three scopes, were calculated for the first time.

The overall analysis of Scope 2 greenhouse gas emissions was conducted using the market-based method.

Operational boundaries

The analysis was performed for companies of the Grupa Pracuj S.A. Group. Results were consolidated based on operational control at the Group level, thereby accounting for 100% of emissions originating from the analysed locations.

Calculation methodology, sources of data and emission factors

Emission calculation methodology

Emission source	Calculation method	Source of input data	Source of emission factors
Scope 1			
Fuels and refrigerants used in Group-owned buildings and vehicles	Average-data	Invoices (consumption of emission sources in relevant units)	(1)
Scope 2			
Scope 2 – market-based			
Electricity and heat used in the Group's buildings	Market-based for electricity and average-data for heat	Invoices (consumption of emission sources in relevant units)	(1), (2), (3), Guarantee of origin for wind energy
Scope 2 – location-based			
Electricity and heat used in the Group's buildings	Location-based for electricity and average-data for heat	Invoices (consumption of emission sources in relevant units)	(2), (4), (5)
Scope 3			
Scope 3, Category 1 – Purchased goods and services			
Purchased printer paper	Average-data	Invoices (purchase of goods)	(1)
Purchased mains water	Average-data	Invoices (consumption of emission sources in relevant units)	(1)
Purchased cloud services	Supplier-specific	Reports from supplier systems	Directly from suppliers
Other purchased goods and services which are non-measurable or for which there are no reliable emission factors	Spend-based	OpEx statement	(6)
Scope 3, Category 2 – Capital goods			
Purchased capital goods	Average-data	List of purchased IT equipment/CapEx statement	(6)
Purchased capital goods	Supplier-specific	List of purchased IT equipment	Directly from suppliers
Purchased capital goods	Spend-based	CapEx statement	(6)
Scope 3, Category 3 – Fuel- and energy-related emissions not included in Scope 1 and Scope 2			
WTT emissions – emissions from the production, transportation and distribution of the purchased fuels and energy used in own buildings and vehicles	Average-data	Same as for data used in the case of Scope 1 and Scope 2 emissions	(1), (5)
Scope 3, Category 4 – Upstream transportation and distribution			
Purchased courier and postal services	Supplier-specific	Parcel and letter dispatch database	Directly from suppliers
Purchased courier and postal services	Distance-based	Database: place dispatch and reception, parcel weight	(1)
Purchased courier and postal services	Spend-based	OpEx statement	(6)
Scope 3, Category 5 – Waste generated in operations			
Waste associated with business operations – waste electrical and electronic equipment	Average-data	Waste Database	(8)
Municipal waste	Average-data	Extrapolation of the amount of municipal waste generated	(8), (12)
Municipal wastewater	Average-data	Extraction of the amount of wastewater discharged	(1)

Scope 3, Category 6 – Business travel

Transport and hotel stay at the final destination	Average-data	Business travel database (means of transport, distances, nights spent at accommodation establishments in countries travelled to)	(1), (13)
Transport	Supplier-specific	Reports from supplier systems	-

Scope 3, Category 7 – Employee commuting

Transport of the Group's employees to the workplace	Average-data with extrapolation	Employee survey (means of transport, distances, days of office-based work)	(1), (5), (9), (11), (14)
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Scope 3, Category 8 – Upstream leased assets

Emissions included in Scope 1 and Scope 2

Scope 3, Category 9 – Downstream transportation and distribution

The Group is not engaged in any downstream value chain transportation and distribution activities.

Scope 3, Category 10 – Processing of sold products

The Group sells only digital products.

Scope 3, Category 11 – Use of sold products

End-user internet data transfer	Average-data	Internal reports on internet data transfer (data transfer/hours, consumption of electricity)	(7)
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Scope 3, Category 12 – End-of-life treatment of sold products

The Group sells only digital products.

Scope 3, Category 13 – Downstream leased assets

Consumption of electricity and heat, and floor area of space leased	Average-data	Invoices/lease contract (office space, electricity, heat)	(5), (3), (10)
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Scope 3, Category 14 – Franchises

The Group is not engaged in any franchise activities.

Scope 3, Category 15 – Investments

Investments	Spend-based	Investee's net revenue	(6)
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(1) <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2025>

(2) https://www.aib-net.org/sites/default/files/assets/eecs/Residual%20Mix/2024_Final%20_Residual%20mix%20calculation%20results_11082025.pdf

(3) <https://www.ure.gov.pl/pl/urzad/informacje-ogolne/aktualnosci/12935,Prezes-URE-publikuje-raport-Energetyka-ciepna-w-liczbach-za-2024-r.html>

(4) <https://ourworldindata.org/grapher/co2-per-unit-energy?tab=chart&country=~UKR>

(5) <https://www.kobize.pl/pl/fileCategory/id/28/wskazniki-emisyjnosci>

(6) Exiobase 3.4.

(7) Ecoinvent 3.11.

(8) EPA – Mixed Electronics, Statistics Poland – Environmental protection 2023

(9) 'E-Scooter. Maximising the benefits of e-scooter deployment in cities', August 2020. Prepared by: Climate-KIC

(10) CIBSE Type 3 AC Office Standard (<https://www.cibse.org/knowledge-research/knowledge-portal/guide-b3-air-conditioning-and-refrigeration-2016-pdf>)

(11) 2023 Government Greenhouse Gas Conversion Factors for Company Reporting Methodology Paper for Conversion Factors Final Report <https://assets.publishing.service.gov.uk/media/647f50dd103ca60013039a8a/2023-ghg-cf-methodology-paper.pdf>

(12) Statistics Poland – Environmental protection 2023

(13) <https://www.hotelfootprints.org> for accommodation

(14) <https://ourworldindata.org/grapher/carbon-intensity-electricity?tab=table> za 2024

In 2025, the Group's total carbon footprint, calculated using the market-based (MB) approach, was 9,089.7 (tCO_{2eq}), lower than in the previous year. The emissions structure remained broadly unchanged, with Scope 3 accounting for the largest share (92.7%), while Scope 1 and Scope 2 represented 3.0% and 4.3% of total emissions, respectively.

Scope 1 and Scope 2 greenhouse gas emissions totalled 791.7 (tCO_{2eq}) under the location-based (LB) method and 666.8 (tCO_{2eq}) under the market-based (MB) method, reflecting a 17% year-on-year reduction in Scope 2 (MB) emissions. This decrease was primarily driven by a higher share of electricity sourced from renewables.

The main source of emissions within these scopes remained fuel consumption (40.6%), followed by heating (35.3%) and electricity (24.1%).

Scope 3 emissions totalled 8,423.9 (tCO_{2eq}), accounting for 92.7% of total emissions and remaining the predominant contributor to the Group's carbon footprint, consistent with 2024. The most significant source of Scope 3 emissions was Category 1 – Purchased goods and services, essential for the conduct of the Group's operations, accounting for 62.1% of all Scope 3 emissions. The remaining sources represented 37.9%.

Gross Scopes 1, 2, 3 and total GHG emissions in 2025

Emission source	2025	2024	Y/y change
Scope 1 GHG emissions (tCO_{2eq})			
Gross Scope 1 GHG emissions	270.4	279.4	(3.2%)
Scope 1 GHG emissions from regulated emission trading schemes	0	0	-
Scope 2 GHG emissions (tCO_{2eq})			
Gross Scope 2 GHG emissions, location-based	521.3	504.6	3.3%
Gross Scope 2 GHG emissions, market-based	395.4	476.6	(17.0%)
Significant Scope 3 GHG emissions			
Total indirect (Scope 3) GHG emissions (tCO_{2eq})			
1. Purchase of goods and services	5,335.1	5,311.7	0.4%
2. Capital goods	414.3	658.3	(37.1%)
3. Fuel- and energy-related emissions not included in Category 1 and 2	145.1	163.8	(11.4%)
4. Upstream transportation and distribution	9.8	5.3	85.0%
5. Waste generated in operations	17.8	14.8	20.3%
6. Business travel	219.4	228.0	(3.8%)
7. Employee commuting	308.2	299.6	2.9%
8. Upstream leased assets	Emissions included in Scope 1 and Scope 2		
9. Downstream transportation and distribution	The Group is not engaged in any downstream value chain transportation and distribution activities.		
10. Processing of sold products	The Group sells only digital products.		
11. Use of sold products	259.2	266.5	(2.7%)
12. End-of-life treatment of sold products	The Group sells only digital products.		
13. Downstream leased assets	0.4	24.2	(98.3%)
14. Franchises	The Group is not engaged in any franchise activities.		
15. Investments	1,714.7	1,576.3	8.8%
Total GHG emissions			
Total GHG emissions, location-based (tCO _{2eq})	9,215.6	9,332.5	(1.3%)
Total GHG emissions, market-based (tCO _{2eq})	9,089.7	9,304.5	(2.3%)

GHG emission intensity per net revenue in 2025

GHG emission intensity per net revenue *	2025	2024	Y/y change
Total GHG emissions, location-based (tCO _{2eq})/(PLN million)	11.4	12.1	(5,8%)
Total GHG emissions, market-based (tCO _{2eq})/(PLN million)	11.2	12.1	(7,4%)

* To assess emission intensity, an intensity indicator relative to PLN 1 million of the Group's net revenue is used.

Biogenic emissions in 2025

Emission source	2025	2024	Y/y change
Gasoline – biogenic (tCO _{2eq})	15.0	15.1	-
Diesel oil – biogenic (tCO _{2eq})	1.4	1.4	-
Total (tCO_{2eq})	16.4	16.5	-

E1-7 GHG removals and GHG mitigation projects financed through carbon credits

In 2025, the Group did not implement any GHG removals and storage projects in its own operations or the upstream and downstream value chain.

E1-8 Internal carbon pricing

With reference to disclosures prescribed by paragraph 62 of ESRS E1-8, the Group does not apply internal carbon pricing schemes.

E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

The Group omits the disclosure requirements prescribed by this standard, as permitted by Appendix C to ESRS 1.

TAXONOMY

The process of testing compliance with the requirements of the EU Taxonomy

Classification of activities

The Company reviewed the Group's operations and verified the financial information on turnover, capital expenditures and expenses. After gathering additional information from persons involved in the operational aspects of processes and services, it identified the activity referred to in Section 8.1 of Regulation (EU) 2021/2139, i.e. data processing, hosting and related activities, which was further assessed.

The analysis of financial data was carried out at the level of each Group company, and each item was reviewed individually. As a result, data concerning capital expenditure, operating expenditure and turnover was taken into account only once.

The services falling under this category are aimed at providing customers with access to systems that facilitate the management of HR areas and processes through various modules and functionalities within these systems. Additionally, these services enable the integration and automation of the systems with external applications. The services are provided in the SaaS (Software-as-a-Service) model, i.e. a subscription-based software distribution model where the user is granted access to software run by the service provider in a cloud infrastructure. The software is used online and the process does not involve multiplication of the source code. Cloud services are provided to the Group by an external unrelated service provider. Within this context, a system is understood as software owned by the Company and/or Group entities. Revenue is generated from the moment a service becomes active. Additionally, if the service includes options for additional performances, revenue is also derived from these. The billing for these services is typically structured around a subscription model, where the customer is billed on a regular basis – most commonly monthly or annually.

Breakdown of turnover, capital expenditures and operating expenditures

At this stage, turnover, capital expenditures and operating expenditures have been allocated to the services provided by the Group companies. Given the form of service provision, the service provision process was disaggregated (in accordance with the rules set forth in Article 1.2.2.3 of Regulation (EU) 2021/2178) into two parts: (1) provision by the Group of subscription-based services for its customers involving access to recruitment management systems, from which the Group earns revenue, and (2) cloud services (data centres) provided to the Group by third-party service providers, enabling provision of services by the Group companies. Under International Financial Reporting Standards endorsed by the European Union, the data centres do not qualify as an asset of the Group.

Verification of whether the technical screening criteria are met

As the technical screening criteria for the type of activity in question (Section 8.1 of Regulation (EU) 2021/2139) refer explicitly to data centres, which have been 'separated' as a result of the disaggregation and, under the IFRS, are independent of the Group, the verification is the responsibility of the owner of the data centre providing cloud services.

The activity comprising the service of providing access to recruitment management system has been classified as Taxonomy-eligible because of the model in which it is provided, while the technical screening criteria apply to specific assets that are outside the Group's control. The above approach warrants classification of the Group's activities comprising provision of these services as EU Taxonomy-aligned.

Verification of compliance with the minimum safeguard

In accordance with the objectives of the European Green Deal, just energy transition must not come at the expense of people. Hence, as a mandatory element in the classification of activities under Article 18 of EU Regulation 2020/852, an obligation was introduced to verify compliance with the minimum safeguard requirements, i.e. the existence of due diligence procedures and the fulfilment of the 'do no significant harm' principle in four areas: Human rights, including workers' rights, Anti-corruption, Taxes, and Fair competition.

The verification process has confirmed:

- The existence of due diligence procedures in the area of human rights, in particular in the areas of workers' rights, anti-corruption, taxes and fair competition;
- The absence of any court cases in the areas of human rights, including labour rights, involving corruption, taxes or unfair competition, and thus the absence of final judgments concerning those areas either with regard to the Group or members of the Company's Management Board;
- The absence of any reports concerning Group companies to the National Contact Point of the OECD for Responsible Business Conduct (NCP OECD), which was confirmed through the verification of the reports database available on the NCP's website;
- No reports submitted to the Business and Human Rights Resource Centre (BHRRC) in relation to Group companies, as confirmed by verifying the database of reports on the BHRRC website.

The evaluation criterion used in the verification process was based on the guidelines contained in the Final Report on Minimum Safeguards prepared by the Platform On Sustainable Finance, and therefore the OECD Guidelines for Multinational Enterprises on responsible business conduct.

Reporting

As a result of the process described above, it has been confirmed that the selected activities and related financial transactions are compliant with the principles set forth in Regulation (EU) 2020/852 and, as a result, key performance indicators have been identified in accordance with the principles and the format specified in Regulation (EU) 2021/2178.

Accounting rules

The following accounting rules have been adopted for the purpose of determining turnover, capital expenditures and operating expenditures.

Turnover: based on the total consolidated revenue of the Group for 2025, as reported in the consolidated financial statements for the year ended 31 December 2025, in Note 2.2 'Revenue from contracts with customers'. The numerator is revenue from Taxonomy-eligible activity, that is revenue from the activity referred to in '8.1 Data processing, hosting and related activities', which includes revenue from the service of providing software and applications for comprehensive management of recruitment processes.

Capital expenditure (CapEx): based on the Group's capital expenditure, as reported in the consolidated financial statements for the year ended 31 December 2025, in Notes: 4.1 'Intangible assets' and 4.2 'Property, plant and equipment'. The numerator is that portion of CapEx that relates to the Taxonomy-eligible activity, including expenditures on ICT infrastructure and intangible assets related to software and application development.

Operating expenses (OpEx) are primarily comprised of non-capitalised research and development costs and all expenses necessary for the routine management and maintenance of the Group's assets, including, but not limited to: personnel costs of individuals responsible for the maintenance and repair of the Group's assets, expenses related to the repairs and refurbishments of buildings, vehicles, equipment, systems, and software, cleaning costs, and fire protection-related expenses. The numerator is that portion of OpEx that relates to the Taxonomy-eligible activity, including expenses related to maintenance of the ICT infrastructure, hosting services and non-capitalised research and development expenses.

Other information

The financial data received from individual Group companies was aggregated, and then exclusions and consolidation adjustments were made. The financial statements of all subsidiaries and associates were prepared for the same reporting periods, using consistent accounting policies. The consolidated financial statements for the year ended 31 December 2025 were prepared in accordance with the International Financial Reporting Standards endorsed by the European Union.

The reporting period applied in these disclosures is the 12 months from 1 January to 31 December 2025. Key performance indicators are presented at the Group level.

The Group is not involved in any way in the activities referred to in Sections 4.26-4.31 of Annexes I and II to Regulation (EU) 2021/2139 (activities related to the generation of energy through nuclear processes and energy production from gaseous fossil fuels).

Percentage of turnover derived from products or services related to Taxonomy-aligned activities – disclosure for 2025

Economic activity (1)	Code or codes (2)	Turnover (3)	Proportion of turnover, year 2025 (4)	Substantial contribution criteria						DNSH ('does no significant harm') criteria						Minimum safeguards (17)	Proportion of Taxonomy-aligned Turnover, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
		PLN thousand	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES																			
A.1 Types of environmentally sustainable activities (Taxonomy-aligned)																			
Turnover from environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
Data processing, hosting and related activities		CCM 8.1	167.378	20.6%	0.0%	0.0%	0.0%	0.0%	0.0%								T	19.0%	
Turnover from Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		167.378	20.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								19.0%		
Total (A.1 + A.2)		167.378	20.6%																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover from Taxonomy non-eligible economic activities (B)		643.854	79.4%																
Total (A+B)		811.232	100.0%																
		Proportion of turnover / Total turnover																	
		Taxonomy-aligned per objective	Taxonomy-eligible per objective																
	CCM	0.0%	20.6%																
	CCA	0.0%	0.0%																
	WTR	0.0%	0.0%																
	CE	0.0%	0.0%																
	PPC	0.0%	0.0%																
	BIO	0.0%	0.0%																

Percentage of capital expenditure on products or services related to Taxonomy-aligned activities – disclosure for 2025

Economic activity (1)	Code or codes (2)	CapEx (3)	Proportion of CapEx, year 2025 (4)	Substantial contribution criteria						DNSH ('does no significant harm') criteria						Minimum safeguards (17)	Proportion of Taxonomy-aligned CapEx, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
		PLN thousand	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES																			
A.1 Types of environmentally sustainable activities (Taxonomy-aligned)																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
Data processing, hosting and related activities		CCM 8.1	6.748	13.0%	0.0%	0.0%	0.0%	0.0%	0.0%							T	13.7%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		6.748	13.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								13.7%		
Total (A.1 + A.2)		6.748	13.0%																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities (B)		45.058	87.0%																
Total (A+B)		51.804	100.0%																
		Proportion of CapEx/ Total CapEx																	
		Taxonomy-aligned per objective	Taxonomy-eligible per objective																
	CCM	0.0%	13.0%																
	CCA	0.0%	0.0%																
	WTR	0.0%	0.0%																
	CE	0.0%	0.0%																
	PPC	0.0%	0.0%																
	BIO	0.0%	0.0%																

Percentage of operating expenditure on products or services related to Taxonomy-aligned activities – disclosure for 2025

Economic activity (1)	Code or codes (2)	OpEx (3)	Proportion of OpEx, year 2025 (4)	Substantial contribution criteria						DNSH ('does no significant harm') criteria						Minimum safeguards (17)	Proportion of Taxonomy-aligned OpEx, year 2024 (18)	Category enabling activity (19)	Category transitional activity (20)
				Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity (16)				
		PLN thousand	%	%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ECONOMIC ACTIVITIES																			
A.1 Types of environmentally sustainable activities (Taxonomy-aligned)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0.000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned)																			
Data processing; hosting and related activities		CCM 8.1	22.217	21.1%	0.0%	0.0%	0.0%	0.0%	0.0%							T	28.7%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		22.217	21.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%								28.7%		
Total (A.1 + A.2)		22.217	21.1%																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities (B)		83.113	78.9%																
Total (A+B)		105.330	100.0%																
		Proportion of OpEx / Total OpEx																	
		Taxonomy-aligned per objective	Taxonomy-eligible per objective																
	CCM	0.0%	21.1%																
	CCA	0.0%	0.0%																
	WTR	0.0%	0.0%																
	CE	0.0%	0.0%																
	PPC	0.0%	0.0%																
	BIO	0.0%	0.0%																
Nuclear energy related activities																			
1. The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.																		NO	
2. The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.																		NO	
3. The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.																		NO	
Fossil gas related activities																			
1. The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.																		NO	
2. The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.																		NO	
3. The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.																		NO	

SOCIAL INFORMATION

ESRS S1 Own workforce

Definitions of terms, as used in this section:

Own workforce includes both people who are in an employment relationship with the Group ("**employees**") and people supplying labour to the Group under other arrangements ("**non-employees**"). The latter group comprises sole traders ("self-employed people"), individuals with service provision contracts with the Group, and personnel provided by external undertakings primarily engaged in employment activities.

All individuals in the Group's own workforce, including both employees and non-employees, are defined using gender-neutral language. Therefore, for the sake of simplification and to ensure clarity, this Statement uses neutral collective terms such as "employees" or "workers", without gender differentiation in the grammatical forms used.

SBM-2 Interests and views of stakeholders

The Group's workforce constitutes its key asset and a cornerstone of its sustained growth. Accordingly, the Group is deeply committed to cultivating an organisational culture anchored in respect for human dignity, equality, and fundamental rights. This culture is defined by the pursuit of ambitious yet achievable goals, direct communication, and a commitment to empowering employees to grow and thrive in an atmosphere of mutual respect. The Group fosters an engaging work environment, with a particular focus on inclusive and appreciative leadership, a collaborative atmosphere and professional development opportunities provided in the spirit of fairness and equity. This approach is embedded in the Group's strategy and business model, which recognise responsible human capital management as a fundamental driver of the organisation's long-term success.

Operating in line with the highest ethical standards, the Group integrates respect for human rights across all aspects of its operations. The protection of fundamental rights and individual freedoms is not only a moral imperative but also a strategic enabler that underpins the Group's responsible and lasting relationships with its employees, customers, business partners, and other stakeholders.

The Group's human rights commitments are codified in internal policies and procedures, including the Grupa Pracuj Code of Ethics (the "Code of Ethics"), the Grupa Pracuj Diversity Policy (the "Diversity Policy"), and the Grupa Pracuj Non-Discrimination and Anti-Bullying Policy ("the Non-Discrimination and Anti-Bullying Policy"). The Group maintains a zero-tolerance approach to all forms of forced labour, child labour, exclusion, and unequal treatment. It actively promotes diversity and pay equity while ensuring a safe, inclusive, and empowering workplace.

Respect for human rights directly shapes the Group's strategy and business model by its:

- striving to ensure fair and ethical labour practices along the entire value chain;
- engaging exclusively with suppliers and business partners who demonstrate a commitment to human rights;
- embedding diversity and social inclusion across internal operations and services delivered by the Group;
- implementing mechanisms to monitor, report, and address human rights violations and other irregularities.

The Group actively encourages employee voice and participation by providing accessible channels for submitting feedback, suggestions, and initiatives related to working conditions and organisational practices. For detailed information on these channels, see section 'ESRS G1 – Business conduct' of this Statement.

At Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., workforce interests are represented by elected employee representatives. They are chosen through general elections held annually. Every meeting involving employee representatives is formally recorded in minutes, ensuring transparency and the continuity of social dialogue. In 2025, consultations with employee representatives primarily concerned amendments to the internal regulations of the Company Social Benefits Fund. In addition, employee representatives participated in the activities of the OHS Committee. At the other Group companies, employees are encouraged to submit their feedback, concerns and

suggestions through generally available communication channels. This arrangement fosters open communication, reinforces a dialogue-based and participatory organisational culture, and enables the effective resolution of ongoing issues.

An additional form of structured dialogue within the Company, aimed at promoting occupational health and safety, is the OHS Committee, serving as a key platform for collaboration between employees and management, enabling joint efforts to identify and implement solutions related to workplace safety and health.

In 2025, the Committee addressed a range of significant topics concerning occupational health and safety, including employee health protection. For instance, its discussions covered matters related to occupational health assessments, including the most common employee health issues, changes in job assignments resulting in the need to obtain additional qualifications (e.g. driving licences), as well as changes in working conditions and the presence of hazardous factors. The Committee also reviewed topics associated with remote and hybrid work, in particular the most frequently reported organisational, ergonomic and health-related issues. An important area of discussions concerned risks arising during business travel, including rules for reporting changes, obtaining managerial approvals and employee responsibilities in this regard. The Committee also addressed the arrangements for health and safety training and medical examinations both upon hiring a new employee and following a change in job position. Attention was given to the procedures for employee reporting of workplace incidents and follow-up processes, including definitions of work-related accidents, accidents treated as equivalent, and accidents occurring during commuting. The Committee also analysed the impact of stress, fatigue and other psychological factors on workplace safety, as well as measures supporting the mental health of employees. Discussions further covered the planning and implementation of crisis management procedures for extraordinary emergencies such as fires or explosions. Additionally, disease prevention measures were addressed, including vaccinations against influenza, COVID-19 and other diseases, with reference to benefits available under the Medcover package as well as paid services. With a view to improving safety, attention was also given to safe driving practices during the autumn and winter period. The OHS Committee focused on the systematic improvement of working conditions, enhancing safety levels, and promoting a culture of health and responsibility within the organisation.

At softgarden, a dedicated OHS Committee has also been established to safeguard employee well-being. Its primary objective is to support initiatives that foster a safe and employee-friendly workplace. The Committee provides guidance on health protection, identifies potential risks, and advises on the implementation of best practices in workplace safety. Through meetings and collaboration with employees, the Committee actively contributes to problem-solving and proposes measures aimed at mitigating occupational risks and improving working conditions.

Its activities are closely aligned with the Group's broader strategy of creating a healthy and safe working environment for all workforce members. These efforts are pursued in parallel with the commitment to uphold the highest standards of legal compliance and alignment with best market practice.

Internal communication

Open and transparent communication is a cornerstone of the Group's organisational culture. Consequently, significant emphasis is placed on this area across all Group companies, with a special focus on two-way communication and feedback. The Group regularly hosts communication meetings with employees, where summaries of to-date performance and plans for future activities are presented.

Throughout the year, quarterly online meetings are held for all employees across the Group's international teams to review the performance and initiatives of each company. These meetings are a tool for getting across the Group's strategy and objectives to ensure they are widely understood, and for fostering a better understanding of the actions taken by other companies, facilitating knowledge exchange and collaboration. In addition, during these meetings, employees have the opportunity to address questions directly to members of the management teams from across the Group.

At the start of each calendar year, the Group holds a kick-off meeting open to all employees. For logistical reasons, this meeting is also conducted online to ensure broad participation and accessibility across locations.

Additionally, country-level regular meetings with management are held to provide employees with updates on ongoing operations, current projects, and organisational matters. These meetings also include opportunities for employees to raise questions.

Once a year, the Group organises a meeting in Poland, bringing together selected managers from all the Group entities. This event strengthens intercompany integration and facilitates the exchange of knowledge and experience across the organisation.

In 2025, a series of topic-specific international workshops were also held, designed to actively engage and motivate teams. These sessions focused on knowledge and experience sharing across the Group's international structure.

In line with the internal communication standards adopted across the Group, a variety of tools are used to ensure effective, two-way communication and to foster employee engagement, serving to regularly communicate up-to-date information concerning both individual entities and the entire Group.

Given that fostering an engaging work environment ranks among the top priorities for the Group, and insights gathered from employees contribute to ongoing improvement, an annual anonymous Work Environment Survey is conducted. The survey enables the Group to assess engagement at the team level, evaluate the impact of implemented changes on employees' day-to-day work, and identify areas still requiring attention. The survey findings frequently inform specific initiatives and actions across the organisation.

In the 2025 survey conducted in Poland, the employee participation rate reached 94.0%, having increased year on year. In Ukraine and Germany, the participation rates were 95.0% and 90.0%, respectively, with all countries recording higher participation than in the previous edition of the survey. The Group continues to achieve a high level of employee satisfaction: in 2025, the satisfaction index reached 76.9% in Poland, 79.8% in Ukraine, and 58.2% in Germany. In all locations, satisfaction levels improved compared with the 2024 results, confirming a positive trend and the success of the initiatives implemented by the Group.

As key stakeholders, the Group's employees also actively participated in the process to update the double materiality assessment. The findings from this process were used to identify material topics presented in this Statement.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Employees constitute a fundamental source of the Group's competitive advantage as a dynamic and innovative organisation. Access to highly qualified professionals, as well as the retention and development of talent, are critical enablers of the Group's growth.

Characteristics of the Group's own workforce

Workforce structure at the Group is based on job grades rather than specific categories. The majority of the personnel with employment contracts at Group companies are employed in the position of specialist – they account for 61.9% of the total head count. As at the end of 2025, specialists and experts represented 78.1% of the total head count, including 80.0% in Segment Poland, 72.4% in Segment Ukraine, and 78.5% in Segment Germany.

Own workforce structure in the segments by job grade in 2025

Job grade	Poland	Ukraine	Germany	Group
Assistant	1.1%	12.8%	0.0%	3.4%
Specialist	59.1%	55.5%	78.5%	61.9%
Expert	20.9%	16.9%	0.0%	16.2%
Manager	15.9%	11.5%	18.5%	15.4%
Director	3.0%	3.3%	3.0%	3.1%

Own workforce structure in the segments by job grade in 2024

Job grade	Poland	Ukraine	Germany	Group
Assistant	2.8%	17.5%	0.5%	5.7%
Specialist	61.4%	52.8%	80.2%	62.8%
Expert	17.4%	14.2%	0.5%	13.7%
Manager	15.3%	12.2%	15.7%	14.7%
Director	3.1%	3.3%	3.1%	3.1%

In 2025, the workforce structure remained stable, with no significant fluctuations. Accordingly, no material changes were recorded compared with 2024 in the own workforce structure by job grade across the Group.

Additionally, as at 31 December 2025, the Group's own workforce included 156 non-employees, mostly independent contractors engaged under B2B contracts. For their detailed characteristics, see section 'S1-7 Characteristics of non-employee workers in the undertaking's own workforce' of this Statement.

Impacts, risks and opportunities

The Group identifies and assesses impacts, risks and opportunities related to employee matters and working conditions, integrating them into its business model and its short-, medium-, and long-term objectives. Key activities in this area are regularly addressed during recurring meetings with employees, fostering ongoing dialogue and enabling the continuous collection of feedback. These impacts, risks and opportunities are described in detail in section 'ESRS 2 – General disclosures' of this Statement.

In the context of risk and opportunity management, the Group takes action to address potential risks and pursue opportunities arising from the rapidly evolving labour market and workforce expectations. These aspects are managed in a systematic manner, in alignment with the established standards of corporate governance, the Group's values, and the respect for human rights.

The table below provides a detailed overview of selected identified risks and opportunities, along with the relevant monitoring and management methods. All of them concern the Group's employees and may arise in its own operations.

Material risks/opportunities, risk or opportunity description, and management method

Risk/opportunity	Description	Management method
Working conditions – Secure employment/ Working time/ Adequate wages/ Equal treatment and opportunities for all/ Diversity/ Training and skills development		
Risk	Risk of increased employee turnover, reduced engagement, and limited availability or loss of qualified talent resulting from non-competitive or unequal employment conditions, including non-compliance with working time regulations or work-life balance principles, pay inequalities, and unequal access to development opportunities and diversity.	<p>Transparent employment system, ongoing contact with employees, extensive internal communication and employee development tools, career path support, dedicated thematic workshops for work environment surveys, work rules.</p> <p>Intergenerational development and mentoring programmes.</p> <p>Monitoring labour market demographics to respond to generational gaps.</p>
Opportunity	Opportunity to build a sustainable competitive advantage through the development of a highly skilled, loyal and diverse workforce, supported by equal pay and equal treatment, which facilitates access to a broader talent pool (with a higher share of women) and reduces employee turnover.	<p>Upskilling initiatives to enhance employee capabilities within current roles, improving efficiency and productivity in the performance of work-related tasks.</p> <p>Flexible working arrangements (remote, hybrid and on-site), tailored to employee and team needs while ensuring opportunities for collaboration and knowledge sharing.</p> <p>Flexible working hours and clear guidelines for communicating availability.</p> <p>Employment contracts remain the prevalent arrangement, ensuring a broad range of employee rights.</p> <p>Monitoring of market pay levels, clear rules for salary raises and target salary levels in relation to market benchmarks.</p> <p>Respect for diversity is one of the Group's core values and a foundational element of its organisational culture.</p> <p>The Code of Ethics, the Non-Discrimination and Anti-Bullying Policy, and the Diversity Policy define the Group's approach and actions in the area of diversity, equity, and inclusion (DEI).</p> <p>In Ukraine: a dedicated support programme for war veterans returning to work.</p> <p>In the annual workplace environment surveys conducted at each Group entity, diversity-related topics represent a key area under assessment. The survey findings are analysed and form the basis for planning targeted initiatives in specific areas.</p> <p>Clearly defined rules of access to training.</p> <p>Regular monitoring of individual employee progress and development.</p> <p>Open-access training sessions organised by Group entities; dedicated, individual development initiatives; proprietary managerial training programme.</p>
Secure employment		
Risk	Risk related to reduced job security, particularly in the Ukrainian operations, due to both operational uncertainty arising from geopolitical conditions and potential challenges related to the reintegration of employees returning to work after military mobilisation.	<p>Psychological support, ongoing contact with employees, extensive internal communication and employee development tools, career path support, flexible employment model.</p>
Opportunity	Opportunity related to the effective reintegration of veterans at the Ukrainian entity, supported by a dedicated reintegration and support programme, providing access to workforce in a market experiencing significant labour shortages.	<p>Dedicated support programme for war veterans returning to work. Access to psychological support. Ongoing contact with employees.</p>

S1-1 Policies related to own workforce

The Group applies consistent standards for the management of its own workforce, underpinned by a set of internal documents such as the Code of Ethics, policies, procedures, and rules designed to support the development, safety, and well-being of individuals performing work for the Group.

These activities are founded on the respect for human rights, in accordance with the principles set out in the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the conventions of the International Labour Organization (ILO).

At the Group companies, the following key internal documents govern matters related to the management of own workforce:

- Code of Ethics;
- Non-Discrimination and Anti-Bullying Policy;
- Diversity Policy;
- work rules;
- remuneration rules;
- Rules of the Company Social Benefits Fund at Grupa Pracuj S.A.;
- Rules of the cafeteria benefits system at eRecruitment Solutions sp. z o.o.;
- Personal Data Protection Policy;
- Whistleblowing Procedure under the Whistleblower Protection Act;
- Instructions for using the e-nform reporting system;
- recruitment policy;
- onboarding rules;
- offboarding rules;
- career development session rules.

Policies related to own workforce fall within the remit of the Management Boards of individual Group companies, while their implementation into actual practice is primarily the responsibility of their respective HR departments.

Code of Ethics

The Code of Ethics serves as a foundational compass for ethical conduct across the organisation. As a cornerstone of our corporate culture, it articulates the behaviours we expect, the standards we uphold, and the boundaries we do not cross. Binding on all members of the Group's community – regardless of their role, seniority, or function – the Code reflects our unwavering commitment to values-driven business practices.

Among other things, the Code commits us to:

- upholding human rights, including the strict prohibition of child labour, forced labour, human trafficking, and modern slavery;
- preventing all forms of discrimination, harassment, and workplace bullying;
- building a safe and supportive work environment;
- ensuring equal opportunities in recruitment, compensation, and career advancement;

- combating corruption and avoiding conflicts of interest;
- safeguarding data and maintaining information security;
- respecting the natural environment and the interests of local communities.

The Code of Ethics is readily accessible via our internal platforms, and all employees, non-employee personnel and members of management teams are required to acknowledge and adhere to its provisions.

For a comprehensive overview of the Code of Ethics, see section 'ESRS G1 – Business conduct' of this Statement.

Respect for human rights

At every stage of the employment lifecycle – from recruitment through to the conclusion of employment – the Group places a strong and consistent emphasis on upholding human rights. Every individual working for the Group is treated with dignity and in accordance with the principles of equality, irrespective of gender, age, race, sexual orientation, or other personal characteristics.

In particular, the Group is committed to:

- promoting balanced gender distribution across all levels of the organisation;
- ensuring the right to fair remuneration, including equal pay for work of equal value;
- respecting freedom of expression, the right to freedom of association, and the right to privacy;
- maintaining zero tolerance for any form of human rights violations.

The Group categorically rejects and does not tolerate:

- child labour;
- forced labour, human trafficking, and modern slavery;
- conduct that undermines human dignity;
- any and all forms of discrimination.

Expectations regarding the respect for human rights are also extended to the Group's stakeholders through the Code of Ethics in Business Relationships.

Remediation and reporting channels

The Group has established dedicated channels for reporting irregularities and cases of misconduct, which ensure anonymity and enable the reporting of human rights violations in a secure and confidential manner. A detailed description of these mechanisms is provided in section 'ESRS G1 – Business conduct' of this Statement.

In addition, at softgarden, the Corporate Policy serves as the key document outlining the principles and values that guide day-to-day operations at the local level. For employees, this document serves as a practical compass, supporting responsible conduct aligned with legal requirements and the company's core values, while fostering a positive working atmosphere based on equality, mutual respect, and workplace security.

Non-Discrimination and Anti-Bullying Policy

The Group companies have implemented the Non-Discrimination and Anti-Bullying Policy, designed to safeguard employees and other workers against bullying, discrimination (including sexual harassment), both in the workplace and in connection with the performance of work-related duties.

This Policy covers the following key areas:

- protection of affected individuals: provision of support and remedial measures for persons who have experienced bullying or discrimination;
- employer actions: implementation of procedures to prevent bullying and discrimination, including monitoring of the work environment, provision of training, and responding to reported incidents;
- employee obligations: obligation to refrain from any conduct that may constitute bullying or discrimination, and to report any observed misconduct;
- reporting procedures: enabling employees and workers in the value chain to confidentially report cases of misconduct through designated channels, such as HR business partners or dedicated reporting platforms.

The Policy applies equally to all employees, regardless of their position within the organisation.

Responsibility for the implementation of the Non-Discrimination and Anti-Bullying Policy lies with the Management Boards of the respective Group companies, who are obliged to ensure its effective application. For a comprehensive overview of the Non-Discrimination and Anti-Bullying Policy, see section 'ESRS G1 – Business conduct' of this Statement.

Work rules

At: Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o. and Robota International TOV formal work rules have been established to ensure operational clarity and consistency in the organisation of work. These internal frameworks serve as essential reference points in shaping a well-structured working environment, defining mutual rights and responsibilities of both the employer and employees. The work rules apply exclusively to employees (individuals with employment contracts), and do not cover professionals engaged under civil-law contracts, such as mandate or specific-task contracts. At other Group entities, the principles governing work organisation are set out directly in individual employment contracts.

Remuneration policy

At Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o. and Robota International TOV, formal remuneration rules have been implemented. These documents clearly define the principles of remuneration, as well as other work-related benefits and award rules. At the other Group entities, the remuneration policy is shaped by national legislation and aligned with prevailing market trends. The remuneration framework applies to employees working under employment contracts. In collaboration with an external partner, Grupa Pracuj S.A. undertook a job valuation process.

Furthermore, addressing employee needs and prioritising the transparency of internal procedures, a salary grid was developed. This grid assigns specific positions to corresponding salary levels. The purpose of these measures is twofold: to establish compensation that reflects the nature of the job, the employee's skills, knowledge and standing within the Company, and to prevent any gender-based salary disparities.

Annually, all entities within the Group perform salary level analyses against local market benchmarks to maintain their competitive position. The Group creates conditions that enable the attraction, retention, and motivation of individuals whose expertise and experience are critical to the Group's continued dynamic growth.

Occupational health and safety policies

The Group's business activities are not associated with work performed in hazardous conditions. Work duties are primarily carried out in office-based settings. Accordingly, the most relevant occupational risks at these workplaces include inadequate workstation ergonomics, prolonged sitting, work-related stress, task monotony, noise, and improper lighting. The Group makes every effort to ensure that working conditions are designed to eliminate all potential risks to the health and safety of its workforce.

A comprehensive Occupational Health and Safety (OHS) management system is in place across the Group, encompassing procedures, instructions, regulations, and internal standards. At Pracuj Group S.A. and eRecruitment

Solutions sp. z o.o., the fulfilment of OHS obligations is enhanced through the support of an external service provider. At the other Group companies, adherence to OHS principles is monitored by the management. All companies operate in accordance with the applicable OHS laws and regulations (including the Labour Code and other national legislation), as well as the internal provisions set down in the work rules. The Group's cooperation with an external partner specialising in occupational health and safety serves as an additional source of expertise, ensuring ongoing access to the latest best practices and developments in that field.

Protection of diversity and prevention of discrimination

The Group articulates its approach to non-discrimination, equal opportunities, and the promotion of diversity and social inclusion primarily through its Code of Ethics and Diversity Policy. These documents are rooted in the Group's shared value system, co-created by an international team comprising representatives from key business areas. Among these core values, respect for diversity

holds a central place. Equal access to employment, opportunities for professional growth, and advancement are guaranteed for all. The Group strives to foster an inclusive, supportive, and engaging work environment – one in which every employee feels safe, valued, and respected. Any manifestation of bullying or discrimination is strictly prohibited and will not be tolerated. All employees, non-employees, and business partners are entitled to fair and equitable treatment.

In 2025, the Group implemented its Diversity Policy, which sets standards for shaping organisational culture and building a work environment grounded in collaboration and respect for individual differences.

Grupa Pracuj S.A. is a signatory to the Diversity Charter, an initiative under the patronage of the European Commission. Joining the Diversity Charter represents a significant step towards embedding a culture of respect, openness, and inclusivity across the organisation.

In 2025, the Company participated in the Diversity IN Check, one of the most comprehensive tools in Poland for assessing organisational maturity in diversity and inclusion management. It provides an in-depth evaluation of employers' practices across areas such as strategy and leadership, HR policies and procedures, internal communication, anti-discrimination measures, equal opportunities, and the creation of a work environment supporting diverse employee groups. The survey was initiated and is run by the Responsible Business Forum, an organisation long engaged in the promotion of corporate social responsibility and sustainable business standards in Poland. Participation in Diversity IN Check requires the submission of concrete data, processes and practices implemented within the organisation, which are subsequently subject to thorough assessment by the organiser.

Based on the results, the Company was recognised as one of Poland's leading employers in the field of diversity and inclusion management. This distinction confirms its consistent pursuit of a strategy aimed at building an open, safe and supportive work environment, where diversity of experience, perspectives and competencies is acknowledged as meaningful value for the organisation and its stakeholders.

The Group is committed to establishing clear principles for the creation, implementation, and regular review of internal regulations, particularly in the area of workforce-related policies. All such policies are posted on the intranet, ensuring accessibility for every employee. In the case of selected regulations, tailored training materials and e-learning courses are developed to support understanding and compliance.

The rollout of key policies includes targeted internal communication efforts aimed at reaching the broadest possible employee audience, as well as system-based monitoring to track levels of engagement with and awareness of policy content.

The Group ensures that all key policies are easily accessible to every employee. At the largest Polish entities, an e-learning system has been implemented, based on which the Group is able to track employee engagement with policy documents. Line managers are additionally notified in the event of any delays in the completion of mandatory training or policy acknowledgements by their team members.

Diversity Policy

The Group has implemented a Diversity Policy as a formal commitment to fostering a work environment grounded in respect, equal treatment and inclusivity. The Policy is built on the principle of equal opportunities for all employees and job candidates, regardless of their gender, age, origin, religion, sexual orientation, or other personal characteristics. The document sets out clear guidelines for eliminating discrimination, promoting gender balance at all levels of the organisation, and cultivating a work environment founded on mutual respect, inclusion, and collaboration. It also outlines specific actions designed to advance diversity and inclusiveness within the organisation. These include the adaptation of recruitment processes to ensure equal access, delivery of diversity and inclusion training, and ongoing monitoring of progress against established goals.

S1-2 Processes for engaging with own workforce and workers' representatives about impacts

The responsibility for engaging with employees rests primarily with managers and directors in charge of the respective organisational units. These interactions are grounded in direct, operational contact and tailored to the daily rhythm of work. The frequency of meetings is determined individually by teams and their leaders. For matters of greater significance, such as changes to internal regulations or policies, this engagement expands to include consultations with employee representatives, who are invited to contribute feedback and perspectives.

The Management Board and the Leadership Team also play a pivotal role in fostering a culture of open dialogue and transparent communication. Their involvement consists in encouraging employees to take an active part in shaping communication processes. Through regular town halls, team sessions, and informal interactions, they promote a workplace culture built on openness, mutual respect, and trust. This commitment to accessibility and dialogue is reflected in the design of office spaces, which encourage direct contact between colleagues and leadership.

At the international level, English serves as the common language of communication. Organisation-wide meetings, held at least quarterly, create a space for sharing updates, aligning goals, and building cohesion across companies and business units. To ensure full accessibility, these meetings are simultaneously interpreted into local languages. This model is a cornerstone of the Group's approach to diversity management, enabling meaningful integration and agile leadership of the international workforce.

Employee voices – at all levels – are actively listened to and considered in decision-making processes that shape the future of the organisation. Input gathered through regular work environment and culture surveys, hackathons, and an annual competition for improvement and innovation ideas serves as a vital channel for bottom-up influence.

The Group companies deploy modern internal communication tools, including online surveys and an interactive intranet platform that enables two-way communication. Team needs and suggestions are continuously monitored and analysed, ensuring responsiveness in addressing evolving expectations.

In addition, employees are invited to regular dialogue sessions with HR business partners and managers to discuss individual needs, aspirations, and feedback in a constructive setting.

Review meetings are held periodically to track goal achievement and set strategic priorities for the future. These are complemented by structured feedback processes, including 360-degree evaluations for managers and 270-degree evaluations for employees. Together with their supervisors, employees develop personalised development plans that align individual ambitions with the Group's strategic needs. Through these initiatives, the Group empowers its people to co-create a workplace rooted in trust, shared responsibility, and continuous dialogue.

S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns

The Group provides multiple channels for raising concerns that are accessible to all employees. Employees are regularly reminded of their existence through internal communications, including email updates and intranet announcements. For details on the reporting procedures, see section 'ESRS G1 – Business conduct' of this Statement. All reports are treated as confidential, with access restricted to specifically designated individuals.

As part of the onboarding process, every new hire is informed about the channels available for sharing feedback, including the employee satisfaction survey and the designated whistleblowing platform for reporting any irregularities and cases of misconduct at:

- www.gp.zalezymi.pl in Poland;
- <https://whistleblower.softgarden.de> in Germany.

The system guarantees full security, confidentiality and protection of personal data.

In Ukraine, concerns can be raised directly via the dedicated email address: marinah@robota.ua.

The mechanisms for handling complaints and grievances related to employee matters are further described in section 'ESRS G1 - Business conduct' of this Statement.

S1-4 Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

The Group undertakes targeted actions to eliminate actual negative impacts on its own workforce. The implementation of relevant policies and monitoring mechanisms enables continuous assessment and agile strategic adjustments aimed at improving the overall quality of employment.

To mitigate material actual negative impacts, the Group has initiated and continues to implement the following actions:

- promotion of flexible work arrangements, including a hybrid work model and flexible working hours;
- provision of part-time work opportunities where legally applicable to accommodate employee needs;
- regular meetings between employees and the Leadership Team, both at the Group and company levels, with direct access to leadership facilitated;
- annual work environment surveys to gauge employee engagement;
- ongoing review and updates of the remuneration policies;
- definition of transparent principles for remuneration and salary raises, based on external market benchmarks;
- equal access to professional development and training opportunities guaranteed for all employees, irrespective of gender;
- development of a formalised procedure for access to training and development initiatives at Robota International TOV.

Training and development initiatives across the Group, marked by the diversity of topics covered, the variety of formats offered, and their responsiveness to both individual and team needs, represent a key area of positive impact on the Group's workforce.

The Group monitors and evaluates the effectiveness of these actions through, among other things:

- systematic workplace environment surveys – conducted at least once a year to enable trend analysis and identify areas for improvement;

- employee feedback – open communication channels, such as regular townhall meetings and anonymous questionnaires;
- anti-discrimination and anti-bullying mechanisms – monitoring of reported cases of misconduct through the compliance system;
- reporting to the Management Board and investors – annual non-financial reports covering the effectiveness of actions related to the Group's own workforce.

A detailed overview of the actions taken to address material risks and pursue material opportunities related to own workforce is presented under heading 'Material impacts, risks and opportunities' of this section.

The Group ensures that its business practices, including sales strategies, procurement procedures, and data management policies, do not cause or contribute to any material negative impacts on its workforce.

As part of its operational processes, the Group applies policies aimed at safeguarding the physical and mental health of employees, particularly by:

- avoiding the implementation of sales targets or commercial policies that could create undue pressure and lead to burnout. sales targets are set in consultation with teams to ensure they are realistic and aligned with team capacities;
- applying working time standards in procurement management and supplier cooperation that take into account the capabilities of administrative and legal teams;
- processing employee data in accordance with the Personal Data Protection Policy.

The Group allocates adequate resources to effectively manage its impact on workforce members. Key actions include:

- Human resources – HR teams operating across all Group companies are responsible for implementing and monitoring policies related to working conditions, diversity, training, and remuneration schemes. In addition, the ESG (Sustainability) Team monitors the Group's impact on human rights and employee well-being. A significant role in the process is also played by the Company's OHS Committee.
- Financial resources – the Group invests in professional development and training programmes, including managerial skills and reskilling initiatives. Particular emphasis is placed on training focused on preventing bullying and discrimination, as well as well-being benefits such as psychological support.
- Organisational resources – the Group applies a comprehensive set of policies, including the Code of Ethics, the Non-Discrimination and Anti-Bullying Policy, and the Diversity Policy. Dedicated whistleblowing channels are also in place. Regular work environment surveys are conducted to assess the levels of satisfaction, engagement, and perceptions of diversity within the organisation.

S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

In 2025, the Group defined short-, medium- and long-term targets for managing material impacts, risks, and opportunities related to its own workforce. For a detailed description of the targets, see section 'ESRS 2 – General disclosures' of this Statement.

In 2026, the Group will focus on strengthening its organisational culture, which fosters both high performance and employee engagement. To this end, IT tools facilitating talent management will be deployed, alongside performance and leadership potential assessment processes, enabling more effective succession planning and the development of future leaders. Furthermore, actions supporting talent development and their long-term career paths within the organisation will be defined and implemented.

Employee engagement remains one of the Group's top priorities. Therefore, in Poland, Germany and Ukraine, a work environment survey will be conducted to identify key areas requiring change or development efforts. The results will be

analysed and communicated to management teams and employees, serving as the basis for dedicated workshops and working groups tasked with developing solutions to the most pressing challenges. Initiatives will also be implemented to enhance engagement and foster a stronger sense of belonging within the organisation.

The onboarding process will continue to be standardised, enabling new hires to seamlessly adapt to their roles and effectively begin their journey in the organisation. This new standard has been rolled out across the Group to ensure a consistent and effective onboarding experience for all new joiners.

In addition, the HR departments of the respective companies will concentrate on communication and managerial training as part of the GP Leader Profile initiative, which has led to the development of a competence matrix and support pathways for managers across Grupa Pracuj, based on the Group's value system. The initiative has supported purposeful development of managerial career paths spanning three areas: self-improvement, team leadership, and contribution to organisational growth.

S1-6 Characteristics of the undertaking's employees

Detailed information on the Group's employees is provided in the tables below.

The Group's employee head count by gender

Gender	Number of employees as at 31 December 2025	Number of employees as at 31 December 2024	Y/y change
Male	445	449	(0.9%)
Female	657	642	2.3%
Other	0	0	-
Not disclosed	0	0	-
Total	1,102	1,091	1.0%

The Group's employee head count by geographic segment in 2025

Gender	Number of employees as at 31 December 2025			
	Segment Poland	Segment Germany	Segment Ukraine	Group
Male	255	118	72	445
Female	404	82	171	657
Other	0	0	0	-
Not disclosed	0	0	0	-
Total	659	200	243	1,102

The Group's employee head count by geographic segment in 2024

Gender	Number of employees as at 31 December 2024			
	Segment Poland	Segment Germany	Segment Ukraine	Group
Male	248	120	81	449
Female	405	72	165	642
Other	0	0	0	0
Not disclosed	0	0	0	0
Total	653	192	246	1,091

The Group's employee head count by contract type, working time, and gender in 2025

Gender	Male	Female	Other	Not disclosed	Total
Number of employees*, including:	445	657	0	0	1,102
Number of permanent employees	420	613	0	0	1,033
Number of temporary employees	25	44	0	0	69
Number of non-guaranteed hours employees**	0	0	0	0	-
Number of full-time employees	409	628	0	0	1,037
Number of part-time employees	36	29	0	0	65

* Number of employees as at 31 December 2025. ** Non-guaranteed hours employees are employed by Group companies without a guarantee of a minimum or fixed number of working hours. Casual employees, employees with zero-hour contracts, and on-call employees are examples that fall under this category.

The Group's employee head count by contract type, working time, and gender in 2024

Gender	Male	Female	Other	Not disclosed	Total
Number of employees*, including:	449	642	0	0	1,091
Number of permanent employees	413	585	0	0	998
Number of temporary employees	36	57	0	0	93
Number of non-guaranteed hours employees**	1	0	0	0	1
Number of full-time employees	416	611	0	0	1,027
Number of part-time employees	32	31	0	0	63

* Number of employees as at 31 December 2024. ** Non-guaranteed hours employees are employed by Group companies without a guarantee of a minimum or fixed number of working hours. Casual employees, employees with zero-hour contracts, and on-call employees are examples that fall under this category.

The Group's employee head count by contract type and by region in 2025

Region	Poland	Germany	Ukraine	Total
Number of employees*, including:	659	200	243	1,102
Number of permanent employees	596	194	243	1,033
Number of temporary employees	63	6	0	69
Number of non-guaranteed hours employees**	0	0	0	0
Number of full-time employees	645	171	221	1,037
Number of part-time employees	14	29	22	65

* Number of employees as at 31 December 2025. ** Non-guaranteed hours employees are employed by Group companies without a guarantee of a minimum or fixed number of working hours. Casual employees, employees with zero-hour contracts, and on-call employees are examples that fall under this category.

The Group's employee head count by contract type and by region in 2024

Region	Poland	Germany	Ukraine	Total
Number of employees*, including:	653	192	246	1,091
Number of permanent employees	573	179	246	998
Number of temporary employees	80	13	0	93
Number of non-guaranteed hours employees**	0	1	0	1
Number of full-time employees	642	159	226	1,027
Number of part-time employees	11	32	20	63

* Number of employees as at 31 December 2024. ** Non-guaranteed hours employees are employed by Group companies without a guarantee of a minimum or fixed number of working hours. Casual employees, employees with zero-hour contracts, and on-call employees are examples that fall under this category.

In 2025, the Group's head count remained broadly stable compared with the previous year and totalled 1,102 employees, representing a year-on-year increase of 1.0%. The workforce structure by gender did not change materially – the number of women increased by 2.3%, while the number of men decreased slightly by 0.9%. Reasons for the increase in overall employment included expansion of the Group's structure with the inclusion of Kadromierz sp. z o.o., as well as head count growth across all segments.

The share of individuals declaring other gender identity or choosing not to disclose this information remained unchanged.

The Group's head count by region was broadly stable. An increase in the number of employees was recorded in Poland (+0.9%) and Germany (+4.2%), with a slight decrease in Ukraine (-1.2%). These changes did not materially affect the Group's overall workforce structure.

The structure of contracts also remained stable. The number of employees on permanent contracts increased by 3.5%, while fixed-term employment decreased by 25.8%, due mainly to the natural expiry of certain temporary contracts. The share of full-time employees remained unchanged, as did the proportion of part-time workers.

Overall, no significant changes in the workforce structure were observed in 2025. The differences recorded were due to operational factors and did not affect the Group's overall employment profile.

In 2025, the Group recorded a slight year-on-year increase in employee departures (155 compared with 148), while the turnover rate decreased from 15% to 14%. At the same time, the number of new hires was lower than in 2024 (149 versus 154), indicating a moderate slowdown in hiring.

S1-7 Characteristics of non-employee workers in the undertaking's own workforce

In 2025, the number of non-employees in the Group's workforce amounted to 156, including 36 women and 120 men. A majority of the non-employees (93.6%) supplied labour under business-to-business (B2B) contracts. The remaining 6.4% comprised individuals engaged under civil-law contracts and those provided by temporary employment agencies.

Number of non-employees in the Group's own workforce

	31 December 2025	31 December 2024	Y/y change
Total number of non-employees in the Group's own workforce (head count), including:	156	132	18.2%
Number of workers with B2B contracts	146	121	20.7%
Number of workers provided by temporary employment agencies	3	5	(40.0%)
Number of workers with civil-law contracts (mandate and specific-task contracts)	7	6	16.7%

In 2025, the largest increase (20.7%) was recorded for non-employees engaged as independent B2B contractors. This remains the prevalent form of non-employee workforce engagement at the Group, accounting for over 90% of individuals in this category. The increase reflects current operational needs and demand for flexible workforce support across organisational units.

Changes in the remaining categories were incidental and did not materially affect the structure of the Group's non-employee workforce.

Overall, the changes were due to operational factors and did not represent a material shift in the Group's model for non-employee workforce engagement, which continues to be primarily based on B2B contracts.

S1-8 Collective bargaining coverage and social dialogue

At the Group, there are no trade unions or works councils, and no collective bargaining agreements or social agreements in place.

At the largest Polish companies, i.e. Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., employee representatives have been appointed and are invited to take part in consultations on key employee matters.

S1-9 Diversity metrics

The Group's top management comprises managers and directors.

Gender distribution in number and percentage at the Group's top management level

Number of employees at top management	31 December 2025	31 December 2024	Y/y change
Female	99	96	3.1%
Percentage of top management (%)	49%	49%	-
Male	104	98	6.1%
Percentage of top management (%)	51%	51%	-
Other	0	0	-
Percentage of top management (%)	0%	0%	-
Not disclosed	0	0	-
Percentage of top management (%)	0%	0%	-

Number of employees by age group

Number of employees	31 December 2025	31 December 2024	y/y change
Total number employees, including:	1,102	1,091	1.0%
Age group: under 30 years old	294	314	(6.4%)
Percentage of employees under 30 years old (%)	27%	29%	(2.0pp)
Age group: 30-50 years old	774	744	4.0%
Percentage of employees 30-50 years old (%)	70%	68%	2.0pp
Age group: over 50 years old	34	33	3.0%
Percentage of employees over 50 years old (%)	3%	3%	-

In 2025, the number of individuals at top management increased among both women and men. The number of women rose to 99 (+3.1% year on year), while the number of men increased to 104 (+6.1% year on year). The proportional representation of both genders remained unchanged at 49% for women and 51% for men, indicating no material changes in the gender structure at the management level. No individuals declaring other gender identity or choosing not to disclose this information were recorded at the Group.

In 2025, the total head count of the Group's employees was 1,102. The age structure remained broadly unchanged. The number of employees under 30 years old decreased to 294 (-6.4% year on year), reducing their share to 27%. In the 30–50 age group, the number of employees increased to 774, with their share rising to 70% (+2.0pp year on year). Among employees aged over 50, the number increased slightly to 34 (+3.0% year on year), while their share stayed the same at 3%.

Overall, the data indicate that no material changes occurred in the age structure of the Group's employees in 2025. The year-on-year differences were due to operational factors and did not affect the Group's overall demographic profile.

S1-10 Adequate wages

In 2025 and 2024, all of the Group's employees were paid above the adequate wage, determined in line with the minimum wage benchmarks published by Statistics Poland and its counterparts in other countries where Group companies operate. The percentage of the Group's employees paid below the adequate wage was 0.0%.

S1-11 Social protection

The Group's employees are covered by social protection against loss of income provided by the countries where Group companies operate. In 2025, all employees (individuals with employment contracts) were covered by social protection through public programmes. In addition, Grupa Pracuj S.A. operates a Company Social Benefits Fund. Employees may apply for non-wage social benefits if they are facing difficult life, family, or financial circumstances, for instance if they are affected by unforeseen life events such as serious or chronic illness, accidents, or the death of a close relative.

In 2025, Robota International TOV continued to implement its support and reintegration programme for war veterans, aimed to support individuals returning to work after active military service. It provides access to legal consultations, psychological counselling, and financial assistance. As part of the programme, the company provides training sessions to raise awareness among employees and other workers about the challenges faced by war veterans. These sessions are dedicated to teams to which individuals who have served in the armed forces return after discharge. In addition, once a year, company-wide training is organised for all employees. In 2025, a training session titled 'How to communicate during wartime' was delivered, covering, among other topics, communication with war veterans.

At the same time, the company provides support to employees still serving in the armed forces. This includes not only the continued salary payments but also additional financial assistance, such as support in the purchase of essential military equipment or ammunition.

S1-13 Training and skills development metrics

The Group is committed to ensuring that every employee has the opportunity to learn, receive constructive feedback, and enhance their potential, skills and competencies. Within the training and development area, a variety of initiatives are undertaken to improve employee skills and competencies, adhering to the 70/20/10 model. This approach facilitates and encourages individuals to take responsibility for personal development through diverse activities. According to the model, 70% of learning comes from experience, 20% from others, and 10% from formal development activities such as participating in training sessions, conferences and courses.

Formal development initiatives offered to employees include internal and external training focused on both soft skills and technical expertise, participation in conferences, enrolment in postgraduate courses, participation in coaching

sessions, involvement in mentoring programmes and meetings, purchase of specialist literature and periodicals, and language proficiency enhancement classes.

Furthermore, employees have the opportunity, as part of the development initiatives funded by the Group, to purchase access to an e-learning platform of their choice that supports the achievement of business objectives within their specific area of expertise.

Apart from the standard forms of training, every year a range of other development-focused programmes are launched, such as Your Growth Festival, webinars with experts, discussion panels, and knowledge sharing. Our employee development plans take into account the analysis of workforce development needs and also address issues identified in the Work Environment Survey, as well as current market trends.

At the Company, a unified standard for development sessions has been introduced, harmonising knowledge and approaches, establishing frameworks and defining the responsibilities of both managers and employees concerning development.

A career development session is an individual meeting between an employee and their immediate supervisor, during which they discuss conclusions reached on the basis of information obtained from the 270- and 360-degree evaluation. Furthermore, they plan and record specific development goals and activities for the coming year (taking into account the employee's needs and the organisation's capabilities). The sessions are an opportunity to summarise and plan various development activities, which are then implemented and monitored over the year, including during ongoing one-on-one meetings between the employee and manager. Career development sessions are held on an annual basis.

The 270- and 360-degree evaluations cover all employees of the company after the onboarding period (the 360-degree evaluation is dedicated to managers, while the 270-degree evaluation is for employees who do not manage a team). During the process, employees receive feedback from a range of respondents, including their immediate superior, colleagues and subordinates. This helps them understand how their general and managerial competencies are perceived by others. The 270- and 360- degree evaluations not only facilitate professional development, but also foster a culture of open communication and constructive feedback.

A tool that supports building the organisation's culture based on open and honest feedback is the Insights Discovery test. The Insights Discovery model is employed both in projects involving individual development of employees and in initiatives designed to increase the effectiveness of entire teams. An in-house team of accredited Insights Discovery consultants ensures that each new employee is provided with a personal Insights Discovery report during the Quarterly Onboarding phase. The report helps them understand their operating style and how it affects their relationships with others in the workplace. Each person is offered an opportunity to have a one-on-one session to discuss their personal profile and make an in-depth analysis of their preferences regarding communication and cooperation with colleagues.

Percentage of employees that participated in regular performance and career development reviews, and the average number of training hours per employee and by gender in 2025

Gender	Female	Male	Other	Not disclosed
Percentage of employees that participated in regular performance and career development reviews	77%	86%	-	-
Average number of training hours per employee	26	26	-	-

Percentage of employees that participated in regular performance and career development reviews, and the average number of training hours per employee and by gender in 2024

Gender	Female	Male	Other	Not disclosed
Percentage of employees that participated in regular performance and career development reviews	84%	77%	-	-
Average number of training hours per employee	31	34	-	-

In 2025, a higher proportion of men than women participated in performance and career development reviews compared with 2024. This was primarily due to the higher representation of men in job roles covered by mandatory or cyclical evaluation and development planning processes.

The decrease in the average number of training hours in 2025 is mainly attributable to limited year-on-year comparability of the data, as well as external factors affecting the scale of development activities.

Additionally, the geopolitical situation arising from the ongoing military hostilities in Ukraine constrained the delivery of some planned development initiatives. These circumstances contributed to a reduction in the scale of training activities and, consequently, the lower total and average number of training hours during the reporting period.

S1-15 Work-life balance metrics

All of the Group's employees (both in Poland, and in Ukraine and Germany) are entitled to take family-related leave.

Percentage of employees entitled to take family-related leave and percentage of entitled employees that took family-related leave at the Group in 2025

Gender	Female	Male	Other	Not disclosed
Percentage of employees entitled to take family-related leave (%)	100%	100%	-	-
Percentage of entitled employees that took family-related leave (%)	26%	16%	-	-

Percentage of employees entitled to take family-related leave and percentage of entitled employees that took family-related leave at the Group in 2024

Gender	Female	Male	Other	Not disclosed
Percentage of employees entitled to take family-related leave (%)	100%	100%	-	-
Percentage of entitled employees that took family-related leave (%)	12%	6%	-	-

The increase in the proportion of employees who took family-related leave in 2025 was primarily driven by growing awareness of available entitlements, supported by consistent internal communication campaigns promoting the use of work-life balance solutions. A further contributing factor was the continued strengthening of the organisational culture based on equity and inclusion, in which taking parental and caregiving leave is viewed as a natural element of career development, regardless of gender or job position. Additionally, the observed trend may have been influenced by demographic factors, including the workforce structure by age and a higher number of individuals at life stages associated with starting or expanding a family.

S1-16 Remuneration metrics (pay gap and total remuneration)

The unadjusted gender pay gap at the Group, calculated by subtracting the mean hourly pay rate for female employees from the mean hourly pay rate for male employees, dividing the difference by the mean hourly pay rate for male employees, and then multiplying the result by 100, amounted in 2025 to 30% (in 2024 - 32%).

That value is significantly influenced by the Group's employment structure: approximately one-third of the workforce are IT experts, a professional group that commands higher remuneration across all levels and remains predominantly male. Moreover, the top management positions are primarily held by men, which further contributes to the disparity in average pay levels. The calculation methodology does not differentiate across organisational levels but encompasses the entire workforce, including inactive employees such as those with long-term sickness absence or on parental leave – a group largely composed of women, whose pay is not subject to regular indexation during such periods.

To address this issue, in 2025 the Group developed a methodology for calculating the adjusted gender pay gap, defined as the difference in average remuneration between women and men. The methodology applies job categories within specific grading levels. In 2025, the adjusted gender pay gap at the Group amounted to 2%, i.e. was within the range consistent with the Group's strategic target, according to which the adjusted pay gap should not exceed 5% in absolute terms. This confirms the effectiveness and adequacy of the Group's remuneration management system. Deviations exceeding the target range of $\pm 5\%$ within specific job categories and grades will be subject to review and, where differences cannot be explained by objective factors, to potential corrective actions.

The unadjusted gap reflects the overall difference in average remuneration between groups (e.g. women and men), without factoring in variables such as job position, level of responsibility, tenure, working time, business area, location, experience or education. As a result, it captures both structural differences (e.g. overrepresentation of one group in higher-paid roles) and potential pay inequalities.

The adjusted pay gap removes the effect of these factors by comparing remuneration of individuals in comparable professional positions.

Consequently, the adjusted indicator provides a more accurate measure of potential inequalities, facilitates the identification of areas requiring action, and serves a tool for evaluating equity policies. However, the unadjusted gap remains useful for analysing the overall organisational structure and representation of gender groups across job levels. Both indicators are complementary, although the adjusted gap more accurately reflects direct pay differences under comparable conditions.

In 2025, the ratio between the total annual remuneration of the Group's highest paid individual and the median remuneration for its employees (excluding the highest-paid individual) was 17 (in 2024 - 16).

S1-17 Incidents, complaints and severe human rights impacts

The Group monitors and reports the number of complaints raised in relation to employee matters. In 2025, one confirmed case of workplace misconduct involving discrimination was recorded at softgarden e-recruiting GmbH. Appropriate remedial measures were taken in response, including dismissal of the individual responsible. No cases of discrimination were identified at the other Group companies. The total amount of fines, penalties, and compensation for damages as a result of the incidents and complaints disclosed above was PLN 0.

Furthermore, no serious incidents were reported in 2025 that would constitute violations of the principles set out in the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises.

ESRS S4 Consumers and end-users

The Group does not identify consumers as defined in the ESRS in connection with its operations, but it identifies the following end-users:

- employers and HR consulting agencies (customers);
- employees of corporate HR departments and HR consulting agencies (customers);
- job seekers (candidates).

In the case of Kadromierz sp. z o.o., end-users also include employees of its customers using the time & attendance management system.

SBM-2 Interests and views of stakeholders

As a leading HR Technology platform in Europe, the Group primarily offers digital solutions that support recruitment processes, connecting people with job opportunities and helping employers attract the right talent.

Strong relationships with all users of the Group's services, i.e. customers and candidates, are at the heart of the Group's strategy and business model, and their trust is the cornerstone of its long-term growth.

The Group's mission is to provide support to organisations throughout recruitment, employee retention and employee development processes, while also helping individuals in discovering the best job opportunities and unlocking their full professional potential, utilising modern and highly efficient technologies. Beyond delivering high-quality products and services, the Group is committed to ensuring they are safe, accessible, and easy to use for everyone. The Group prioritises responsible and inclusive market practices, which are central to its mission. Its goal is to be a trusted and responsible partner to employers, job seekers, and end-users.

The Group ensures transparent and clearly defined terms of use for its products and services. The terms and conditions cover purchasing, return, and complaint procedures, as well as standards for consumer rights protection. These activities are fully aligned with applicable legal requirements and principles of responsible business conduct.

The GP Way, a distinctive operating model developed and used by the Group, is built on operational excellence across key areas of its activity. A key strength lies in the Group's ability to deliver a high-touch sales and service experience for HR customers by focusing on building long-term relationships based on trust and consistently high standards of support. Equally important is a strong organisational culture that prioritises employee engagement and tangible results. Another strategic focus is on discovering, developing, and monetising products tailored to different customer segments and their unique needs. Through this model, the Group successfully combines service quality, meaningful customer relationships, and product innovation,

The Group predominantly offers its services through four channels, tailored to meet the diverse requirements of its expanding customer base:

- direct sales;
- inside sales;
- e-commerce (self-service job postings);
- HR consulting agencies.

Customer service teams provide ongoing support to the Group's existing customers. They are supported by business analytics teams, responsible for collecting and analysing available data, including real-time sales statistics. These teams also play an active role in identifying and tracking market trends.

Customers have ongoing access to expert support, regardless of the sales channel they use, including in the case of self-service job postings via the e-commerce platform. This ensures they receive professional guidance throughout the recruitment project, which enhances both the quality of service and the effectiveness of the solutions provided.

Customers also have access to dedicated contact channels, designed to be convenient and responsive to their needs. Through these channels, employees of the Group companies offer technical assistance, expert advice, and quick responses to questions or issues, enabling an open line of communication and allowing the Group to respond to feedback and suggestions.

The Group places strong emphasis on inclusivity and responsible market practices, ensuring equal treatment of job candidates and transparency in recruitment processes. Its systems and services are designed with accessibility in mind and adapted to accommodate diverse user needs. Regular market research, including surveys and direct interviews, enables the Group to monitor customer and candidate expectations and identify evolving market trends. Insights from this research inform continuous product development and the implementation of innovative solutions that enhance recruitment efficiency. New products and services not only streamline the application and selection process, but also support employers in building recruitment strategies and managing talent in line with the highest ethical standards.

Candidates are offered solutions tailored to their individual preferences, including personalised job listings and tools that make applying for roles fast and intuitive.

The Group's recruitment management systems are built for easy integration with customers' existing systems, helping to streamline the hiring process. Their primary objective is to enhance recruitment activities, enabling effective candidate selection and efficient management of recruitment workflows.

Additionally, the Group's products are suited for use across a range of devices – from desktop computers to smartphones. The Pracuj.pl recruitment platform and the Kadromierz T&A management system both come with mobile applications, ensuring convenient, user-friendly access to these services.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

Impacts, risks and opportunities

The Group identifies and assesses impacts, risks and opportunities related to consumers and end-users, integrating them into its business model and its short-, medium-, and long-term objectives. These impacts, risks and opportunities are described in detail in section 'ESRS 2 – General disclosures' of this Statement.

Material risks and opportunities related to consumers and end-users served by the Group are outlined below. Unless stated otherwise, these risks and opportunities:

- apply across all areas of the Group's operations;
- involve customers and end-users as stakeholders;
- originate from the Group's own operations and the downstream segment of its value chain;
- can materialise over any time horizon, short-, medium-, or long-term;
- arise from dependency on value chain workers.

Material risks/opportunities, risk or opportunity description, and management method

Risk/opportunity	Description	Management method
Information-related impacts on consumers or end-users		
Privacy		
Risk	Risk of personal data breaches affecting customers, users and job candidates, including large-scale data leakage from key products.	<p>Implementation of an Information Security Policy and Rules for Handling Confidential Information.</p> <p>Dedicated information security team.</p> <p>Implementation of processes for monitoring and responding to security incidents.</p> <p>Security information and event management (SIEM).</p> <p>Penetration testing and security audits conducted by both internal and independent external experts.</p> <p>Recurrent information security and data protection training for employees.</p> <p>Reviews of user access rights and authorisations using an access control system.</p> <p>Access and identity management based on the principle of least privilege, RBAC model and granular access controls.</p> <p>Establishment of a monitoring process for vulnerabilities and the update status of systems and network components.</p> <p>Evaluation of suppliers to ensure they meet the required security standards.</p> <p>Use of two-factor authentication (2FA).</p> <p>Network protection measures, including antivirus and anti-malware solutions.</p>
Access to information / data security / product quality		
Risk	Risk of losing trust among customers and users in the event of insufficient product quality or unauthorised access to data, including confidential and personal data.	<p>Implementation of an Information Security Policy and Rules for Handling Confidential Information.</p> <p>Information security and data protection training.</p> <p>Access and identity management based on the principle of least privilege, RBAC model and granular access controls.</p> <p>Use of two-factor authentication (2FA).</p> <p>Data in transit encryption and network segmentation, including separate guest networks.</p> <p>Security information and event management (SIEM).</p> <p>Network security controls (firewalls, WAF, IPS/IDS).</p> <p>Antivirus and anti-malware protection.</p> <p>Scheduled product penetration testing.</p> <p>Standardisation of software development processes (including quality, security and accessibility standards).</p> <p>Harmonisation of QA (Quality Assurance) methodologies and practices.</p> <p>Automated and manual testing throughout the development lifecycle.</p> <p>Source code quality control (code reviews, validation and approval of changes).</p> <p>Static and dynamic code analysis using quality and security assessment tools.</p> <p>Regular internal, external and automated security testing.</p> <p>Performance testing prior to each production deployment.</p> <p>Quantitative and qualitative research conducted by a dedicated team.</p> <p>Customer-facing documentation, including user guides, knowledge bases, help systems and technical support lines.</p>

Access to (quality) information

Opportunity	Opportunity to solidify the Group's position as a trusted recruitment platform by ensuring a high-quality candidate pool and verified job postings, thereby attracting new users and business partners and enhancing brand reputation.	Implementation of terms and conditions for job posting. Implementation of a job posting verification procedure. Automation of verification processes, including AI-supported screening of e-commerce listings.
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Freedom of expression

Risk	Risk of misuse of the Group's platforms for illegal or unethical recruitment processes due to misconduct by customers or entities impersonating customers.	Each brand within the Group has established clear terms of service for their services and systems, defining unacceptable forms of user expression. There are dedicated reporting systems and procedures in place to ensure timely response to violations. The Group monitors media and social media mentions of the Group and its companies, and has a crisis communication procedure in place.
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Access to products

Risk	Risk of disruption to business continuity and unavailability of key services due to failures or outages of IT infrastructure or systems.	Redundancy of critical hardware and connections. Regular hardware replacements. Use of equipment from reputable providers. Ongoing monitoring of infrastructure and resources. Agreements with the data centre providers. Knowledge division and backup of key roles. Maintaining documented records of operational activities and decisions, along with regular updates.
Risk	Risk of unavailability of products, services or critical operational processes resulting from loss of personnel with privileged access to IT systems and critical organisational knowledge.	Knowledge division and backup of key roles. Monitoring of operator activities and configuration backups. Maintaining documented records of operational activities and decisions, along with regular updates, including system documentation covering operating logic and technological layer.
Opportunity	Opportunity to increase competitive advantage and market differentiation through the implementation of accessible and sustainable solutions, as well as the promotion of transparency in employment conditions, including pay terms. Such services respond to the growing expectations of employers and job seekers, improving user satisfaction and bolstering the position of the Group's customers. Opportunity relating to increased demand for efficient, responsible and inclusive recruitment solutions driven by demographic shifts and growing societal expectations regarding equality and labour market accessibility	Respect for diversity is one of the Group's core values and a foundational element of its organisational culture. The Code of Ethics, Non-Discrimination and Anti-Bullying Policy, and Diversity Policy define the Group's approach and actions in the area of diversity, equity, and inclusion (DEI). In Ukraine: a dedicated support programme for war veterans returning to work. In the annual work environment surveys conducted at each Group entity, diversity-related topics represent a key area under assessment. The survey findings are analysed and form the basis for planning targeted initiatives in specific areas. Image-building CSR initiatives, including educational campaigns, partnerships with foundations focused on education and labour market equality, and support for projects such as assistance for people affected by the war in Ukraine. Development of products and services informed by findings of user needs analysis, hyper-personalisation, recruitment support tools, candidate pre-screening, AI booster.

Responsible marketing practices

Risk	Risk of ineffective or non-compliant marketing spend that does not deliver expected outcomes and is not aligned with responsible marketing practices.	Development of products and services informed by findings of user needs analysis. Ongoing monitoring of the effectiveness of marketing campaigns.
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The Group actively involves end-users in the process of identifying material sustainability matters. Through research and stakeholder engagement, the Group gathers insights into their views and expectations, which are used to adapt the Group's products and services to better meet the needs of end-users, with a particular focus on individuals at risk of digital or social exclusion. The Group takes into account impacts on end-users in its operations, strategy and business model.

End-user profiles

Within the Group's value chain, customers and job seekers are key categories of stakeholders using its recruitment products and services. The Group caters to both organisations seeking job candidates and individuals, i.e. job seekers who use its platform to find employment or advance their careers. These stakeholder categories are characterised below based on the value chain model:

Customers – employers and HR consulting agencies

The Group's customers – purchasers of its products and services – primarily include employers and HR consulting agencies that rely on the Group's tools to effectively reach job candidates and manage recruitment processes. These organisations vary in size, from small and medium-sized enterprises to large corporations, and operate across multiple industries. For a detailed description of customers, see section 'ESRS 2 – General disclosures' of this Statement.

Customer needs and expectations

Needs	Expectations
Efficient recruitment processes	User-friendly tools that facilitate quick job postings, candidate selection, and candidate profile analysis
Access to a diverse candidate pool	An extensive database of job candidates (users) that includes both seasoned professionals and entry-level candidates, ensuring effective matching to specific job requirements
Technical and advisory support	Support for optimal use of the recruitment platforms, applicant tracking systems (ATS), and time & attendance systems
Complementary services	Access to additional services complementary to recruitment activities, such as employer branding support and career website development

The Group's products and services streamline recruitment processes for customers and help them manage employee working hours, enabling them to save time and reduce hiring costs, and offering access to a diverse candidate pool, in an ethical manner and in full compliance with legal standards.

End-users of recruitment platforms – job seekers, employees of corporate HR departments and HR consulting agencies

The Group's recruitment platforms serve a diverse range of end-users, including individuals seeking employment or career advancement at various career stages, ranging from entry-level candidates to experienced professionals. Another category in this end-user group are employees of corporate HR departments and HR consulting agencies.

Needs and expectations of end-users of recruitment platforms

Needs	Expectations
Easy access to attractive job opportunities	Easy and user-friendly access to current job listings tailored to job seekers' qualifications, career preferences, and location Job postings with specified salary ranges
Career development support	Resources such as career-building tools, CV creation assistance, educational content, guides, and salary calculators
Personal data security and privacy protection	Strict adherence to privacy regulations, transparent data use policies
Transparent recruitment process and application status updates	Clear communication throughout the recruitment process, providing feedback at each stage

The Group's recruitment platforms enable candidates to easily browse and apply for job opportunities, significantly reducing the time spent on job searching. In addition, the Group offers access to free tools such as gross/net salary calculator, maternity leave calculator or CV builder, and provides educational content to users via its website at <http://www.porady.pracuj.pl>. Furthermore, AI-driven functionalities have been implemented to support candidates in preparing for job interviews and to provide them with hyper-personalised content and recommendations tailored to their experience, skills and career preferences.

End-users of recruitment management systems: employees of HR departments at organisations using the systems on a SaaS basis, and job seekers

Employees of HR departments at organisations using the Group's recruitment management systems on a SaaS basis include specialists and managers handling talent acquisition, overseeing recruitment processes, and managing human resources. Their responsibilities vary based on the organisation's size and industry, ranging from operational recruitment tasks to strategic human capital management. The category of job seekers using recruitment management systems overlaps with the category of job seekers using recruitment platforms. Their needs and expectations are the same as those described above.

Needs and expectations of end-users of recruitment management systems

Needs	Expectations
Automated and optimised recruitment processes	Improved efficiency of tasks such as vacancy requisitions, job postings, candidate pre-screening, and information exchange within recruitment teams
Automated candidate communication	Personalised messaging, scheduling online recruitment meetings, and providing feedback at each recruitment stage
Generation of recruitment reports	Quick access to statistics on recruitment process stages, candidate evaluations, managers' decisions, and process durations
Data security and compliance with regulations	Compliance with the General Data Protection Regulation (GDPR) and the Whistleblower Protection Act, mitigation of legal risks
Automated onboarding processes (including pre-onboarding)	Enabling new hires to prepare for their roles even before their official start date
Training and support	Training and assistance throughout the collaboration process, from purchase, through to user onboarding, to the use of the system
Integration with customers' HR systems	Interoperability of recruitment tools with other HR systems within the organisation, enhancing data flow and automating human resources management processes

The Group's recruitment management systems enable candidates to effectively apply for job opportunities and allow HR professionals to efficiently browse applications, significantly reducing the job search time for job-seekers and decreasing the workload and time recruiters spend finding suitable candidates.

End-users of time & attendance management systems: employees at organisations using the systems on a SaaS basis, and employees using the systems

Employees at organisations using the time & attendance management systems on a SaaS basis perform various roles within the customers' organisational structures, representing both operational and administrative functions. These solutions support employees across different levels of the organisation – from frontline staff and operational managers, through specialists and managers in payroll and HR departments, to senior management, including operations officers. Depending on the organisation's size and industry, their responsibilities may include both operational tasks as well as control and analytical activities. Employees using time & attendance management systems belong to the same group of end-users and primarily use these systems to record their working time, access schedules, submit leave requests, and monitor their own working time and absence data. Their needs and expectations regarding system functionalities are complementary to those of HR staff.

Needs and expectations of end-users of time & attendance management systems

Needs	Expectations
Reliable recording of working hours	Simple and intuitive tools for clocking in and out of work
Consistent planning and schedule management	Easy creation, modification and sharing of work schedules, with the ability to respond promptly to changes
Employee self-service	Ability to submit leave requests and track their status on an ongoing basis
Working time control and payroll integration	Automatic calculation of overtime, on-call duties, night shifts and work on non-business days, in line with applicable regulations
Compliance with labour law	System updates reflecting regulatory changes and reduced risk of payroll calculation errors
Access to data and reporting	Clear reports supporting payroll processes, absence analysis and workforce planning
User support and system stability	Reliable system performance and access to technical support and user guidance materials

Time & attendance management systems allow employees to independently manage their working hours data on a day-to-day basis, while HR functions can effectively plan, monitor and administer working time across the organisation, which supports greater operational efficiency, enhanced process transparency and reduced compliance risk.

Mutual relations and creating value across the Group's value chain

The Group acts as a vital link between employers and job seekers or employees, enabling both groups to benefit from the value delivered through its products and services:

- employers have access to an extensive talent pool and tools that streamline candidate selection, facilitating efficient recruitment of suitable employees;
- candidates can find suitable job offers and receive support in their professional development, which enhances their prospects in the job market;
- employees using time & attendance systems benefit from clear and intuitive tools for recording working time, work scheduling and tracking attendance/absences.

By addressing the interests and needs of both sides, the Group builds responsible and trusted relationships throughout its value chain. Adhering to the highest ethical and legal standards, it contributes to the sustainable development of the

labour market and promotes social and professional inclusion. This includes advocating for the use of feminine job titles and integrating whistleblower protection features into products.

S4-1 Policies related to consumers and end-users

All companies within the Group have detailed terms and conditions of service that set out the rules governing access to and use the Group's products, platforms, and applications. Available to customers and end-users, these documents aim to ensure clarity, transparency and full alignment with applicable legal requirements, ethical standards, and the Group's Data Protection Policy and Information Security Policy. Furthermore, the Group enables users of its recruitment platforms to submit job postings using a dedicated form. This allows the content management team to review submitted job advertisements for potential violations of the Pracuj.pl platform's content rules, service terms, or applicable laws. Any advertisements found to be non-compliant are removed. In 2025, 41 such cases were identified. The process for reviewing these postings is described in the Group's Procedure for Handling Reports of Illegal or Non-Compliant Content.

At the same time, within the e-commerce sales channel of Grupa Pracuj S.A., an AI-powered solution has been implemented to automatically review job advertisements for compliance with legal requirements and the platform's terms and conditions. The system detects content that may indicate discrimination based on gender or age, requirements concerning personal characteristics irrelevant to the recruitment process, unjustified requests for criminal record certificates, as well as other potentially non-compliant elements. Advertisements in which potential violations have been found are referred to the Customer Care Team, which contacts the recruiter to request corrections.

To reduce the number of advertisements requiring manual correction, certain AI-generated suggestions are presented already at the stage of drafting an advertisement, warning employers about potentially discriminatory wording or incorrect pay information.

In response to amendments to the Labour Code effective from 24 December 2025, the Pracuj.pl platform updated its lists of pre-defined job titles to display full, gender-neutral names. Where a custom job title is entered, the system suggests a gender-neutral form.

The terms and conditions of service also define the purchasing process for services, how those services are delivered, and the respective rights and responsibilities of the provider and the customer or user. In particular, they include guidance on submitting complaints, terminating contracts, and accessing technical and customer support. To ensure a high-quality experience, the Group offers users comprehensive assistance at every stage, fostering both trust and satisfaction.

In all interactions with customers and end-users, the Group applies the standards outlined in its Code of Ethics, as described in detail in section 'ESRS G1 – Business conduct' of this Statement. These include respect for human rights, a commitment to personal data protection and privacy, and transparency in engaging with partners and stakeholders.

The Group makes an effort to ensure a high level of protection for consumers and other persons using its services who benefit from equivalent protections under the Consumer Rights Act. Accordingly, its internal documents incorporate the relevant provisions of Polish and EU consumer protection law, in particular the Consumer Rights Act. All policies and documents are written in clear and accessible language, in line with legal design principles.

Through these measures, the Group builds lasting, trust-based relationships with users, grounded in transparency, social responsibility and full respect for user rights.

The Group's policies and approach to the responsible development and adoption of AI

2025 was the year of intensive work carried out by the Company to develop and harmonise principles for the ethical development and use of artificial intelligence in products designed for employers, job seekers and other end-users. This work resulted in the adoption of the Code of Ethics for AI Development. The document defines the Group's approach to designing, developing, implementing and monitoring AI-based technologies in a manner that is secure, transparent and human-centric.

The Code emphasises that AI developed by the Group is to support people in making better decisions – both candidates seeking employment and employers recruiting for staff. The technology serves as a tool that enhances human capabilities rather than replacing them. All AI solutions are intended to promote transparency, facilitate informed decision-making and support equal access to the labour market.

The key principles of the Code include:

- Human First – primacy of the human role: AI must support users without taking control over the processes, while humans retain oversight.
- Fairness and non-discrimination: AI deployments must minimise the risk of bias, prejudice or systematic distortions in the operation of AI-based systems, algorithms or decision-making processes, with training data selected in accordance with the principles of reliability and legal compliance.
- Transparency of technology: users should be able to understand how solutions work and the basis for recommendations provided.
- Sustainable impact of technology: AI development must take into account environmental considerations, including the need to reduce resource consumption.
- Technical security and data protection: AI systems must be designed in line with stringent security standards, respect for privacy and full compliance with applicable regulations.
- Human oversight at all stages: both the development and operation of AI are subject to continuous supervision by specialists, supported by appropriate oversight mechanisms.

The Code introduces a systemic approach to mitigating risks that may affect end-users, in particular:

- restricted access to job opportunities;
- non-transparent recruitment process;
- misuse of AI systems, including misinformation or unrevealed algorithmic operations.

Prior to each AI deployment, a preliminary impact assessment is conducted, covering user experience (UX), security, potential risks to transparency, and ethical considerations.

Ongoing monitoring, audits and regular updates of the document ensure its alignment with fast-paced technological advances and regulatory developments.

Formal implementation of the Code of Ethics for AI Development, planned for 2026, will cover Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. Subsequently, a phased rollout of the Code across other Group companies is envisaged, subject to its prior alignment with local legal requirements and internal policies applicable at each company.

The Code of Ethics for AI Development forms part of the Group's policies on the responsible use of artificial intelligence in relation to end-users. Its key objectives are to:

- ensure high standards of user rights protection;
- guarantee security, non-discrimination and equal treatment;
- foster transparency and trust in the technology;
- strengthen the positive impact of AI on the labour market;
- mitigate adverse effects of the technology and risks associated with process automation.

Accordingly, the document underpins the Group's approach to its relationships with users – both job seekers and employers – and provides assurance that technological innovations are implemented ethically, responsibly, and in line with European reporting standards. In addition, softgarden has put in place an internal policy governing the use of AI tools by employees.

S4-2 Processes for engaging with consumers and end-users about impacts

The Group companies are strongly committed to fostering open and transparent relationships with customers and end-users. To this end, it has established structured processes designed to better understand their needs and to monitor the Group's impact on user experience.

Key processes for engagement

The Group regularly gathers feedback through satisfaction surveys and user research, including interviews and both qualitative and quantitative studies. These insights support ongoing refinement of products and services to better meet user expectations. In 2025, users of the Pracuj.pl recruitment platform and the eRecruiter.pl recruitment management system submitted over 7 thousand satisfaction surveys related to service quality. The Group also monitors user opinions across social media and other digital channels, enabling the early identification of user needs and emerging market trends.

User involvement in product development

The Group actively involves end-users in the development of its platforms and testing of new features. Through beta testing and pilot implementations, users are invited to provide suggestions and recommendations, with their input directly informing further development. This collaborative approach ensures that solutions are better aligned with consumer needs, while also strengthening satisfaction and trust in the Group's services.

Communication and user support channels

The Group provides users with access to a range of support options, including a hotline, live chat, social media, and dedicated email addresses. Customers and end-users can easily ask questions, report issues, or share feedback regarding the platforms. A trained support team ensures prompt and comprehensive assistance tailored to their needs.

By using advanced Customer Relationship Management (CRM) systems, the Group can monitor notifications and reports submitted by customers and users, analyse their needs, and respond effectively to any issues related to service quality.

Responding to security and compliance-related concerns

Data security and regulatory compliance are treated as top priorities by the Group. Therefore, users are provided with dedicated channels to report concerns related to privacy, personal data access, or system security.

Each report is carefully reviewed, and any irregularities are addressed immediately, ensuring that users feel safe and that their privacy is respected and protected at all times.

How user engagement informs the Group's activities

By actively engaging with customers and end-users, the Group is able to respond to evolving market needs and to foster long-term, trust-based relationships. Insights gathered from user feedback directly contribute to the development of products and services that enhance customer satisfaction and strengthen the Group's position as a responsible partner in the recruitment services market.

Through these ongoing efforts, the Group supports its broader sustainability objectives by delivering services that are not only secure and accessible, but also designed with customer and user satisfaction at their core.

Responsibility for ensuring that the views of customers and end-users are reflected in the activities of the Group is assigned at the management level. Oversight of this area has been assigned to Rafał Nachyna, Member of the Management Board and Chief Operating Officer of the Group, who is responsible for ensuring the effective operation of processes enabling the systematic collection, analysis and integration of user feedback into the Group's operational and development activities.

Within his remit, he oversees user service processes, including the monitoring of service quality, analysing customer feedback, complaints and reports, and ensuring that insights derived from interactions with consumers and end-users are reflected in decision-making related to service development, service quality and user experience.

The Group also incorporates the user perspective at the product design and development stage through product discovery processes, where user feedback, needs and responses constitute a key input in defining the direction of platform and service evolution. These insights are integrated into management and decision-making workflows, supporting continuous improvement of the product portfolio and its alignment with the expectations of consumers and end-users.

S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

The Group companies ensure that customers have accessible and reliable ways to raise concerns, ask questions, or provide feedback, such as hotlines, dedicated online forms and email. These contact options are clearly communicated via the Group's websites, making it easy for users to seek support when needed.

In addition, the Group provides a formal grievance mechanism, which enables customers to report irregularities and cases of misconduct, as described in detail in section 'ESRS G1 – Business conduct' of this Statement.

The Group handles all submissions with care and transparency, ensuring prompt follow-up actions. These practices are central to building trust and ensuring that the Group's operations align with the highest ethical and regulatory standards.

S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

The Group has not identified any material actual negative impacts affecting end-users. With regard to identified potential negative impacts, the Group takes measures to prevent such impacts in the following areas:

Data privacy and security

The Group applies stringent personal data protection procedures in full compliance with the Personal Data Protection Act and other relevant privacy laws. Group companies implement advanced security technologies and access control protocols to ensure the safety and integrity of user data.

The Group takes measures to mitigate potential negative impacts on end-users of its digital services, particularly those pertaining to personal data security and the secure use of online platforms. These actions are carried out within the framework of the Group's information security and data protection management system.

To counteract potential negative impacts, the Group applies organisational and technical measures designed to ensure the confidentiality, integrity and availability of data. The key ones involve monitoring the security of IT systems, pinpointing potential vulnerabilities and implementing safeguards to reduce the risk of unauthorised access to data or service disruptions.

The Group has also implemented comprehensive management procedures for information security incidents covering the full incident lifecycle – from identification and analysis, to classification, to remedial actions and measures aimed at preventing recurrence. In the event of incidents that may affect end-users, these procedures provide for actions to minimise potential consequences and prevent similar issues from occurring in the future.

All these measures are intended to reduce the risk of adverse impacts on customers and end-users and to enable the secure use of services offered by the Group.

Monitoring satisfaction and managing customer relations

The Group companies continuously monitor customer and end-user satisfaction through surveys, interviews, and Net Promoter Score (NPS) metrics. Regular collection of user feedback enables the Group to identify key needs and expectations, adapt its service offering, and enhance the overall service quality.

Transparency and user education

The Group is committed to transparent communication about how its services work. Users are provided with straightforward information on terms of use and platform features, along with educational resources such as user guides and manuals, helping them understand and safely use the Group's services.

Grievance and complaint mechanisms

Users can raise concerns, submit complaints and report irregularities and cases of misconduct through dedicated contact channels. These mechanisms are designed to ensure confidentiality and prompt response, reinforcing customer trust and enabling immediate corrective action when issues are identified.

Protection of users against advertisers' misconduct

All job postings published on the Group's platforms undergo review to ensure they meet both legal requirements and the Group's ethical standards. To further protect users from data misuse, Robota has introduced privacy-focused features that allow job candidates to apply without disclosing personal data through which they could be identified, such as name or telephone number.

Fostering responsible user relationships

Through strong quality assurance practices and user protection measures, the Group strives to build long-term relationships with customers based on trust. These efforts help improve user satisfaction and reinforce the Group's reputation as a dependable and responsible provider of recruitment services.

As a leader in HR technology, the Group is also actively involved in educational activities, supporting customers (employers) by strengthening their recruitment capabilities, and platform users (job candidates) by raising their awareness of the labour market.

Key educational initiatives

For customers (employers, recruiters, HR teams)

Webinars and online training

- regular webinars hosted by HR experts, covering recruitment trends, employer branding, labour market analysis, and use of digital tools in recruitment processes;
- training sessions for customers on how to use the Group's recruitment management systems effectively.

Reports and market analysis

- publication of research reports on labour market trends, salary benchmarks, and candidate preferences, including 'Specialist Labour Market Report';
- employer-focused research across different market segments, offering insights into current recruitment trends.

Expert content and knowledge resources

- educational materials such as articles, e-books, and case studies, published on blogs and in dedicated knowledge centres for customers.

For job seekers

- educational programmes supporting career development;
- workshops and webinars on CV writing, interview preparation, and career planning;
- mentoring programmes and partnerships with universities to support student career readiness;
- knowledge platforms and career guides;

- a wide range of educational resources available on the Group's recruitment platforms, including job market guides, career change advice, and career management tips;
- awareness-building content on new work models, such as hybrid work and work-life balance;
- job-seeker experience surveys;
- conducting and publishing research on job seekers' experiences, their expectations toward employers and terms of employment.

Through its educational efforts, the Group actively contributes to the development of the labour market by strengthening the skills of recruiters and raising awareness among candidates. Education is a key element of the Group's communication with both job seekers and employers, helping to build a more transparent and inclusive labour market.

S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

In 2025, the Group defined targets related to its relationships with end-users under the sustainable development strategy. For a detailed description of these targets, see section 'ESRS 2 – General disclosures' of this Statement.

CORPORATE GOVERNANCE INFORMATION

ESRS G1 Business conduct

IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities

The Group identifies and assesses impacts associated with business conduct, integrating them into its business model and its short-, medium-, and long-term objectives. For a detailed description of these impacts, see section 'ESRS 2 – General disclosures' of this Statement.

Material risks and opportunities related to the Group's business conduct are outlined below. Unless stated otherwise, the risks described below apply across all areas of the Group's operations, may materialise over any of the time horizons under analysis: short-, medium-, or long-term, and arise from the Group's dependency on value chain workers.

In the area of business conduct, the Group identified an opportunity linked to its corporate culture, as described in this section. This culture may serve as a source of competitive advantage by positively influencing employees and attracting new talent.

Description of the risk, management method, stakeholders, and area

Description	Management method
Corporate culture	
Risk of non-compliance with amendments to existing laws or newly enacted regulations.	Monitoring regulations, consulting external experts.
Protection of whistleblowers	
Risk of workplace bullying, harassment and discrimination within the organisation.	Anti-bullying procedures.
Risk of entering into cooperation with a supplier that does not meet the Group's standards, including standards relating to quality, service level agreements (SLA), information security, compliance and the Code of Ethics.	Supplier Due Diligence process – evaluation of suppliers covering several aspects, including data protection, technology, information security, compliance and ESG; data processing agreements.
Corruption and bribery	
Legal and reputational risks associated with corruption and misconduct in relationships with employees, partners and suppliers.	Procurement procedures, Code of Ethics in Business Relationships, Code of Ethics, Grupa Pracuj Anti-Corruption Code ("Anti-Corruption Code"), Grupa Pracuj Gift Policy ("Gift Policy").

G-1 – Corporate culture and business conduct policies

Organisational culture has been a cornerstone of the Group's operations for over 25 years. Its approach to work, innovation, and a system of principles guiding the behaviour of Group representatives in interactions – not only with customers, but with all stakeholders – is reflected in several key documents, including the Code of Ethics and the Code of Ethics in Business Relationships.

The Group fosters a dynamic organisational culture that allows it to adapt effectively to changing market conditions and its operating environment, as well as a transparent management model facilitating the clear identification of development directions across the short-, medium-, and long-term horizons.

A clear strategy and transparent communication are at the heart of creating a culture that gives employees a supportive work environment and opportunities for dynamic growth. The Group makes every effort to provide them with equal access to information through a variety of communication channels and tools relying on bilateral dialogue.

Leadership Team

The development of corporate culture is one of the key management functions within the Group. The Group has a Leadership Team, which in 2025 comprised the following representatives of key business areas:

- Przemysław Gacek – President of the Management Board/Chief Executive Officer;
- Rafał Nachyna – Member of the Management Board/Chief Operating Officer;
- Gracjan Fiedorowicz – Member of the Management Board/Chief Financial Officer;
- Agnieszka Bieniak – Chief People Officer;
- Maciej Chwiłoc – Chief Technology Officer;
- Radosław Iwańczuk – Chief Commercial Officer, Pracuj.pl;
- Paweł Moszyński – Chief Strategy & Product Development Officer, Pracuj.pl;
- Kirill Mankovski – Chief Executive Officer, softgarden;
- Valeriy Reshetnyak – Chief Executive Officer, Robota;
- Adam Wielebski – Chief Executive Officer, eRecruiter;
- Adam Mroczyński – Corporate Development Officer.

The Leadership Team holds monthly meetings to review performance and address key challenges both at the Group level and within individual business units. The Team supports the Management Board in making strategic decisions that are crucial to the development of the entire organisation and ensures that the GP Way philosophy is embedded in all activities across the Group. The Team serves in an advisory capacity, supporting the Management Board throughout the decision-making process, while also facilitating the exchange of knowledge and information to enhance collaboration across individual business areas.

For a detailed description of the functions of the Leadership Team, see section 'ESRS 2 – General disclosures' of this Statement.

GP Way

A culture, honed through years of experience, that forms the backbone of the Group's operations, encompassing everything from day-to-day activities and fostering relationships with customers and users, to the added value that comes with being part of the Group, for both the companies and the talent within, led to the formulation of the GP Way – the Group's operational ethos.

It is a set of characteristics that define the organisation's day-to-day operations and interactions with external stakeholders, delivering added value to companies that join the Group through acquisition processes.

Grounded in operational efficiency, the Group's mode of operation encompasses elements such as proficiency in sales and customer service within a high-touch model, characterised by an individual approach and strong focus on addressing specific needs, a culture dedicated to employee engagement and goal achievement, along with the development and monetisation of products suited to diverse customer groups and needs, coupled with an entrepreneurial approach across the entire product development and value creation chain.

The Group pursues its mission and vision guided by core values shared across the organisation. These values represent a foundational element of the Group's culture, forming the basis of its ethical framework. They guide how daily responsibilities are performed, inform decision-making, and define the attitudes that should be promoted.

Group values

1. Customer in focus

- listen to the needs of customers;
- act proactively and swiftly;
- foster open communication based on mutual respect;
- develop solutions/products that meet the real needs of customers – prioritise simplicity.

2. Courage to act and learn from mistakes

- step out of your comfort zone;
- question the status quo;
- take calculated risks;
- learn from mistakes and speak about them openly;
- share your opinions.

3. Responsibility for commitments, actions and outcomes

- keep your promises;
- seek support when encountering obstacles;
- remain realistic;
- appreciate achievements while accepting hard facts and setbacks;
- stay persistent.

4. Agility in learning and adapting to the changing environment

- set goals, monitor their achievement and adjust your actions;
- accept change as part of life;
- remember, done is better than perfect;
- never stop developing.

5. Respect for diversity

- treat people with respect, regardless of race, age, gender, nationality, sexual orientation, religion, etc.;
- support people facing physical and mental ailments, in an inclusive environment;
- be curious and open to different points of view;
- control your emotions and pay attention to the emotions of others.

6. Positive vibe at work

- maintain a positive attitude;
- provide constructive criticism and honest feedback in a positive way;
- celebrate successes and appreciate colleagues;
- work hard, play hard.

Compliance

Responsibility for managing the compliance function at Grupa Pracuj S.A., including risk mapping, mitigation of compliance risks and ensuring adherence to legal requirements, lies with the Compliance Officer. As the Parent, Grupa Pracuj S.A. sets compliance standards that are implemented across the Group entities, taking into account local conditions and applicable national legislation.

The Group consistently develops its ethics framework, built on three fundamental pillars:

- Legal compliance: strict compliance with legal regulations in all countries where the Group operates, with particular emphasis on respect for human rights.
- Voluntary commitments: internal codes and policies that establish standards going beyond minimum legislative requirements.
- Reporting systems: effective mechanisms for detecting and responding to misconduct, including the protection of whistleblowers.

A permanent feature of the Group's compliance system is the compliance risk assessment process, which ensures ongoing evaluation of its effective functioning. At the beginning of 2025, a compliance risk assessment was conducted across the following entities: Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o., softgarden e-recruiting GmbH, and Robota International TOV. The assessment enabled an analysis of differences in legal frameworks applicable to the respective entities and helped identify areas requiring further development. It included a discussion of the legislative differences and provided a basis for defining priorities in the adoption of best practice, resulting in a consistent approach to compliance risk management across the Group.

Compliance objectives

In the coming year, the priority objective remains to further refine the compliance system across the Company and the Group. Key focus areas include:

- Adaptation to legislative changes: bringing operations into compliance with the EU's AI Act and promptly responding to any emerging regulatory developments.
- Integration of new entities: implementation of policies and procedures at Kadromierz sp. z o.o. following the post-acquisition transition period.
- Implementation of the Human Rights Policy, a document aimed at harmonising standards applicable to employees, non-employee personnel and contractors. Non-employees are understood as individuals engaged by the Group under civil-law contracts (e.g. mandate or B2B contracts).

Compliance policies and procedures

The Company and other Group entities have in place the following compliance policies and procedures:

- Code of Ethics;
- Code of Ethics in Business Relationships;
- Anti-Corruption Code;
- Non-Discrimination and Anti-Bullying Policy;
- Gift Policy;
- Instructions for Reporting Irregularities;
- Whistleblowing Procedure under the Whistleblower Protection Act.

These documents were adopted by the following entities: Grupa Pracuj S.A., eRecruitment Solutions sp. z o.o., softgarden e-recruiting GmbH, and Robota International TOV. In light of the specific requirements of Polish whistleblower protection legislation, the reporting of irregularities at the Polish companies is governed by two internal documents: the Whistleblowing Procedure under the Whistleblower Protection Act and Instructions for Reporting Other Irregularities.

Additionally, in 2025, a Compliance Policy was adopted at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., addressed to all employees and non-employee personnel of these entities. The document defines the objectives, principles and structure of the compliance system at the Grupa Pracuj S.A. Group, setting out the key roles,

responsibilities and powers of the Compliance Officer. It consolidates and outlines the compliance regulations applicable at the Group, presenting them within a single, coherent framework. It also sets out the rights and obligations of all employees and non-employee staff in ensuring compliance with applicable regulations and ethical standards while performing their duties, both internally and in interactions with external parties. The document serves as a consistent, overarching reference point for the Group's entire compliance system, ensuring a unified approach to compliance management and supporting the development of an ethical and responsible organisational culture.

The table below presents an overview of key compliance-related documents implemented across the Group entities. It indicates which regulations apply within individual companies and highlights local equivalents in different jurisdictions.

List of compliance-related policies and procedures

Document	Grupa Pracuj / eRecruitment Solutions	softgarden	Robota	Notes /local name
Code of Ethics	YES	YES	YES	-
Compliance Policy	YES	-	-	Implemented in 2025 at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o.
Anti-Corruption Code	YES	YES	YES	DE: Antikorruptionskodex; UA: Антикорупційний кодекс.
Gift Policy	YES	YES	YES	DE: Geschenkepolitik; UA: Політика щодо подарунків.
Non-Discrimination and Anti-Bullying Policy	YES	YES	YES	DE: Antimobbing & Antidiskriminierungspolitik; UA: Політика попередження і боротьби з домаганнями та дискримінацією.
Instructions for Reporting Irregularities	YES	YES	YES	DE: Anweisung für die meldung von unregelmäßigkeiten; UA: Інструкції щодо звітування про порушення.
Whistleblowing Procedure under the Whistleblower Protection Act	YES	-	-	Based on the Polish Whistleblower Protection Act (2024)
Code of Ethics in Business Relationships	YES	YES	YES	Applies across the supply chain.

In late 2025 and early 2026, a comprehensive review was conducted to ensure continued relevance of policies, codes and procedures in force at the Company. As a result, amendments were recommended to four existing documents: Anti-Corruption Code, Gift Policy, Whistleblowing Procedure, and Instructions for Reporting Other Irregularities. The proposed changes aim to further strengthen the compliance management system, align the existing regulations with market best practice, and enhance the transparency and effective operation of mechanisms for preventing misconduct and other irregularities. Their implementation is planned for 2026.

Training

The Compliance Policy adopted at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. sets out the following rules to govern mandatory compliance training:

- Onboarding training – all employees and non-employee workers are required to complete such training within the first few days of employment or engagement under another civil-law contract. The training introduces them to the fundamentals of the Group's compliance system, key internal regulations and expected standards of conduct. In 2025, it was completed by 98.7% of all new employees and non-employee staff. The training is delivered every month via the LMS e-learning platform.
- Ethics training – all employees and non-employees are required to complete such training and learn about the applicable ethical standards and guidelines, within the scope defined by the Compliance Officer, at least once

every two years. The objective is to reinforce key ethical principles applicable at the Company and ensure appropriate conduct across relevant areas of activity. In 2025, comprehensive training covering the Code of Ethics and other compliance areas was delivered, with an 86% completion rate.

- Additional training – arranged as needed, especially in response to regulatory changes, identification of new risk areas or implementation of new procedures.

The other Group companies have their own training procedures. At Robota and softgarden, all newly hired employees are introduced to the relevant compliance documents as part of the onboarding process. At Robota, this process is delivered via the Learning Management System (LMS), enabling the company to track completion. At softgarden, each new employee receives a Policy Handbook and confirms acknowledgement via the DocuSign application.

Code of Ethics

The Group conducts its operations in accordance with applicable laws and its adopted ethical values and principles. Transparency, integrity, and a commitment to the highest standards form the foundation of the Group's activities. The principal document guiding ethical conduct is the Code of Ethics, which outlines a set of behavioural principles and standards that shape the Group's organisational culture and support its sustainable and responsible development. The Code offers practical guidance and examples to support the application of its ethical principles in day-to-day practice.

It applies to the entire Grupa Pracuj S.A. community, regardless of role or seniority, and ensures a consistent approach to ethical issues across the Group, thereby reinforcing trust in relationships with employees and non-employee workers. Its content, together with other applicable internal regulations, is available on the Company intranet, accessible to all employees and non-employee personnel of the Company and eRecruitment Solutions sp. z o.o.

The Code of Ethics governs the following areas relevant to the Company's activities:

- corporate values;
- whistleblowing;
- protection of human rights;
- safe and friendly work environment;
- respect for diversity;
- employee development and open communication;
- customer in focus;
- value chain security;
- business integrity;
- safeguarding the Company's interests and protecting business secrets;
- information security;
- personal data protection;
- sustainable development.

After its alignment with local legal requirements, the Code of Ethics was formally implemented as a binding document at the Group companies in Germany and Ukraine.

The Code of Ethics is complemented by additional internal regulations that clarify the key areas of compliance management, such as the Non-Discrimination and Anti-Bullying Policy, the Anti-Corruption Code, the Gift Policy, the Whistleblowing Procedure under the Whistleblower Protection Act, and the Instructions for Reporting Other Irregularities. All Company employees and non-employee workers are required to read and comply with these documents.

Preventing discrimination and respect for human rights

Respect for diversity and the promotion of equal opportunities are among the key values guiding the Group in its day-to-day activities. Preventing workplace bullying and discrimination constitutes an essential component of our compliance management model, and employee matters are one of the most important areas of responsibility.

A priority is the fair and transparent treatment of all employees and business partners. The Group has a zero-tolerance policy towards any form of workplace bullying or discrimination. The anti-bullying and non-discrimination principles are set out in the Code of Ethics, and described in detail in the Anti-Discrimination and Anti-Bullying Policy. Its provisions are based on the Labour Code. The Policy provides a clear definition of workplace bullying and discrimination, along with examples of behaviours and situations that may be classified as such. It also outlines the employer's responsibility to prevent bullying and discrimination in the workplace.

All employees across the Group are required to read and adhere to the Policy.

Conflicts of interest

The Group has established internal standards for identifying and managing potential conflicts of interest, defined as situations where personal interests or relationships (e.g., familial ties) may compromise the objectivity of decision-making. All employees are required to report any actual or potential conflict of interest to the Compliance Team. Conflicts of interest are addressed in accordance with the internal Anti-Corruption Code.

In January 2026, a Conflict of Interest Management Policy was implemented at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o., designed as a practical guide for all employees and non-employee workers, aimed at increasing awareness of how to identify and appropriately address situations that may give rise to conflicts of interest. The Policy clearly defines conflicts of interest, provides examples of situations that may arise in the course of daily duties, and details steps to be taken if such situations occur. It also introduces an obligation to notify potential conflicts to designated persons or units within the organisation, along with monitoring and reporting mechanisms to ensure compliance with established rules.

The purpose of the Policy is to strengthen the Group's ethical culture, enhance transparency in decision-making and minimise the risk of irregularities.

In connection with the implementation of the Conflict of Interest Management Policy, training programmes will be tailored to different target groups. Separate training sessions will be provided for employees and non-employee workers, and for management staff, ensuring that the content reflects their respective levels of responsibility, decision-making scope and associated risks.

At Robota and softgarden, all newly hired employees are introduced to the Anti-Corruption Code as part of their general compliance training. However, no dedicated training has yet been conducted specifically for management staff in relation to the Anti-Corruption Code.

G1-2 Management of relationships with suppliers

Code of Ethics in Business Relationships

To uphold suitable compliance standards in its supply chain, the Group adheres to a Code of Ethics in Business Relationships. This code, a standard element of agreements with suppliers, outlines the framework and minimum standards anticipated from our business partners. The Code is founded on the belief that responsible and transparent business conduct based on respect for the law, accountability, transparency and clear communication is a prerequisite for sustainable development. The Code of Ethics in Business Relationships defines the core values and principles of conduct that the Group expects its business partners to uphold in their activities and their relationship with the Group. The document was created based on the values and principles followed in building an ethical work environment:

- compliance with the law;
- counteracting corruption and conflicts of interest;

- building a safe and friendly work environment;
- information security and protection of business secrets;
- personal data protection;
- preventing unfair competition;
- reporting irregularities and instances of misconduct related to cooperation;
- care for the environment.

Within each identified area, specific expectations towards business partners are outlined, constituting minimum standards they should adhere to in their operations, along with examples of behaviours and situations that are unacceptable.

Supplier Due Diligence

There is a Supplier Due Diligence process in place at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. to mitigate risks related to managing relationships with suppliers. The process also enables the Group to:

- screen selected suppliers against the Group's standards and legal requirements in areas such as compliance, privacy, security, sustainability, and the management of environmental, social, and labour issues;
- mitigate business risk, ensure compliance with the required standards;
- reduce the risk of engaging with unreliable contractors;
- protect the Group from tax liability for a dishonest supplier's obligations, financial losses or reputational harm resulting from such suppliers' activities, or legal sanctions;
- identify the supply chain.

The Supplier Due Diligence process is currently applied for procurement projects whose annual value exceeds PLN 100,000 and for all technological purchases. Only suppliers who successfully pass this screening are invited to continue in the tender process, which concludes with the signing of a contract and the formal acceptance of the Group's Code of Ethics in Business Relations. To support employees, the Procurement Department has developed a Procurement Guide that serves as a step-by-step instruction on how to handle the supplier selection process correctly. A complementary resource, the Supplier Cooperation Best Practices toolkit, further supports day-to-day supplier interactions. In addition, by the end of 2027, the Supplier Due Diligence process is planned to be rolled out to softgarden e-recruiting GmbH and Robota International TOV.

G1-3 Prevention and detection of corruption or bribery

The Group does not accept any manifestations of corruption and other forms of bribery, and takes active measures to counter such practices.

Detailed regulations on counteracting corruption are set forth in our Anti-Corruption Code. The document clearly specifies:

- the definitions of benefits and corruption, including the methods of exerting influence;
- the specific actions that are forbidden and the business sectors most susceptible to corruption;
- the correct protocols for communication with suppliers and customers, as well as the regulations governing tender participation.

It also details strategies for preventing and addressing corruption, along with advice on the steps to take when encountering or becoming the target of corrupt behaviour. Furthermore, it outlines the potential legal ramifications for

those engaged in such activities. As part of adherence to the Anti-Corruption Code, all employees and non-employee workers of Grupa Pracuj are required to:

- comply fully with all anti-corruption rules and regulations;
- refrain from offering or accepting any benefits, and from condoning any actions or forms of influence that could be perceived as corruption;
- respect the policies and ethical standards of external entities, including refraining from sending gifts or initiating certain types of meetings if such practices are not accepted by the other party;
- resolve any potential conflicts of interest in line with the principles set out in the Anti-Corruption Code;
- contact the Compliance Team in the event of any doubts.

The proactively enforced anti-corruption policy also includes specific guidelines on accepting and offering gifts, invitations and hospitality, all of which are further elaborated in the Gift Policy. According to the Gift Policy, occasional gifts may be offered or received as long as the following conditions are met:

- the market value of the gift does not exceed PLN 200 gross;
- no benefits are expected in return;
- the giving or receiving of the gift does not create a risk of conflict of interest;
- the giving or receiving of the gift complies with the internal regulations of the Grupa Pracuj S.A. Group and the recipient, as well as with reasonable market practices;
- the gift is not presented to individuals holding public office, nor is it offered in an impersonal manner to any public administration or law enforcement agencies.

The Policy also features a catalogue of acceptable types of gifts and mandates consultation with the Compliance Team in case of any doubts.

The Anti-Corruption Code and Gift Policy have been implemented at the Company, eRecruitment Solutions and, after alignment with local legal requirements, at softgarden and Robotka. The alignments were made regarding the threshold values for gifts.

Anti-corruption and anti-bribery topics are also covered in the mandatory e-learning training on the Code of Ethics, which must be completed by all employees and non-employee staff.

To ensure proper safeguards against corrupt practices in relations with business partners, Grupa Pracuj incorporates anti-corruption clauses in its standard contract templates. The clauses have been customised for the specific types of agreements made within the Company. According to these clauses, business partners are required to exercise due diligence in fulfilling contracts, comply with legal regulations relevant to the subject of collaboration with Grupa Pracuj, and adhere to all applicable anti-corruption laws and regulations. This obligation extends to ensuring that none of the compensation received is allocated towards covering expenses related to offering benefits.

In business relations, the Group does not accept:

- offering or giving gifts or providing services to employees with the intention of increasing the likelihood of initiating cooperation with the Group or influencing business decisions during the course of such cooperation;
- using information obtained in the course of cooperation for the purpose of obtaining benefits not arising from the agreement between Group companies and the entity;
- money transactions, especially cash transactions, which are not made in the performance of the agreement or which are not documented in accordance with the Group's established procedures;
- engaging in cooperation individuals whose affiliations (e.g., political or family ties) could potentially harm the Group's reputation.

In 2025, Grupa Pracuj S.A. underwent a voluntary, comprehensive audit of risks related to financial fraud, corruption and conflicts of interest. Carried out by an independent external auditor, it included a detailed review of the Company's regulations, procedures and controls. The final audit report outlined the methodology applied, identified risk factors within key areas of activity and assessed the effectiveness of existing risk mitigation measures. To fulfil the audit recommendations, a review of existing procedures was conducted and the Conflict of Interest Management Policy was implemented in 2026. Details on the operation of the Policy are provided above.

Reporting irregularities and violations of law

The Group is committed to preventing any misconduct, both internally and in collaboration with its business partners. It aspires to maintain a safe and respectful workplace, where employees can thrive, and to maintain the utmost level of professionalism and integrity in interactions between team members and with customers and other stakeholders.

The reporting system in place at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. enables submissions from employees, non-employee workers and business partners, either anonymously or by name. It is a confidential and fully secure channel designed for reporting a variety of concerns, including violations of laws or ethical standards. It is available 24/7 and accessible from any device.

The reporting platform used by Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. is the e-nform system, available at: <https://gp.zalezymi.pl/>. Reports can be easily submitted via an online form.

The system enables efficient management of incoming reports by continuously monitoring their resolution process and overseeing the implementation of corrective actions where needed. Reports are managed by the Compliance Officer and their team, who are obliged to maintain strict confidentiality regarding the handling of reports and the conduct of investigations. Every case is meticulously and thoroughly examined by a dedicated committee. Following this analysis, a report on the committee's findings is submitted to the Company's Management Board, who then decide on the necessity and manner of implementing corrective measures, guided by the recommendations contained in the report. The Company strictly prohibits any form of retaliation and offer protection against reprisal to those who report actual or suspected irregularities in good faith. In the performance of legal obligations under the Whistleblower Protection Act of 14 June 2024, in 2024 a Whistleblowing Procedure was implemented at Grupa Pracuj S.A. and eRecruitment Solutions sp. z o.o. pursuant to that Act.

The procedure for managing reports, granting the reporting individual the status of a whistleblower, and conducting internal investigations is comprehensively outlined in the Whistleblowing Procedure under the Whistleblower Protection Act, as well as in the Instructions for Reporting Other Irregularities, which covers breaches of ethical standards defined in internal regulations but not subject to the Act.

In 2025, two reports were submitted at Grupa Pracuj S.A., which resulted in a single combined investigation. No irregularities were identified as a result of the proceedings.

At Kadromierz sp. z o.o., no formal system for reporting concerns is currently in place. In 2026, an assessment of organisational needs in this area is planned, followed by a decision on the potential implementation of a suitable reporting and case management solution.

Due to legislative differences between the jurisdictions where the Group companies operate, softgarden and Robota have implemented whistleblowing procedures in accordance with their respective local legal requirements.

softgarden has in place an Instruction for Reporting Irregularities, the content of which is aligned with the provisions of the German Whistleblower Protection Act (HinSchG). The platform for reporting irregularities is available at <https://whistleblower.softgarden.de>. In 2025, no irregularities were reported.

At Robota, reports can be sent to a dedicated email address, in accordance with the internal instruction for reporting irregularities (Інструкції щодо звітування про порушення). As Ukrainian legislation does not currently include provisions on whistleblower protection, the procedure adopted by Robota is implemented on a voluntary basis. In 2025, three reports were recorded and subsequently resolved.

G1-4 Incidents of corruption or bribery.

In 2025, there were no incidents of corruption or bribery at any Group company.

G1-6 Payment practices

In accordance with business ethics principles and applicable legislation, including the Act of 18 March 2013 on Counteracting Excessive Delays in Commercial Transactions, the Group is committed to ensuring timely payments, particularly in relation to small and medium-sized enterprises (SMEs), but it does not have a formal policy specifically aimed at preventing payment delays. Currently, it is analysing various scenarios for the potential implementation of such a policy, considering both operational aspects and regulatory compliance.

The Group generally adheres to standard payment terms, observing contractual payment deadlines. None of the Group companies categorise suppliers into predetermined groups.

The average number of days to settle payables at Grupa Pracuj and eRecruitment Solutions (taken together) is 16. Invoices for services rendered and goods delivered are settled within an average of 14 days.

At Kadromierz, the standard payment term is 7 days, while the weighted average payment period is 6 days. Payables are settled on a timely basis.

In 2025, 82% of all payables at the Group's Polish entities were settled by the agreed payment deadlines.

In a vast majority of cases (approximately 97%), payments at Robota are made within 30 days. In the year ended 31 December 2025, 96% of all payables were settled on time.

At softgarden, the average payment term for recruitment service providers is 30 days and applies to 64% of all invoices. Services, representing approximately 10% of annual invoices, are paid for within an average of 13 days of invoice receipt. The remaining 26% of invoices are settled within an average of 19 days of receipt.

In 2025, no court proceedings were pending or initiated against the Group companies in connection with payment delays.

The background of the page is a light blue gradient with abstract network graphics. These graphics consist of interconnected nodes (small dark blue circles) and lines (thin blue lines), forming a complex web-like structure. The nodes and lines are more prominent in the top right and bottom left corners, fading towards the center.

 grupa pracuj