

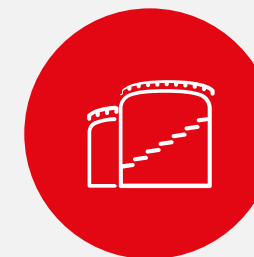
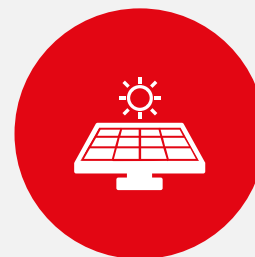


The largest Polish

independent fuel and energy group

**Strategy of the UNIMOT Group
for the period 2024-2028**

April 2024



AGENDA

1. Mission and vision of the UNIMOT Group
2. UNIMOT from the perspective of the previous strategy
3. Current structure of the UNIMOT Group
4. Sustainable development of the UNIMOT Group
5. Energy transformation
6. Development plans of the UNIMOT Group companies in the perspective of the strategy
7. UNIMOT's strategic objectives for 2028

Our mission is to provide clean and affordable energy.

Organizational proficiency, cost efficiency, openness to change and looking beyond the horizon, will allow us to stay ahead of the competition by offering the best products and the highest quality of service on the market, thereby sustainable development of a diversified business.



STRATEGIC OBJECTIVES FOR 2023 - IMPLEMENTATION



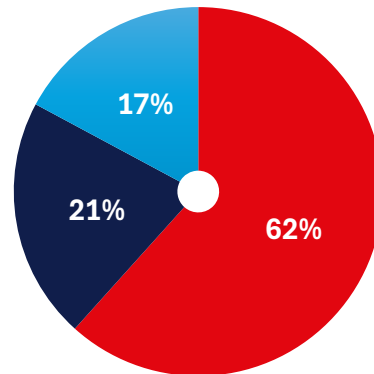
* ROCE = EBITDA / fixed assets less working capital

** Objective verified during the duration of the strategy

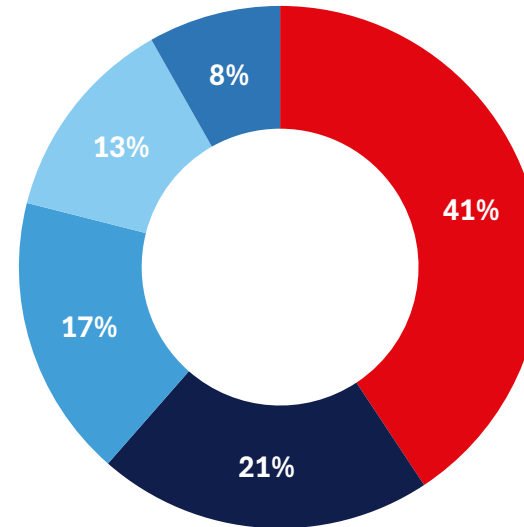
The UNIMOT Group in the period 2018-2023



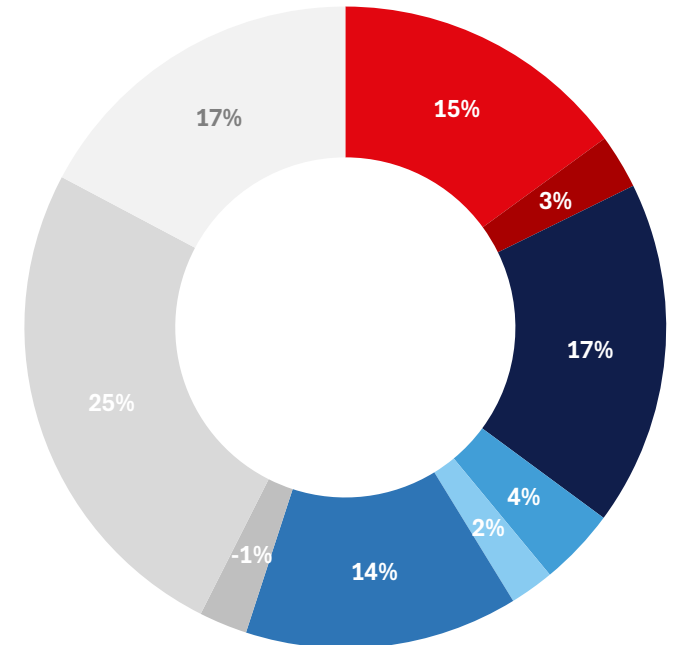
EBITDA 2018: 31.5 m



Strategic objective 2023: 74.9 m



Implementation 2023: 243.7 m

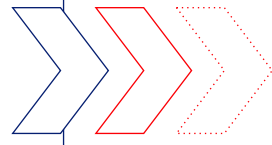


Fuels Solid Fuels LPG EE AVIA Natural Gas RES Bitumen Logistics

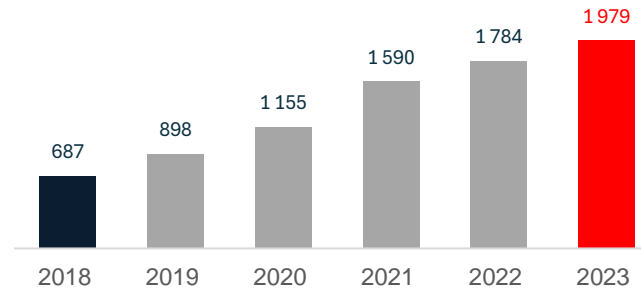
THE UNIMOT GROUP IN THE PERIOD 2018-2023



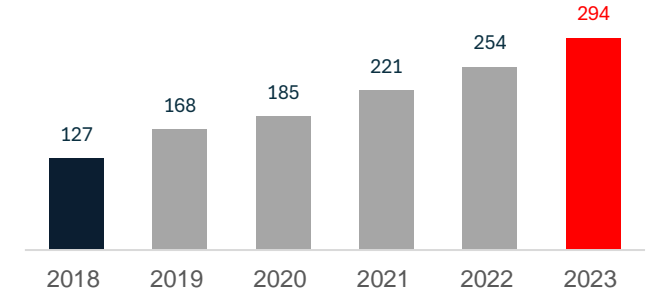
Increase in market share through increased sales volumes in most businesses: fuels and bio-fuels, LPG, AVIA petrol stations.



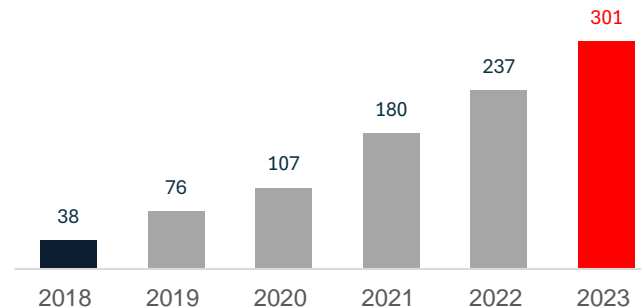
VOLUME – Fuels and Bio
(thsnd. m3)



VOLUME - LPG
thsnd. tonnes



VOLUME - Avia
thsnd. m3



THE UNIMOT GROUP - SEGMENTS



ESG #1 Counteracting climate change and sustainable infrastructure
ESG #1 Corporate governance as the foundation of the company's operations
ESG #2 Risk management and internal control system

Key areas of activity



FUELS



BIO-FUELS



LPG



SOLID FUELS

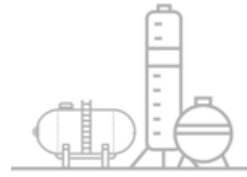


AVIATION FUELS



BITUMEN

Logistics



FUEL TERMINALS



PETROL STATIONS



RAIL LOGISTICS

Transition and transformation segments



NATURAL GAS



RES



ELECTRICITY AND HEAT



BIO-FUELS

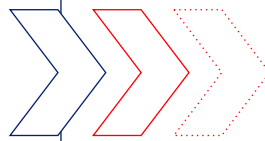
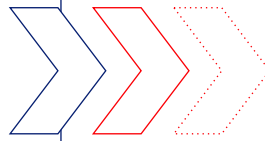
We are developing our business segments with an awareness of global trends and market transformation - the UNIMOT Group structure is being developed to effectively leverage multi-faceted business synergies.

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

UNIMOT takes action in response to changes in the social, environmental and regulatory environment and manages its impact responsibly.

The sustainable development of the UNIMOT Group is based on management in the areas of ESG.

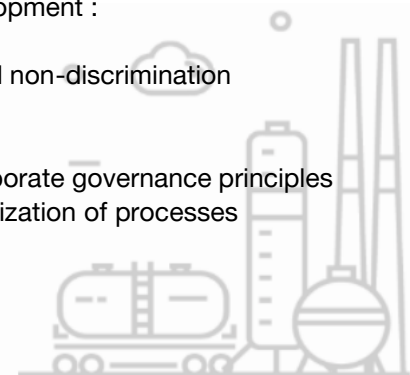
We have established clear objectives and principles for measuring them.



Sustainable investments and new solutions supporting the energy transition of the UNIMOT Group and its stakeholders

Man in the spotlight

- Flexibility in investment and acquisitions in response to market changes
 - Construction of new green generation capacity (e.g. wind farms, photovoltaic installations, biomethane plants, energy storage)
 - Diversification of offerings focused on increasing the share of green products and services (e.g. HVO sales, increasing the share of bio-fuels, increasing the market share of RES installation implementation and component sales)
 - Research and development activities (in the field of energy storage, heat market, CCS)
 - Technical adaptation of fuel depots for simultaneous marketing of low-carbon biocomponents
 - Decarbonisation of transport - use of low-emission own railway engines, EV chargers at AVIA stations
 - Consultancy and ESCO, electrical installation services
 - Development in the field of civic energy (energy cooperatives and clusters)
-
- Supporting society in the pursuit of sustainable development :
 - offering low carbon products
 - implementation of measures to promote inclusion and non-discrimination
 - actions for the benefit of local communities
 - Transparent dialogue with the environment
 - Organisational culture built on shared values and corporate governance principles
 - Data security, development of IT infrastructure, digitalization of processes



SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

The ESG commitments can be found throughout the UNIMOT Group Strategy comprehensively and coherently regulating our approach to sustainable development, setting out lines of action and objectives relating to environmental and climate protection, concern for society and dedication to the highest standards of corporate governance.

Environment (E)

Directions

ESG #1 Counteracting climate change and sustainable infrastructure

ESG #2 Protection of the natural environment

Objectives:

- Climate neutrality and adaptation to climate change
- Supporting the fight against low emissions
- Transformation of the fuel and transport area
- Increasing activity in the RES market
- Investment and acquisitions in response to market changes
- Supporting biodiversity and ecosystems
- Becoming the largest independent natural gas trader in Poland
- Strengthening the circular economy

Society (S)

Directions

ESG #1 Employees as a key value of the company

ESG #2 Socio-business partnership

ESG #3 Suppliers and business customers

Objectives:

- Discrimination-free organisation, pursuing inclusion, diversity, ethics for the benefit of employees, customers and communities
- Aiming to eliminate the gender pay gap
- An organisational culture built on shared values and work-life balance
- A safe and ergonomic working environment to support employee development
- Supporting customers in their pursuit of sustainability through the introduction of low and zero emission GHG products and services
- Ensuring transparent mechanisms of cooperation with partners and suppliers
- Conducting social dialogue and a good neighbour policy

Corporate governance (G)

Directions

ESG #1 Corporate governance as the foundation of the company's operations

ESG #2 Risk management and internal control system

ESG #3 Ethical culture and respect for human rights throughout the value chain

Objectives:

- ESG-related management objectives
- Credible and transparent relations with shareholders
- Tight data protection system, strengthening resilience to cyber threats
- Ensure functioning of systems, including: compliance management, risk management, internal control, fraud reporting

OUR AMBITIONS

We are aware of the growing demand for energy. Using the potential of the UNIMOT Group, we want to work to meet today's demand and play a significant role in building the energy system of the future.

We are fully aware of the changes that are underway. We are taking an active part in the energy transition.

We follow innovations. We are investing and expanding our range because we want to provide our customers with access to modern low-carbon energy products.

We want to shape the market and have a positive impact on the environment, local communities and our employees.

Our ambition is a responsible and sustainable development and increase in market share, and consequently an increase in the Group's value for all its stakeholders.

ENERGY TRANSITION - ASSUMPTIONS

The UNIMOT Group has the ambition to actively decarbonise its business and support its business partners in the energy transition. The Group intends to undertake actions that will respond to the challenges of a dynamically changing market environment. The transition will be based on a stable financial foundation.

The UNIMOT Group strategy for the period 2024-2028 includes two-pronged activities:

- **Maintaining business efficiency in the areas** of fuels, trading and logistics with the gradual expansion of the product portfolio and diversification of the customer portfolio towards lower carbon fuels and energy.
- **Making investments in new development directions,** including in the areas of electricity and district heating, in order to diversify sources of revenue.

Maintaining its position as an independent leader in the field of import and distribution of liquid fuels will allow it to finance the construction of a diversified investment portfolio.

In the strategy horizon, UNIMOT will reduce its carbon footprint through the use of RES energy, investment in sources and the modernisation of assets.

ESG #1 Counteracting climate change and sustainable infrastructure

ESG #2 Protection of the natural environment

ESG #2 Socio-business partnership

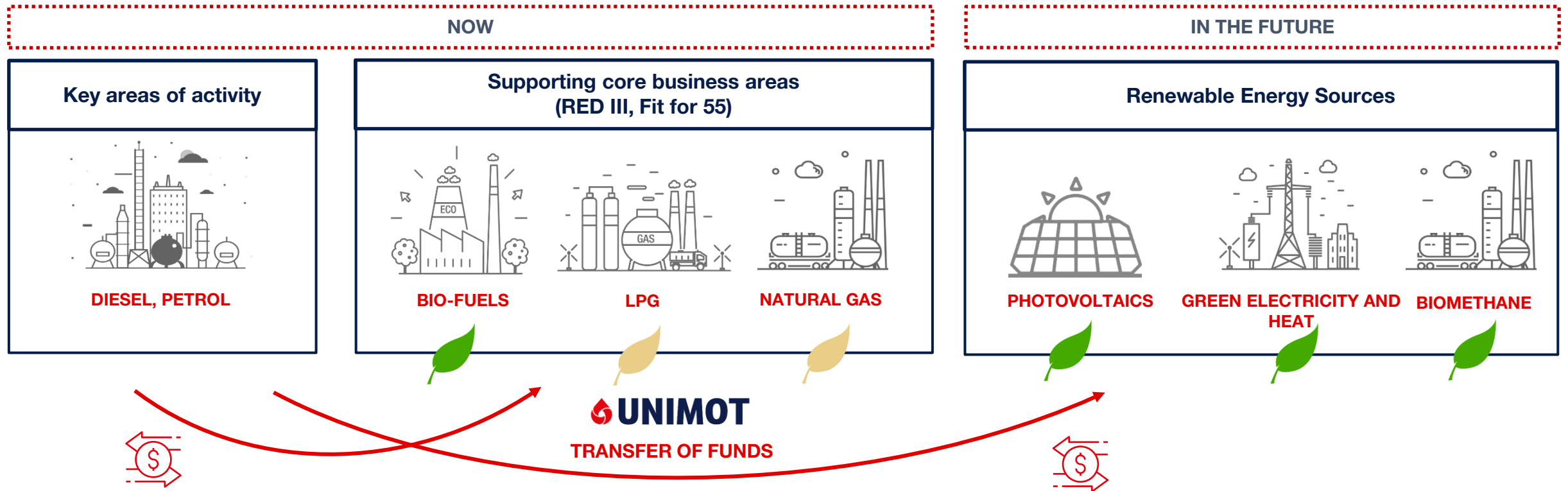
ESG #3 Suppliers and business customers

ESG #1 Corporate governance as the foundation of the company's operations

ESG #2 Risk management and internal control system

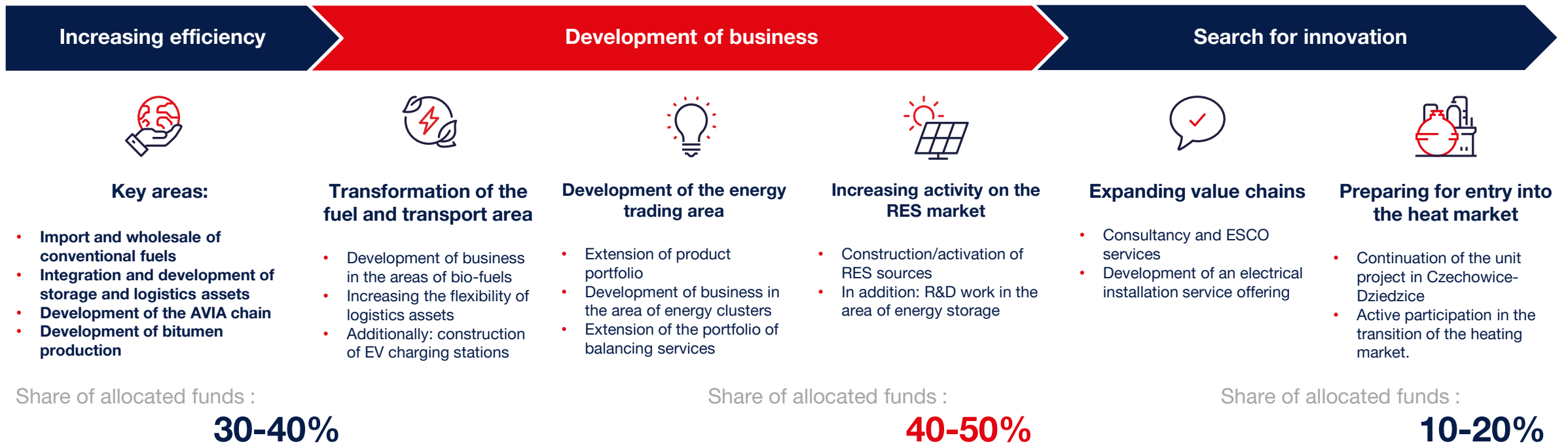
ENERGY TRANSITION - INVESTMENT DIRECTIONS

The cornerstone of the Group's energy transition will be to effectively leverage its position as an independent leader in the liquid fuels market and to invest the resources generated by this segment in low- and zero-carbon solutions.



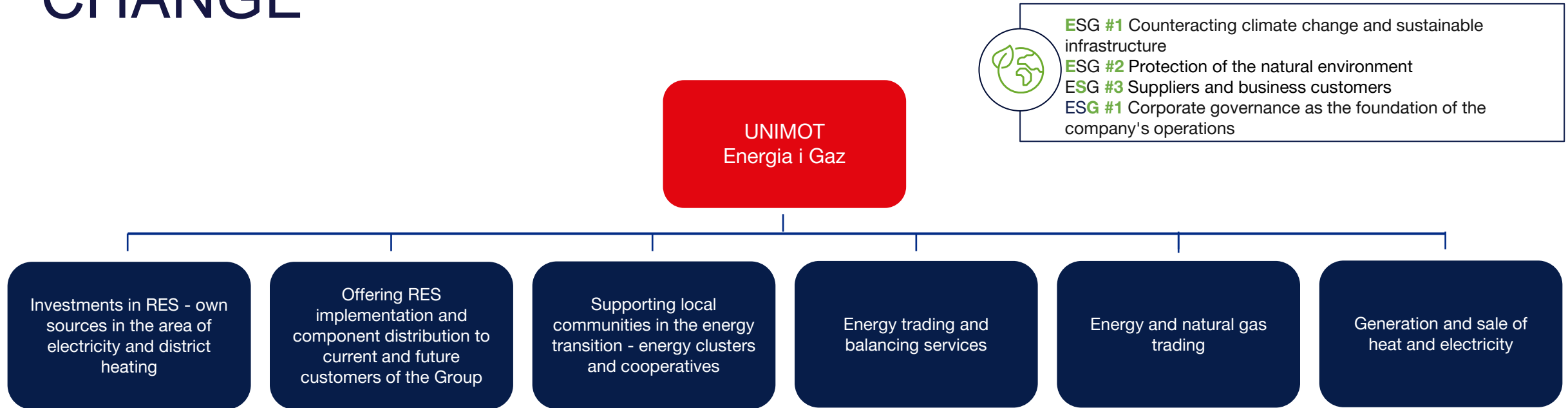
ENERGY TRANSITION - DEVELOPMENT SCENARIO

The Group's energy transition strategy was prepared as a separate internal document with the support of the consulting firm Deloitte.



In order to optimise effects, all activities undertaken by the Group entities are analysed with a view to achieving synergies.

ENERGY TRANSITION -ORGANISATIONAL CHANGE



- Identification of a single entity responsible for achieving energy transition objectives.
- Ensuring that the Group provides an appropriate level of capital support for its investment tasks in the area of transition.

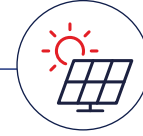
ENERGY TRANSITION - POTENTIAL DEVELOPMENT AREAS



Development of activities in the area of bio-fuel production (production of bio-components)



Production of gas bio-fuels



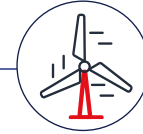
Investments in PV



Development in the area of civic energy



Expanding balancing services – DSR and VPP services



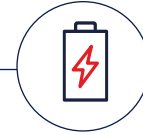
Investments in wind farms



CCS



Expanding the energy product portfolio



Energy **storage facilities**

- Investment in own sources as a support for the development of the offer and the energy transition of the UNIMOT Group.
- Leveraging experience in the heating market and energy communities - RCEkoenergia and the Żywiec energy cluster.
- Declaration of a minimum investment of 50% of net profit in energy transition over 5 years, which will translate into an investment of PLN 700 million by 2028.
- Zero-emission by 2050.

SEGMENTS



ESG #1 Counteracting climate change and sustainable infrastructure
ESG #2 Protection of the natural environment
ESG #3 Suppliers and business customers
ESG #1 Corporate governance as the foundation of the company's operations
ESG #2 Risk management and internal control system



Fuels and bio-fuels



Solid fuels



Marketing



AVIA petrol stations and AVIA Card



Natural gas



HR



LPG



Electricity



IT/Finance



Infrastructure and logistics



Photovoltaics



Bitumen



Heating

FUELS AND BIO-FUELS



ESG #1 Counteracting climate change and sustainable infrastructure
ESG #2 Protection of the natural environment
ESG #3 Suppliers and business customers

OBJECTIVE: Further product diversification and increased share of high-margin products

Expanding operations with regard to the sale of light and heavy bunker fuels

Development of activities in the area of bunker fuel offering based on own bases in Gdańsk and Szczecin.

Offering a full bunkering service for ships calling at all Polish ports.

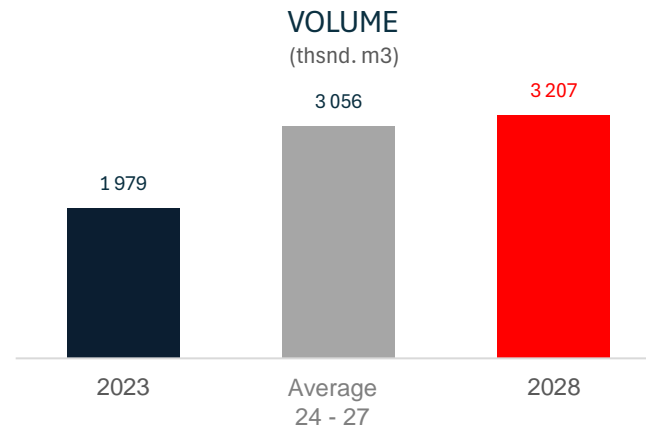
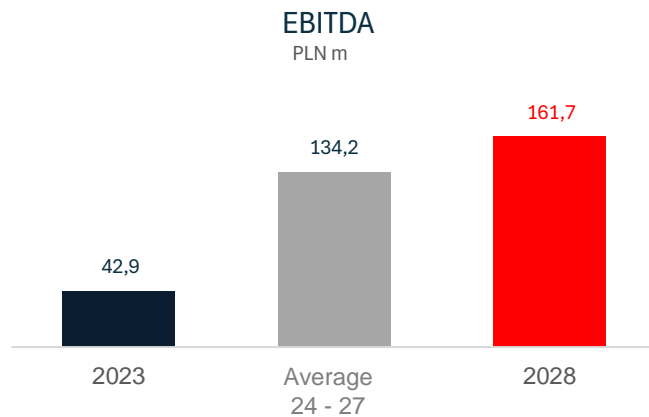
Decarbonising the operations and creating a commercial division offering decarbonised fuels

Offering customers the opportunity to purchase decarbonised fuels with the support of a highly qualified team. One of the core tasks of the team will be to provide advice on decarbonising business operations through the use of alternative fuels.

Expansion of fuel sales and supply to neighbouring markets

Diversification of fuel sales based on new logistics channels enabling sales in new directions and strengthening the company's market position in Poland and neighbouring countries.

FUELS AND BIO-FUELS



Strategy assumptions

- Continued stable demand for liquid fuels
- Continued import gap - shortfall in domestic production versus consumption

Opportunities

- Decline in fuel consumption in Germany
- Inflow of competitively priced fuels from this direction as well as from newly opened refineries in the Middle East

Threats

- Orlen's pricing policy
- Decline in fuel consumption
- Ownership turbulence around Schwedt Refinery

Introducing a bunker service in Polish ports and developing within 5-7 years up to **50%** of the fuel market estimated at **1 million** tonnes per year.

Achieving a **30%** increase in the share of fuels containing advanced 2nd and 3rd generation bio-fuels over the next 5 years by:

- creation of a professional sales division focused on low-emission fuels,
- increasing the share of blending and the use of 2nd generation bio-fuels,
- optimising Group synergies by creating "low carbon packages" that reduce the emissions of the Group's customers.

Increasing the share of fuel sales in neighbouring markets (outside Ukraine) to **20%** within 5 years by:

- expansion and logistical diversification into neighbouring markets,
- reducing purchasing costs by increasing single loads,
- leveraging synergies in the Group with Olavion and the LPG division - a common combined offer.



AVIA PETROL STATIONS AND AVIA CARD



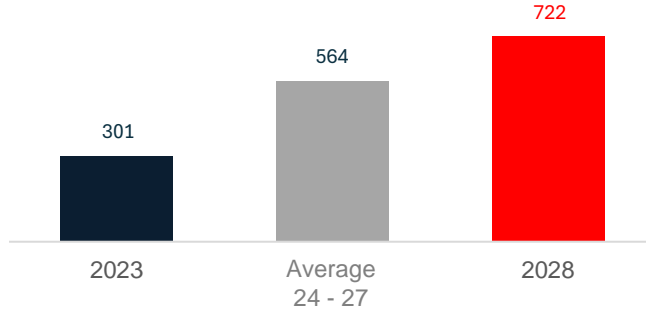
ESG #1 Counteracting climate change and sustainable infrastructure
 ESG #2 Protection of the natural environment
 ESG #2 Socio-business partnership

OBJECTIVE: Doubling the volume of fuel sales and non-fuel sales result

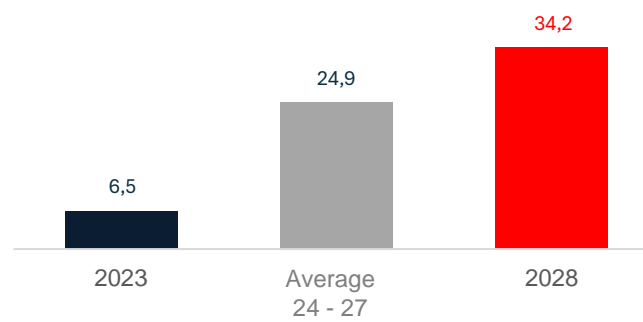
Chain development	Fleet card	Non-fuel sales	Own chain
<p>AVIA Truck - a concept of high-volume stations at key transport hubs in the country.</p> <p>Replacement of the franchisees' checkout system and new AVIA GO customer app.</p>	<p>Extension of the AVIA Truck range.</p> <p>Introduction of new functionalities to the AVIA card: payment at the petrol pump (Spark), debit card, road tolls, car parks, car washes, VAT reimbursement.</p> <p>Development of international offer - acceptance in other selected countries with the AVIA chain, inclusion of key hubs in Western and Southern Europe.</p> <p>"Cross-acceptance" with selected small and large partners in Poland and abroad (AVIA).</p>	<p>Extending the non-fuel offer for franchise partners.</p> <p>Standardisation of the supermarket + bistro model, implementation of the concept at stations CODO and DOFO.</p> <p>Self-service checkouts in selected top facilities.</p> <p>Promotional offers in the app AVIA GO.</p>	<p>Improving the efficiency of own stations.</p> <p>Maintaining high operational standards.</p> <p>Further reduction of energy consumption costs - operational efficiency, contracts with UNIMOT Energy and Gas, investments in photovoltaics and a network of EV charging stations.</p> <p>Adaptation of facilities to the needs of vulnerable customers.</p>

AVIA PETROL STATIONS AND AVIA CARD

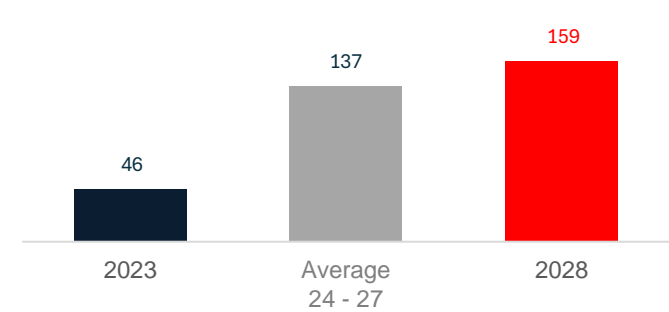
VOLUME - AVIA
thsnd. m3



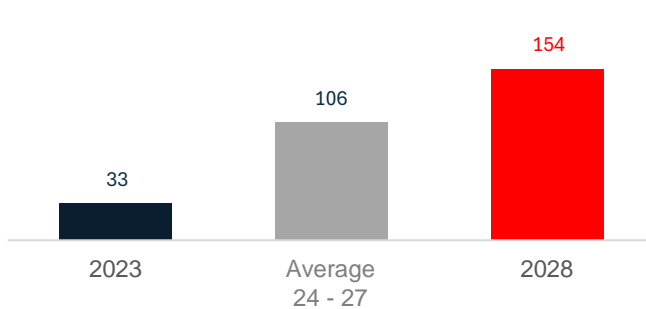
EBITDA - AVIA
PLN m



EBITDA revenue per station
PLN thsnd.



VOLUME - AVIA Card
thsnd. m3



EBITDA growth through the development of the AVIA Truck concept and improved efficiency

Focusing on increasing fuel volumes by developing the customer base and the network of external points accepting AVIA Card

Increase in average revenue per station by:

- fleet development, increase in non-fuel revenue, optimisation of costs of running CODO stations, extending the DOFO offer.

Strategy assumptions

- Increase in revenue through expansion of station chain
- Increase in sales efficiency per station

Opportunities

- Continued considerable room for consolidation in the independent petrol station market

Threats

- Entry of a new player consolidating the petrol station market
- Decline in margins alongside an increase in the cost of running a station



LPG



ESG #2 Protection of the natural environment
ESG #2 Risk management and internal control system

OBJECTIVE: Increasing market share through diversification of logistics, purchasing sources and sales markets

New LPG supply directions and diversification of logistics infrastructure

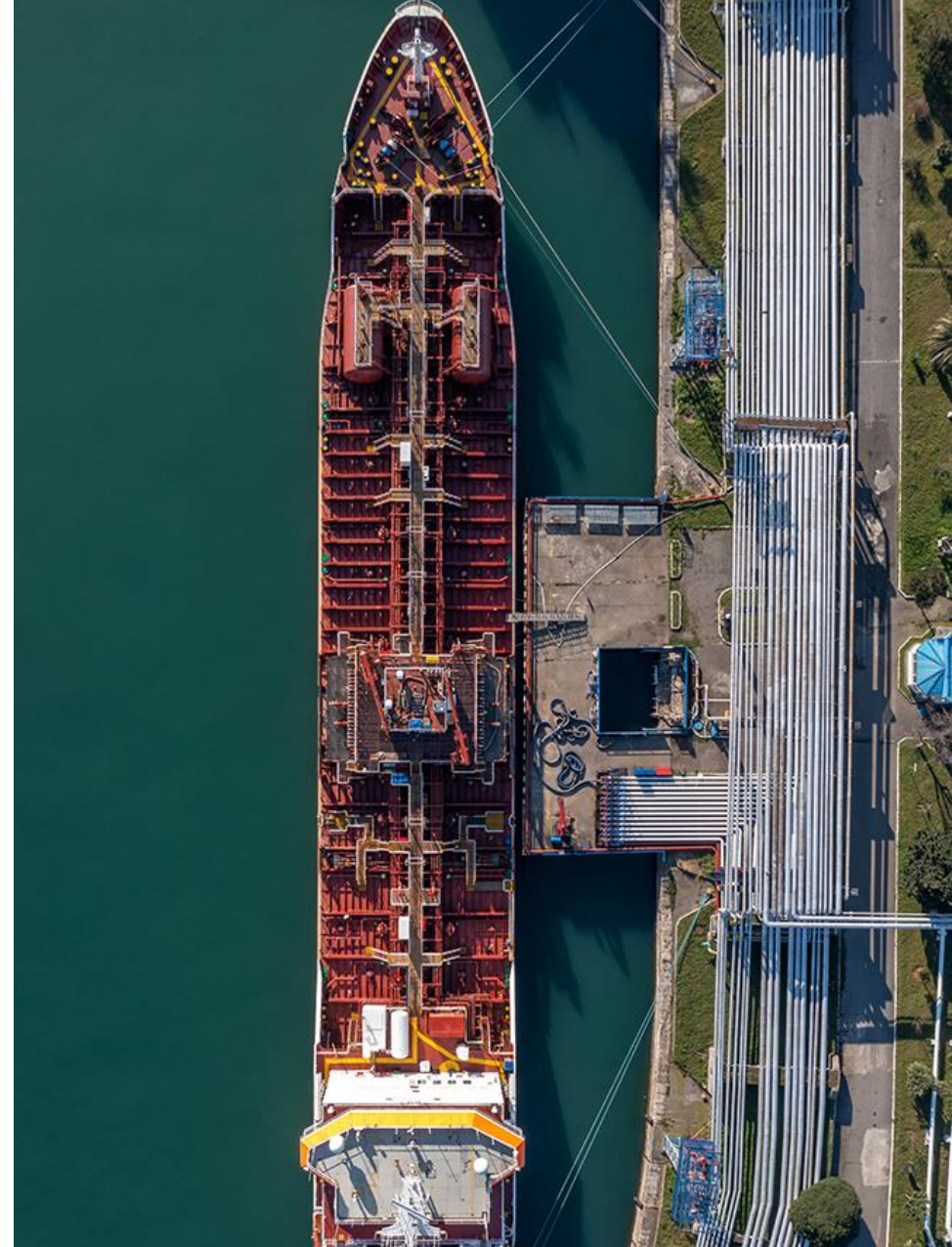
Opening up new sales markets and expanding the customer base

EBITDA diversification

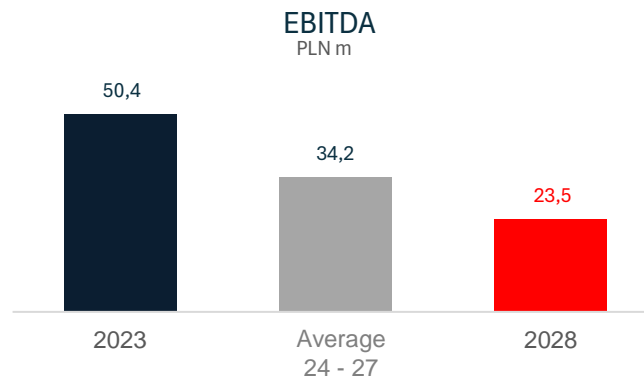
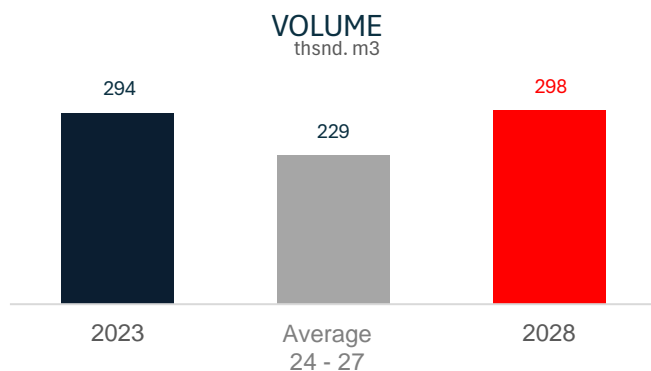
Securing the supply of LPG by building a new logistics channel to enable the purchase of LPG from alternative directions.

Entering neighbouring markets by using new logistics channels and attracting new customers.

Increase in the EBITDA result generated in neighbouring markets.



LPG



Within 5 years, **20%** of the LPG segment's EBITDA will be generated in neighbouring markets.

Commencement of LPG sales in neighbouring markets using the acquired infrastructure and logistics.

Building and securing alternative gas supply directions after the introduction of sanctions on Russian LPG.

Securing the logistics chain, i.e. terminals, storage capacity, rail tankers and tanker trucks.

Strategy assumptions

- Introduction of sanctions on Russian LPG in December 2024
- LPG consumption to remain at current levels

Opportunities

- Acquiring alternative logistics channels and gaining significant competitive advantages through them

Threats

- Decrease in gas consumption due to high gas prices
- Logistical constraints
- Withdrawal of sanctions on LPG



INFRASTRUCTURE AND LOGISTICS - TERMINALS

OBJECTIVE: Market opening - increasing scale of operations



ESG #1 Counteracting climate change and sustainable infrastructure

ESG #2 Protection of the natural environment

ESG #3 Suppliers and business customers

Extension of service offerings

Expansion of the offer to include high-margin services and to meet individual customer needs, such as blending of a wide range of bio-components and production of fuels with special additives, ticketing service.

Financial efficiency at EBITDA level

Maximising EBITDA result taking into account external conditions.

EBITDA value in the last year of the forecast at min. PLN 38 million.

Increasing turnover by introducing a combined offer

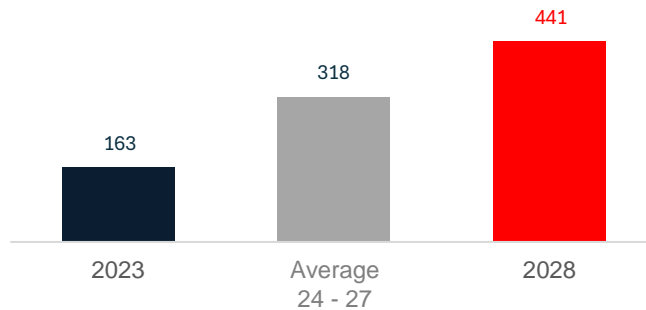
Introducing a combined offer with fuel transport, which will enable faster rotation and increased reloads (Olavion).

Development and diversification of services

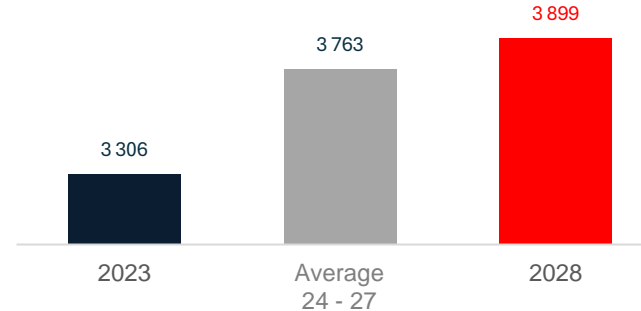
Construction of a marine transshipment terminal offering specialised offshore transshipment of liquid products in Gdańsk.

INFRASTRUCTURE AND LOGISTICS - TERMINALS

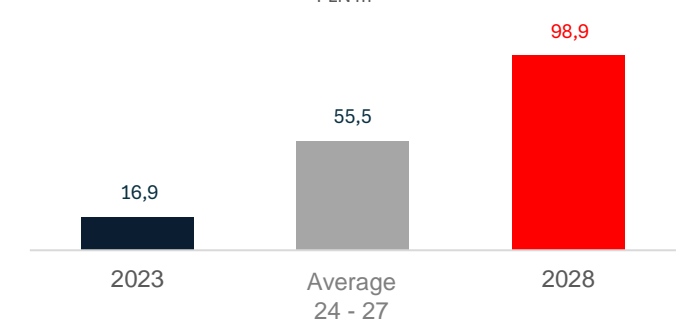
VOLUME – storage
thsnd. m3



VOLUME - transhipment
thsnd. m3



EBITDA
PLN m



Achieving a **20%** increase in the share of transhipment of fuels containing advanced generation II and III bio-fuels over the next 5 years by:

- technical adaptation of tanks to handle different types of bio-components,
- diversifying the customer portfolio,
- focusing the offer on low-emission fuels.

Strategy assumptions

- Continued growth in fuel consumption generating storage needs for both current and compulsory reserves

Increase in EBITDA over 3 years to **PLN 48 million** by:

- cost optimisation linked to improved efficiency and increased scale of operations
- introduction of new products and extension of the range of services.

Opportunities

- Increased demand for blending and storage services
- Opportunity to develop and diversify liquid product transhipment based on new investments in Gdansk

Threats

- Decline in fuel consumption due to high fuel prices



INFRASTRUCTURE AND LOGISTICS - RAIL

OBJECTIVE: Increase in scale of operations - doubling the transported volume in relation to 2023



ESG #1 Counteracting climate change and sustainable infrastructure

ESG #2 Protection of the natural environment

Securing the Group's freight and further diversification of activities

Securing transport needs and further diversification of customers - minimum share of customers outside the UNIMOT Group at the level of 50% of volume.

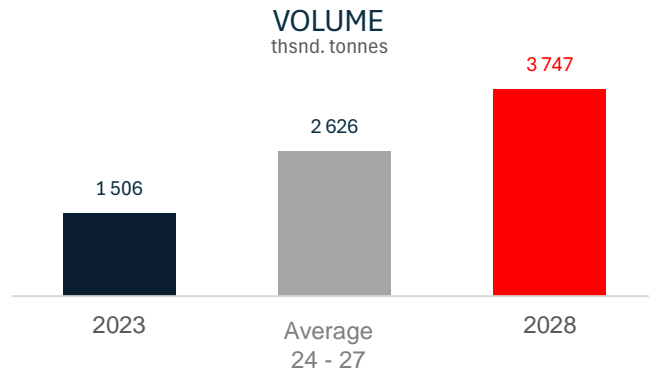
Financial efficiency at EBITDA level

Maximizing the EBITDA result taking into account market conditions. EBITDA value in the last forecast year at the level of PLN 48 million.

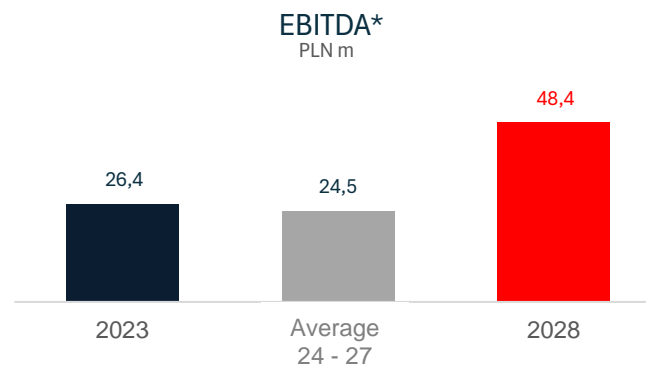
Operation of modern, low-emission rail engines

Investment in own modern rolling stock - target operation of modern rail engines, including 20 own rail engines.

INFRASTRUCTURE AND LOGISTICS - RAIL



Increase in volume of goods transported -> **3.7 million tonnes**, including min. **1.8 million tonnes** for external customers



EBITDA increase to PLN 48 million.

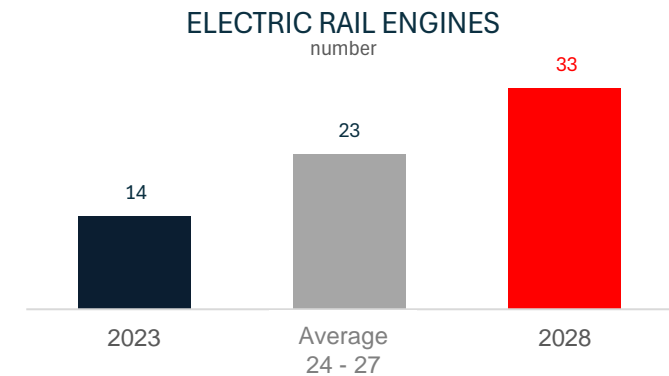
Strategy assumptions

- Stable energy prices
- Maintaining the upward trend of the freight market
- Acquisition of purchased rail engines

Opportunities

- Entering the CO2 transport market
- Decreasing share of market leaders
- Possibility of entering foreign markets

* According to the Accounting Act



Investment in a modern, low-emission and **own fleet** – increasing the number of electric rail engines (**33 electric rail engines**, including **20 own rail engines**).

Threats

- Uncontrolled increases in energy prices, which could translate into the condition of the industry and a loss of competitiveness in relation to road haulage



BITUMEN

OBJECTIVE: Increasing volumes and maximising profit

Implementation of the BSA contract in full coverage

Diversification of supply sources

Increasing the share of trading

Increasing production and storage capacities in order to increase the market share

Opening up new markets and expanding the customer base

Collection planning and maximizing sales.

Customer contracts (fixed prices, framework agreements, SPOT sales).

Rail tanker availability.

Optimisation of the sales process based on multi-supplier cooperation.

Signed purchase contracts (purchase of product and raw material).

Acquisition of customers accepting delivery of a traded product.

Optimisation of recipes in production.

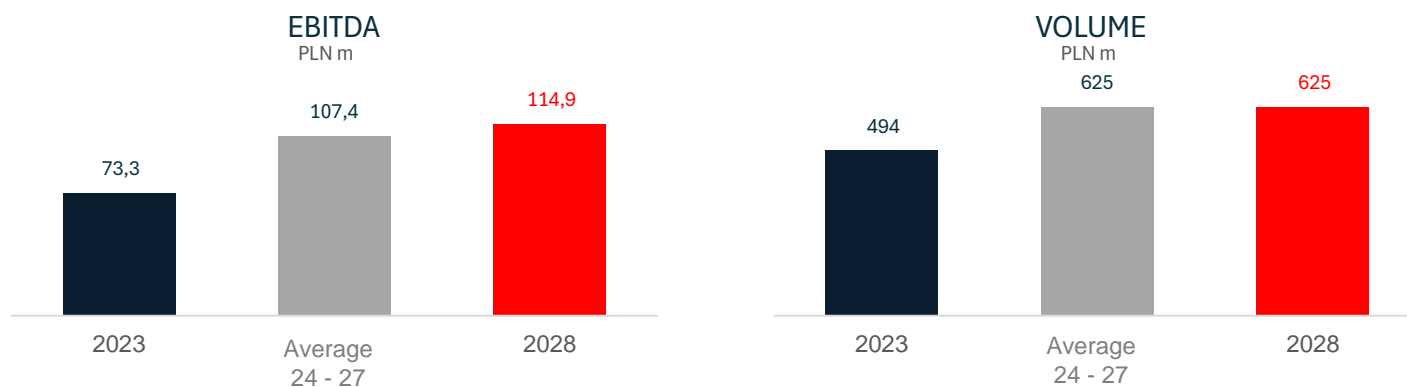
Efficient use of existing storage capacity.

Investments - extension of warehouse facilities.

Analysis of opportunities to increase sales.

Monitoring the Ukrainian market and the activities of the competition - working with clients (intermediaries) and leveraging market opportunities.

BITUMEN



Strategy assumptions

- Continued high level of bitumen consumption
- Implementation of assumed road construction plans in the coming years

Opportunities

- Opportunities to increase margins through import purchases, optimisation of transport costs and product 'swaps'
- End of war in Ukraine

Threats

- Decline in bitumen consumption, financial crisis

BSA collections of min. 95%/year.

100% fulfilment of contracts with external suppliers. Continued cooperation with Shell and MOL under existing contracts (min. 20 kt/year).

Minimum 5% share of imports in the company's supply.

Expansion of storage facilities and unloading facilities (capacity to unload all types of glue tankers at southern plants).

Increase share of industrial bitumen sales to 75% (from the current 60%).

Leveraging sales opportunities in Ukraine.

Acquisition of new raw materials for bitumen production in Jasło (share in purchase of 5%).

Optimisation of storage capacity utilisation.

20% share of fixed price formula contracts in total sales portfolio.

SOLID FUELS



ESG #2 Protection of the natural environment
ESG #3 Suppliers and business customers

OBJECTIVE: Further development of the current business and diversification of the product portfolio

Development of business

Development of sales of coal fines bundled with CO2 allowances.

Development of sales of products with delivery to the customer.

Building a competitive advantage by importing finished heating coals ("peas") on an exclusive basis from ARA ports.

Signing long-term contracts with large Polish customers for cooperation in the area of coal fines supply and joint heating coal resale on the market.

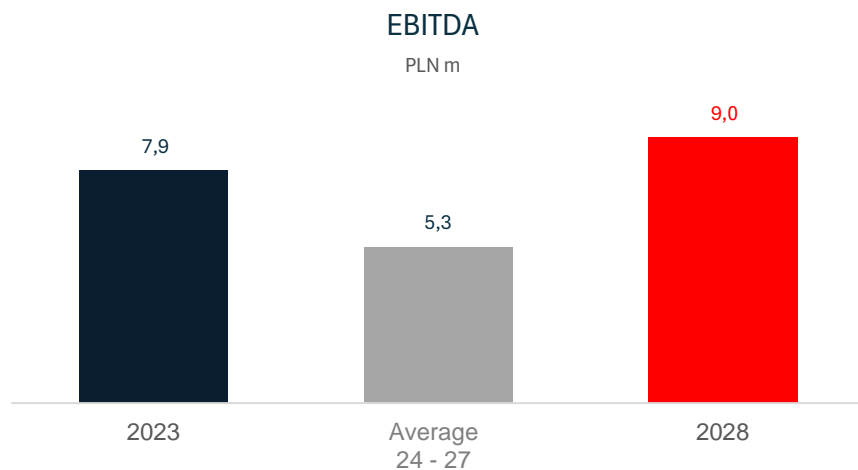
Extension of product range to include biomass

Acquiring stable sources of supply.

Development of sales using the existing potential of the customer portfolio.

Responding to expected changes in the environmental/ESG area.

SOLID FUELS



EBITDA of PLN 9 million in 2028.

Increasing sales levels to 0.5 million tonnes.

Strategy assumptions

- Continuing consumption and sanctions on coal from Russia
- Stable coal price

Opportunities

- Prolonged transition of the Polish economy away from coal dependency
- Possibility of developing the sale of biomass

Threats

- Increasing financial and tax burdens on the coal-based economy and industry introduced by European regulations



NATURAL GAS



ESG #2 Protection of the natural environment
ESG #3 Suppliers and business customers

OBJECTIVE: Building the position of the largest independent gas trader in Poland

Sales network development

Development of the sales network.

Segmentation and adaptation of the sales network and customer communication tools to the size and characteristics of the respective segment.

Increased efficiency

Construction and development of IT systems for operational optimisation.

Investment in the expansion of billing and back office systems.

Expanding the import department

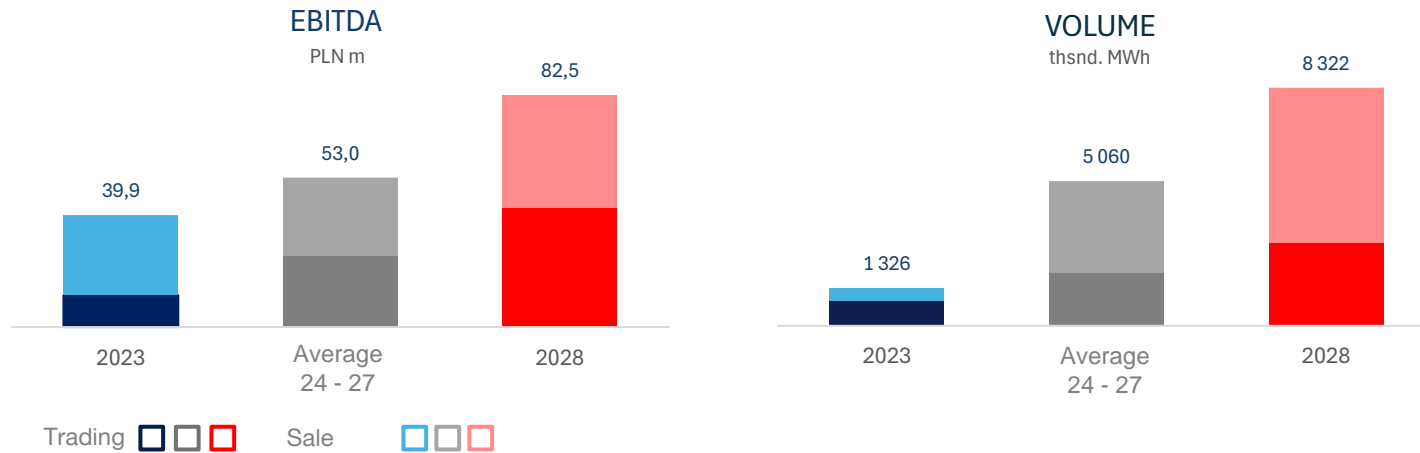
Utilisation of import infrastructure in individual countries neighbouring with Poland or connected to the transmission system.

Utilisation of storage infrastructure - Polish and foreign.

Own investments in gas projects

Expanding the product range, diversifying sources and optimising the Group's result by implementing transformational gas projects (biogas).

NATURAL GAS



Increase in the share of the high-methane natural gas market in Poland through the expansion of the B2B customer base.

Implementation of an integrated system allowing customer service from the first contact.

Building a portal for effective communication with customers.

Utilisation of warehouses outside Poland.

Development of trading activity.

Strategy assumptions

- Decline in margins in the perspective of the strategy duration
- Increase in market share due to development of structures and automation of processes
- Stabilisation of demand for natural gas over the next 5 years

Opportunities

- Stabilisation of natural gas prices at relatively low price levels
- Transitional increase in demand for natural gas as a result of decarbonisation measures

Threats

- Rapid decarbonisation of high-carbon consumption segments as an alternative to natural gas



ELECTRICITY

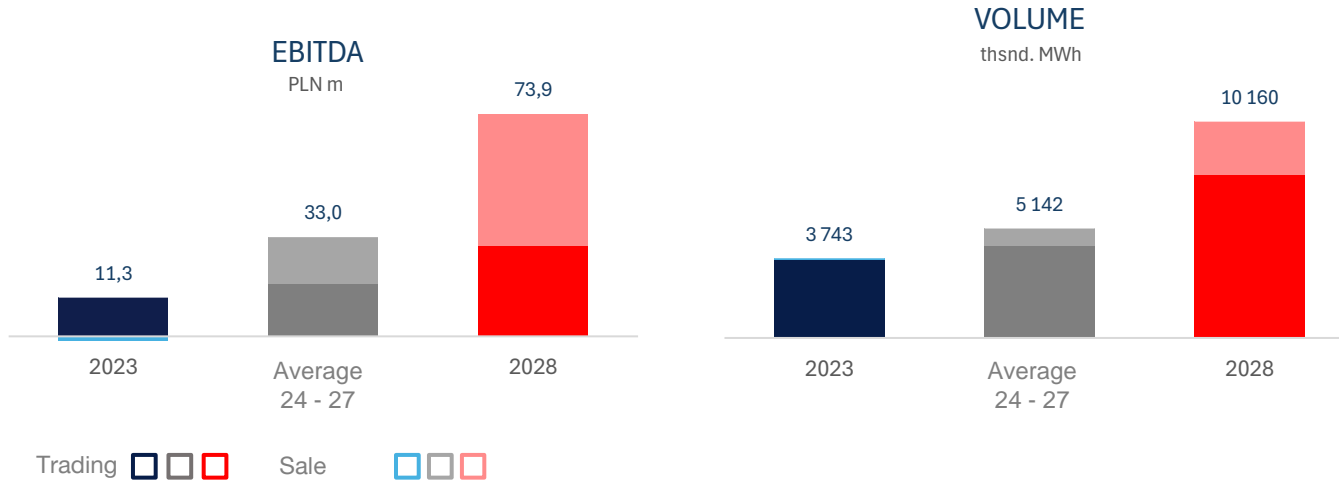


ESG #2 Socio-business partnership
ESG #3 Suppliers and business customers
ESG #1 Counteracting climate change and sustainable infrastructure

OBJECTIVE: Increased sales volumes and increased share of green energy on offer



ELECTRICITY



EBITDA of PLN 73.9 million in 2028.

Volume of green energy sales to end customers (secured by guarantees of origin of min. 25% in 2028).

Strategy assumptions

- Slow decline in electricity margins
- Automation of sales/service processes - optimisation of the number of FTEs per defined number of customers

Opportunities

- Stabilisation of electricity prices
- Increase in electricity demand between 2024 and 2028

Threats

- Controlling energy prices through legislation

Development of cooperation models as an intermediary entity between generators and electricity end-users (cPPA).

Increasing the scope of potential services for generators and electricity consumers related to planned changes in the CSiRE Balancing Market.

Increase in services for generators related to negative pricing - development of tools to support source management.

Provision of balancing services for generation capacity located in the UNIMOT Group.

Entering new markets - Intra Day 24 in Poland.

Possibility of expansion into foreign markets.



PHOTOVOLTAICS



ESG #1 Counteracting climate change and sustainable infrastructure
ESG #1 Employees as a key value of the company

OBJECTIVE: Increasing market share in the implementation of RES installations and sales of components

Achieving a realisation volume of 150 MW per year by 2028

Entering the top three entities selling and distributing renewable energy components

Component sales - expansion into neighbouring markets to increase profit potential

Development of production projects

Ability to carry out all project scopes in-house, without the participation of external contractors - increasing internal competence.

Development of the existing sales network with simultaneous improvement of advisory qualifications.

Signing a cooperation agreement with external funding entity - introduction of Photo as a Service model.

Implementation of an offer for production management, monitoring and maintenance of large-scale generation sources.

Consistently increasing the share of own products (including OEMs) in the product portfolio.

Development of the existing sales network.

Commissioning the marketplace.

Cooperation with small and medium-sized installers to increase component sales volume.

Expanding the range of components - having a complementary and holistic offer for the installer.

Development of sales on foreign markets.

Building sales volumes through specialist representatives supported by marketing activities (mainly online).

Optimisation of production costs.

Extension of the product range in terms of :

- modules,
- Switchboards
- micro-inverters,
- small battery packs.

PHOTOVOLTAICS

Entering the BIPV module production segment through line reconfiguration.

Development of brand recognition and development of a strategic project - **marketplace** as an information exchange and sales platform.

Cooperation with funding bodies:

- PARP
- PFR
- Innovative Economy
- EU Regional Development Fund

Expansion of the product range to include a **Cable Pooling solution and the use of a direct line.**

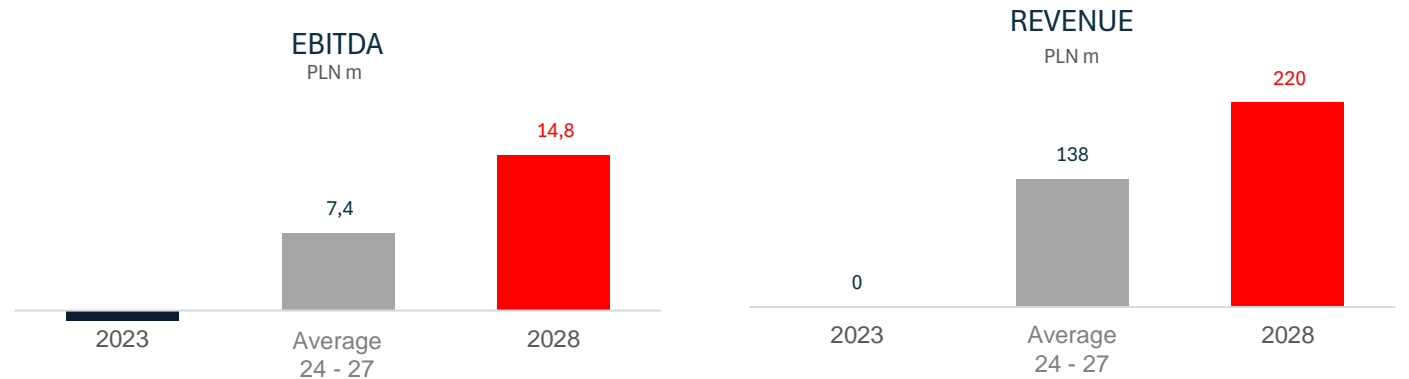
A complementary approach to energy storage

- Product offering for all segments
- Design
- Delivery and installation
- Configuration and networking

Developing new sales/product models

- PV as a Service
- Lease of installations
- Participation of an external financing entity (fund)

Expansion into foreign markets.



Strategy assumptions

- Increasing market share by expanding offerings, increasing component sales and RES and energy transition investment implementation services (B2B)
- Maintenance of sales margins at a stable level
- Increase in stock levels and inventory costs due to expansion of the business/component range

Opportunities

- Development of programmes supporting investments in RES and thermo-modernisation - "Clean Air Programme", "FENIKS,,
- Launch of funds from the NRP
- Poland in the group of countries with the highest potential for development of photovoltaics

Threats

- Limited availability and high volatility of component prices
- Direct market entry of component manufacturers
- Decline in margins





- ESG #2 Socio-business partnership
- ESG #3 Suppliers and business customers
- ESG #1 Counteracting climate change and sustainable infrastructure
- ESG #2 Protection of the natural environment

OBJECTIVE: Increasing the production of electricity and heat in a modernised source adapted to environmental requirements and active participation in the transformation of the of the district heating market

Commissioning a new cogeneration unit, increasing electricity and heat production

Ensuring security of supply of electricity, heat and gas to consumers.

Participation in the transition of the energy market and heating market in Poland

Building RCEkoenergia's brand position in the district heating market

Implementation of the CHP plant modernisation concept.

Commissioning and implementation of the investment process.

Optimisation of the company's operating costs.

Construction of energy storage facilities.

Construction of new green generation capacity and participation in the Power Market.

Commissioning of new installations to improve the company's efficiency while meeting requirements and directives of the EU, Polish law and rising environmental standards.

Expansion of the company's business profile with new products and markets.

Active participation in sector organisations.

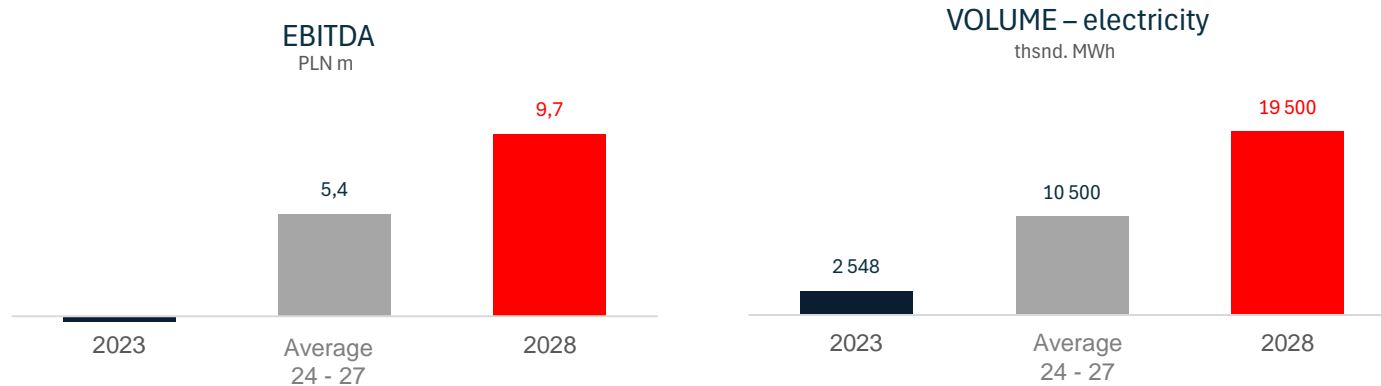
Involvement in transformation/modernization/reconstruction processes of sector companies in the market.

Involvement in legislative processes.

Brand development on the local market and nationwide.

Supporting social activities and involvement in local and national sectoral, environmental and social initiatives.

RCEKOENERGIA



EBITDA of **PLN 9.7 million** in 2028.

Commissioning the investment process to upgrade the source to meet environmental requirements in 2025, and in the next phase of the requirements for the years 2028-2035:

- entering the process of decarbonising the source by 2030, conversion of the source to a unit that meets the supplier's assumptions for efficient systems (with a view to 2040).

Investment in modern technology:

- energy storage,
- developing the pyrolytic systems project,
- announcement in 2024 of new generating units for the Power Market.

Active market research to expand the company's business profile with new products and markets:

- acquisition of investment grounds,
- establishing cooperation with companies in the field of electricity,
- steam and heat generation with regard to investment processes.

Cooperation with sector organisations e.g. IGCP in the area of change and preparing responses to the challenges of a decarbonised energy and heat market.

Commitment to building brand awareness for RCEkoenergia in Czechowice-Dziedzice as a local supplier of electricity and heat - supporting local initiatives, building the company's image based on sustainable values.

Strategy assumptions

- The projection in the strategy includes modernisation of the source.
- Increase in sales mainly in the area of electricity
- Expanded volumes of heat sold from 2027 onwards
- Maintenance of a stable cost base

Opportunities

- Expansion of heat and power distribution in the local market
- Increasing the share in the power and RES market
- Actively participating in the modernisation of district heating
- Strengthening RCEkoenergia in the areas of environment and sustainability

Threats

- Competition on the local market
- Volatility of fuel prices
- Constantly changing legislation in the energy and heating sectors





MARKETING STRATEGY

As part of the UNIMOT Group strategy, Marketing will carry out activities aimed at:



Building and maintaining a strong and positive perception of the UNIMOT and AVIA brands



Developing and maintaining positive relationships with existing and potential Business Partners



Digital Marketing



Sponsorship



Support in the implementation of the ESG strategy



Developing and implementing actions to support the achievement of the Group's objectives

In these activities, the Marketing Team will play the role of a strategic partner to the business in the transformation of the Group.

AREAS OF MARKETING ACTIVITIES



ESG #1 Employees as a key value of the company
 ESG #2 Socio-business partnership
 ESG #1 Counteracting climate change and sustainable infrastructure
 ESG #3 Ethical culture and respect for human rights throughout the value chain

Brand perception	Consistent marketing communication	Optimisation/unification of Group's websites	Active participation in social media	Support in the distribution of expert product and market knowledge	Communication of Group's multi-energy offering
Customer relations	Participation in trade fairs and sectoral conferences	Events for existing Group's customers	Production of marketing materials for employees and customers	VOC and market research(satisfaction surveys, industry reports)	
Digital Marketing	Optimisation and consistency, Digital marketing of websites, SEO	Development and maintenance of AVIA customer applications	Support in the distribution of components for RES installations - construction of an online shop	Development of social media profiles	Advertisements on websites and in social media
Sponsorship	Support for local communities	Sports patronage -volleyball, car rallies, cycling club	Support for those entering the labour market (job fairs, Poland 2.0)	The presence in undertakings promoting the exchange of business experience and expertise	
Support in the implementation of ESG strategy	Communication of the Group's ESG activities	Participation in thematic conferences	Support for local communities	Optimisation of marketing processes	
A strategy to support achievement of objectives	Planning and participation in trade fairs	Individual marketing strategy for Group companies	Advertisements and materials in traditional media and social media	Marketing materials (presentations, product catalogues)	Building a position of expert in a given product area

HR STRATEGY OF THE UNIMOT GROUP

In the framework of the UNIMOT Group's strategy, HR will conduct activities aimed at:



Building a position of first choice as an employer on local markets



Provision and development of key competences



Actively shaping a consistent organisational culture of the UNIMOT Group that supports effective teams



Dialogue with the Social Partner and building an effective working environment



Increasing the Group's efficiency through process optimisation, automation and implementation of new solutions

In these activities, the HR Team will play the role of a strategic partner for the business in the continuous transformation of the Group.



KEY AREAS OF HR ACTIVITIES



ESG #1 Employees as a key value of the company
ESG #1 Corporate governance as the foundation of the company's operations
ESG #3 Ethical culture and respect for human rights throughout the value chain



SHARED SERVICE CENTRE

In the framework of the UNIMOT Group strategy, the areas of support will be unified:



Standardisation and alignment of processes and systems



Cost **effectiveness**



Flexibility and scalability of the services provided



Utilisation of **innovative** solutions



Competence **development** of a committed team

Cost- and process-efficient services to address Group's development.



SHARED SERVICE CENTRE - AREAS

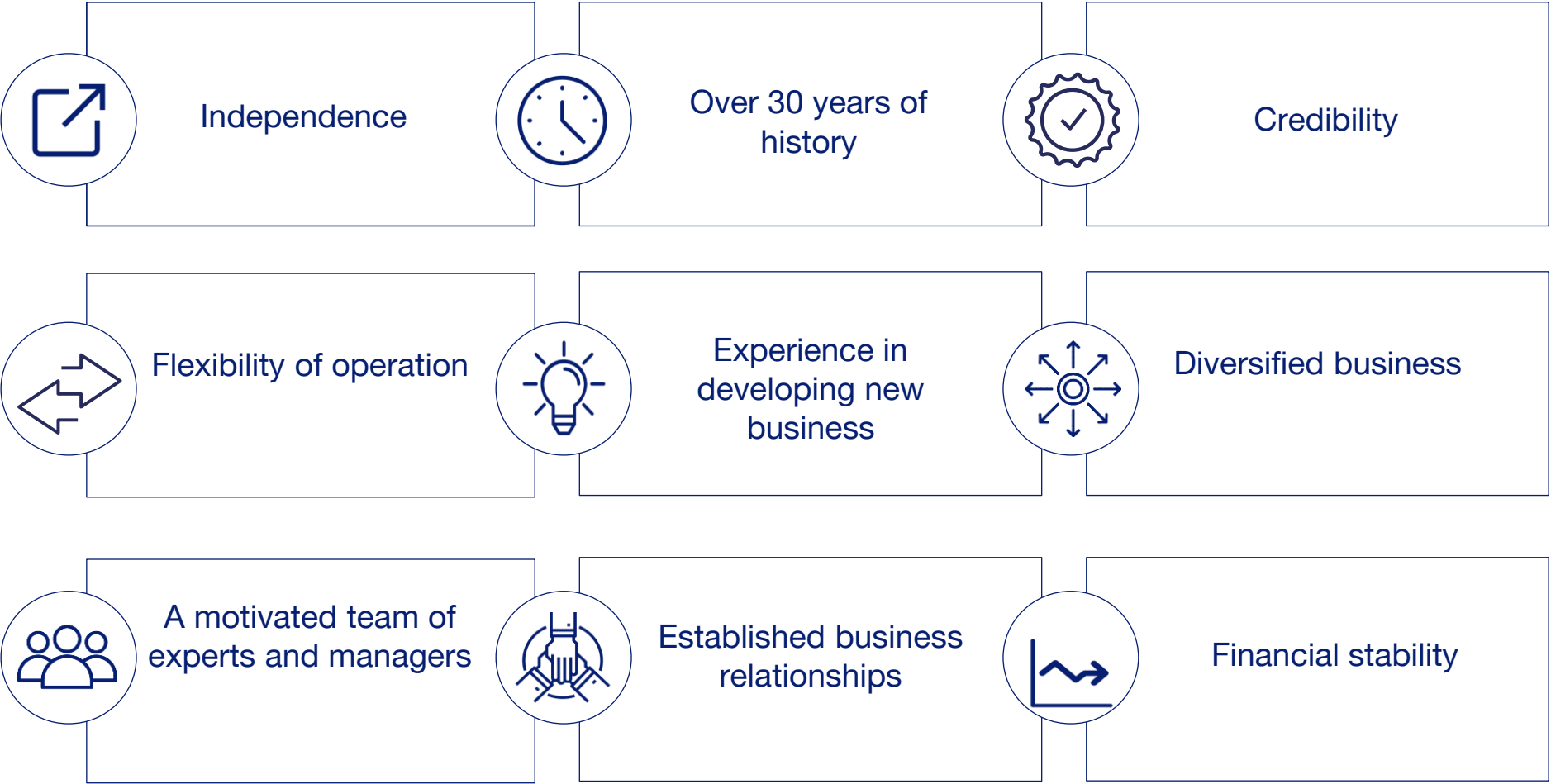


STRATEGIC OBJECTIVES FOR 2028



* excluding terminals, logistics and petrol stations ** excluding debt due to compulsory reserve

THE UNIMOT GROUP'S COMPETITIVE ADVANTAGES



Thank you for your attention

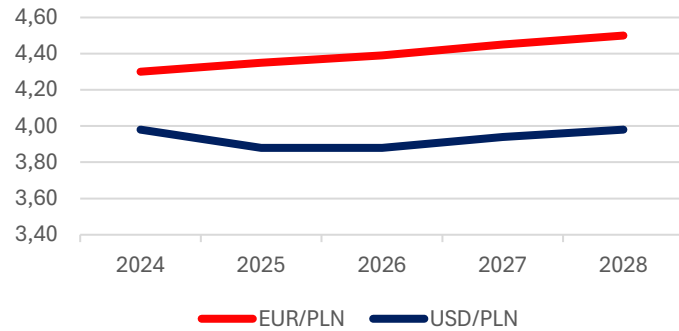


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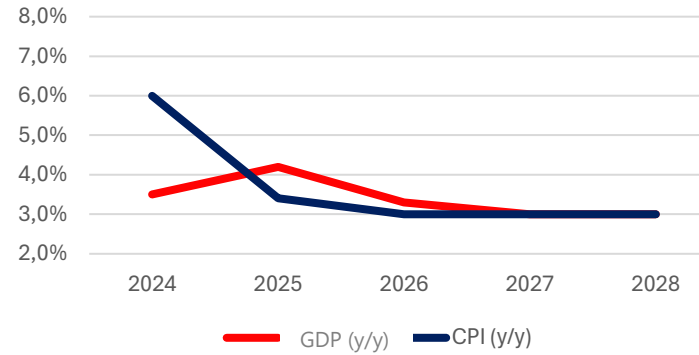


MARKET DATA

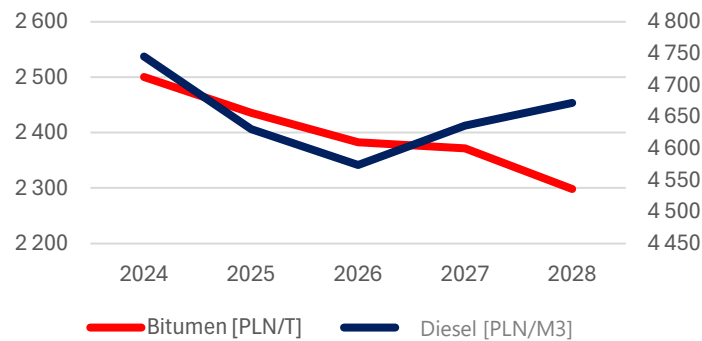
Currencies



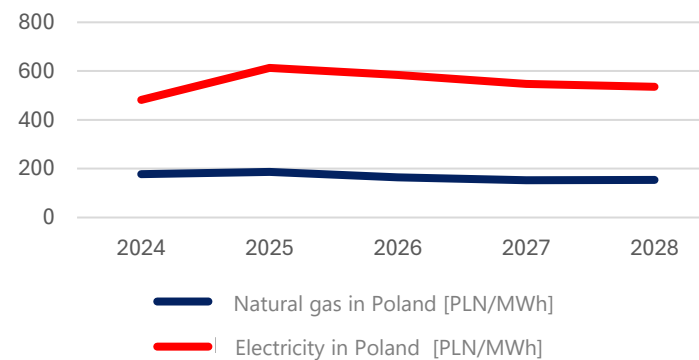
Economic growth and inflation



Product quotations



Electricity and gas



ESG IN THE UNIMOT GROUP'S STRATEGY

E ENVIRONMENT **S** SOCIETY **G** CORPORATE GOVERNANCE

The strategic objectives in the ESG area are:

- measurable and allow monitoring of the implementation of obligations,
 - supported by actions, initiatives and projects that make their implementation possible
- and
- in line with the guidelines of the European Green Deal strategy, the United Nations "2030 Agenda for Sustainable Development" and the principles of the United Nations Global Compact.

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

ENVIRONMENT

Directions

#1 Counteracting climate change and sustainable infrastructure

#2 Protection of the natural environment

Objectives:

- Climate neutrality and adaptation to climate change
- Supporting the fight against low emissions
- Transformation of the fuel and transport area
- Increasing activity in the RES market
- Investment and acquisitions in response to market changes
- Supporting biodiversity and ecosystems
- Becoming the largest independent gas trader in Poland
- Strengthening the circular economy

Our commitments:

- Mitigation and adaptation to climate change
- Protection of the environment and natural resources
- Green transformation of operations

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

ENVIRONMENT

Direction #1

Counteracting climate change and sustainable infrastructure

Objectives:

- Achieving climate neutrality by 2050
- Supporting the fight against low emissions
- Transformation of the fuel and transport area
- Increasing activity in the RES market
- Investing and acquiring in response to market changes

KPI:

- Achieving a 30% share of fuels containing advanced 2nd and 3rd generation bio-fuels within 5 years
- Volume of green energy sales to end customers at 25% in 2028
- Photovoltaics - achievement of 150 MW per year by 2028
- Systematic increase in the share of RES in products and energy consumed
- Increase in share of EBITDA generated by low- and zero-carbon products
- Consistent increase in capital expenditure on the development of low- and zero-carbon products
- Increase in energy efficiency per net revenue and optimisation of energy consumption
- Increase in the number of electric rail engines to 33, including 20 own ones

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

ENVIRONMENT

Direction #2

Protection of the natural environment

Objectives:

- Supporting biodiversity and ecosystems
- Development of the circular economy
- Achieving the position of the largest independent natural gas trader in Poland

KPI:

- Percentage of managed waste within the product life cycle
- Development of a Biodiversity Action Plan (BAP) for the UNIMOT Group and integration of biodiversity conservation into internal decision-making processes
- Launch of a programme to reduce food waste in the retail network
- An increase in the share of rail transport carried out by the Group
- Development and implementation of water cycle closure plans, including rainwater retention
- Number of initiatives to support biodiversity in the Group's areas of operation
- Implementation of transformational gas-biogas projects

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

SOCIETY

Directions

- #1 Employees as a key value of the company
- #2 Socio-business partnership
- #3 Suppliers and business customers

Objectives:

- Discrimination-free organisation, pursuing inclusion, diversity, ethics for the benefit of employees, customers and communities
- Aiming to eliminate the gender pay gap
- A company culture built on shared values and work-life balance
- A safe and ergonomic working environment to support employee development
- Supporting customers in their pursuit of sustainability through the introduction of low and zero GHG products and services
- Ensuring transparent mechanisms of cooperation with partners and suppliers
- Conducting social dialogue and a good neighbour policy

Our commitments:

- Employee development in a safe and diverse working environment
- Sustainable development from a customer, supplier and business partner perspective
- Environmental and climate protection education
- Transparent and active social dialogue

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

SOCIETY

Direction #1

Employees as a key value of the company

Objectives:

- Discrimination-free organisation, pursuing inclusion, diversity, ethics for employees
- Aiming to eliminate the gender pay gap
- A company culture built on shared values and work-life balance
- A safe and ergonomic working environment to support employee development
- Involvement of employees in the Group's decision-making processes

KPI:

- Number of reported cases of ethics violations, respect for human rights, workplace bullying
- Number of initiatives on anti-bullying, respect for human rights, diversity and inclusion, equal opportunities
- Percentage of employees familiar with and identifying with the company's values on ethics, inclusion, respect for human rights
- Number of projects implemented to promote work-life balance
- Average number of training hours per employee not less than the average number of hours in the previous year
- Equal pay index (women and men)
- Retention rate after maternity leave and return-to-work rate after parental leave
- Percentage of women in managerial positions on the Management Board and Supervisory Board
- Decrease in the accident rate compared to the previous year
- Number of Management Board meetings and consultations with employee representatives

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

SOCIETY

Direction #2

Socio-business partnership

Objectives:

- Inclusion, diversity, ethics - a non-discriminatory organisation with customer and community led activities
- Conducting social dialogue and a good neighbour policy

KPI:

- Implementation at all stations of their own facilities and removal of barriers for people with disabilities and vulnerable customers
- Number of information campaigns to support increased customer awareness of climate and environmental concerns
- Number of community support initiatives for sponsorship and partnership projects
- Digital accessibility - ensuring WCAG 2.1 standard at AA level for the website
- No litigation with local stakeholders regarding the business and its impact on local residents
- Number of issues raised by local communities affected by the company's activities

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

SOCIETY

Direction #3

Suppliers and business customers

Objectives:

- Ensuring transparent cooperation mechanisms between suppliers and business customers
- Supporting customers in their pursuit of sustainability through the introduction of low and zero GHG products and services

KPI:

- Establishing the first sales department in Poland to offer low-emission fuels
- Establishment of special low-emission packages for customers to reduce emissions
- Implementation of an emissions calculator with customised solutions
- 100% of suppliers acquainted with the UNIMOT Group Business Partner Code of Conduct
- Number of reported violations of the UNIMOT Group Business Partner Code of Conduct
- Number of information campaigns aimed at suppliers and business customers
- Increase in involvement in energy clusters and development of distributed energy generation

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

CORPORATE GOVERNANCE

Directions

- #1 Corporate governance as the foundation of the company's operations
- #2 Risk management and internal control system
- #3 Ethical culture and respect for human rights throughout the value chain

Objectives:

- ESG-related management objectives
- Credible and transparent relations with shareholders
- Tight data protection system, strengthening resilience to cyber threats
- Ensure functioning of systems, including: compliance management, risk management, internal control, fraud reporting

Our commitments:

- We shape an ethical culture by applying the UNIMOT Group Code of Responsibility, the Code of Ethics and the Human Rights Respect Policy
- We conduct clear and transparent communication with shareholders and investors
- We act in accordance with the business model based on adopted policies, identifying risks and systems to prevent their occurrence

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

CORPORATE GOVERNANCE

Direction #1

Corporate governance as the foundation of the company's operations

Objectives:

- Managing the organisation with corporate governance, ESG-related management objectives
- Meeting disclosure obligations, building positive relationships with shareholders
- Tight data protection system, strengthening resilience to cyber threats
- Counteracting corruption and bribery

KPI:

- Number of reported cases of non-application of specific principles of the Code of Best Practice for WSE Listed Companies
- Inclusion of ESG objectives in management objectives
- Diversity and independence on the Management Board and Supervisory Board
- Number of cases of reported violations according to the Whistle Blower Procedure system
- Reporting of financial and sustainability data in a transparent manner and allowing reliable assessment of operations
- Absence of administrative penalties imposed by the Financial Supervision Commission on UNIMOT for inadequate fulfilment of disclosure obligations
- Provision of answers to investor/shareholder questions regarding the UNIMOT Group no later than within 3 days
- Number of security incidents
- Percentage of employees trained on the issue of corruption and bribery

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

CORPORATE GOVERNANCE

Direction #2

Risk management and internal control system

Objective:

Activity in line with the business model based on adopted policies, identifying risks and systems to prevent their occurrence

KPI:

- Number of audits and internal controls carried out
- Percentage share of employees and contractors familiar with UNIMOT's rules against irregularities, including corruption and conflict of interest
- Ensure the functioning of the whistleblowing channels system with a whistleblower protection system
- Ensuring the independence of the risk taking function from its control and monitoring

SUSTAINABLE DEVELOPMENT OF THE UNIMOT GROUP

CORPORATE GOVERNANCE

Direction #3

Ethical culture and respect for human rights throughout the value chain

Objective:

We shape an ethical culture by applying the UNIMOT Group Code of Responsibility, the Code of Ethics and the Human Rights Respect Policy throughout the value chain

KPI:

- Percentage of employees familiar with the UNIMOT's Code of Responsibility
- Number of employee complaints related to violations in the area of ethics and human rights
- Number of complaints from external entities regarding violations in the area of ethics and human rights
- Responsible marketing practices - no complaints of violations