# ESG REPORT 2025

TRANSITION TECHNOLOGIES MS

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# **01** About the Report

# 1. About the Report

## 1.1 Scope and Reporting Period

ESRS 2 BP-1

The ESG Report has been prepared on a consolidated basis for the 2025 reporting year. The scope of consolidation applied to the Sustainability Report is the same as that applied to the consolidated financial statements.

The Report covers the TTMS Group, including: **TTMS S.A., TTMS Software Sdn Bhd, TTMS Nordic, TTMS Schweiz AG, TTMS Software UK Ltd and TTMS Software India Private Limited.**

The parent undertaking and the companies comprising the Group are not currently subject to mandatory sustainability reporting requirements under the applicable regulations. This Report has been prepared voluntarily by the Group as an expression of its commitment to transparent communication on sustainability matters.

In preparing the Report, the concept of the value chain was taken into account, covering the following key areas: suppliers (upstream) → own operations → customers (downstream), as well as waste-related aspects. The value chain was considered in particular as part of the materiality assessment process concerning impacts, risks and opportunities, which incorporated the perspectives of suppliers, own operations and customers.

The sustainability-related policies applicable across the Group cover both internal areas and elements relating to relationships within the value chain, including principles concerning suppliers and customers. Activities aimed at further strengthening the Group's value chain approach, including SAQ surveys and supplier education initiatives, are being developed and are planned for implementation in subsequent reporting periods.

With regard to the metrics (KPIs) used for disclosures, the approach to measuring performance across the value chain is presented in line with the scope of data available for 2025, while allowing for the gradual improvement of the measurement system in subsequent years.

## 1.2 How the Report Was Prepared

ESRS 2 BP-2

This voluntary ESG Report has been prepared using the structure and selected requirements of the ESRS (European Sustainability Reporting Standards), to the extent corresponding to the availability of data and the voluntary nature of sustainability reporting by the TTMS Group. Consequently, most of the quantitative and qualitative information presented is not directly comparable with data for the years 2021–2024, which was reported in accordance with the GRI Standards. No restatement or adjustment of data for prior reporting periods has been made in this Report.

For the purposes of this Report, the Company has adopted the definitions of time horizons in accordance with ESRS 1, Section 6.4:

**SHORT-TERM TIME HORIZON**

the period covered by the Company's financial statements (financial year),

**MEDIUM-TERM TIME HORIZON**

a period of up to five years from the end of the short-term reporting period,

**LONG-TERM TIME HORIZON**

a period of more than five years.

The Company does not apply different definitions of time horizons for the purposes of sustainability reporting.

The Report includes disclosures arising from standards E1, E5, S1, S4 and G1, the scope of which corresponds to the Company's impact areas identified through the double materiality assessment.

## 1.3 Data Collection and Verification Methodology

ESRS 2 GOV-5

The TTMS Group is developing formal risk management and internal control principles for the sustainability reporting process. Their purpose is to ensure the completeness, accuracy, consistency, timeliness and verifiability of the disclosed information. The principles cover all Group companies, persons involved in reporting, and quantitative and qualitative data, including data based on estimates.

The reporting process is coordinated by the Sustainability and Administration Department and includes defining the scope of disclosures, assigning data owners, collecting and verifying data, consolidating data, preparing the report content, internal approval, publication and archiving of documentation.

| 01 | 02 | 03 | 04 | 05 |
|---|---|---|---|---|
| Scope of disclosures and data owners | Data acquisition and verification | Consolidation and report content | Management Board approval and publication | Document archiving |

The scope of controls is adapted to the significance of a given disclosure and the level of risk. Controls include, among others, checking the completeness and consistency of data with source materials, the accuracy of calculations, the consistency of methodologies, units of measurement and reporting boundaries, as well as the consistency of narrative content with numerical data. Where estimates are used, the methods, assumptions and data sources applied are documented.

Reporting-related risks are assessed at least once a year and in the event of significant regulatory, organisational or methodological changes. The main risks include, in particular, incomplete or inconsistent data, calculation errors, delays in data submission, limited quality of external data, incorrect application of methodologies, lack of appropriate documentation and an incomplete audit trail.

> Risks are mitigated through the use of standardised templates, schedules and reminders, assignment of responsibilities, data reconciliation, additional reviews of key information, documentation of methods and assumptions, document version control and archiving of evidence of controls performed.

The results of reviews and controls are used to improve the reporting process, including updates to the scope of disclosures, methodologies, instructions and responsibilities. The process is overseen by the Management Board, which approves the final version of the report.

# 02 About the Company

# 2. About the Company

## 2.1 Who We Are

Transition Technologies MS S.A. (TTMS) is a Polish technology company with an international presence, specialising in the provision of IT services and the delivery of modern solutions supporting clients' development and digital transformation. The Company carries out projects for large enterprises and global corporations, providing support at every stage of their implementation – from needs analysis and solution design, through implementation, to system maintenance and further development.

**TTMS is part of the Transition Technologies Group, which has been present on the Polish IT market for more than thirty years.** The companies belonging to the Group specialise, among others, in solutions for the energy, gas, industrial, pharmaceutical and medical sectors. Combining the competencies of individual entities enables the implementation of advanced, integrated technology projects and responding to the diverse needs of clients.

**The TTMS Group has five foreign subsidiaries and operates across different continents.** Its international presence, teams working across different time zones and knowledge of local conditions make it possible to effectively support clients regardless of where they conduct their business. Cooperation is based on the long-term development of relationships built on trust, reliability, professionalism and an understanding of the specific characteristics of the industries in which clients operate.

The Company develops IT solutions and services supporting operational efficiency, process automation, information security and the maintenance of high-quality systems. TTMS has competencies and experience in technologies provided, among others, by Salesforce, Microsoft and Adobe Experience Manager. Its involvement in initiatives related to innovation and security, including membership in the NATO Innovation Hub, strengthens the Company's role as a responsible and reliable technology partner.

TTMS's operations are based on four values: Technology, Trust, Motivation and Success. They reflect the Company's approach to technological development, cooperation with clients, building engaged teams and jointly achieving long-term results. At the same time, TTMS takes environmental and social issues into account in its operations by developing a responsible organisational culture, reducing the environmental impact of its operations and supporting initiatives aimed at protecting the climate and natural resources.

**TECHNOLOGY**
technological development

**TRUST**
cooperation with clients

**MOTIVATION**
engaged teams

**SUCCESS**
long-term results

## 2.2 Our Services and Areas of Activity

The TTMS Group provides comprehensive IT services supporting the development, optimisation and maintenance of clients' IT systems. We carry out projects at every stage of their life cycle – from needs analysis and technology consulting, through solution design and implementation, to testing, maintenance and further development. The scope and model of cooperation are adapted each time to the specific nature of the client's business, its business needs and the technological environment used.

Our services are addressed both to large international organisations and to enterprises seeking support in specific areas of IT activity. Thanks to teams with diverse technological and industry competencies, we are able to carry out projects comprehensively, combining technical, consulting and business expertise.



### Technologies and Specialisations

An important part of the Group's activities is the development and maintenance of solutions based on technologies provided by leading vendors. Our competencies include, among others:

**Adobe Experience Manager**
creating and developing advanced, multilingual websites and content management platforms,

**Salesforce**
implementing, integrating and developing CRM systems supporting sales, marketing and customer service,

**Microsoft Azure**
designing scalable cloud solutions, integrations, system architecture and Internet of Things solutions,

**Microsoft Power Platform and Microsoft 365**
process automation, development of business applications and support in the effective use of the work environment,

**Power BI, Microsoft Fabric and Snowflake**
developing data warehouses, analytics platforms, management reporting and Business Intelligence solutions,

**WEBCON BPS**
business process automation and development of low-code applications,

**artificial intelligence**
task automation, data and document analysis, natural language processing and support for decision-making processes.

When developing solutions using artificial intelligence, we take into account issues related to security, privacy, transparency of model operation and responsible data management. We treat these technologies as tools supporting employees and clients, rather than replacing human control over key decisions.

### Quality and Security Management

High quality and security of the services provided constitute one of the fundamental elements of our operating model. We support clients in computerised system validation, conducting audits, quality management and ensuring compliance with industry requirements and ISO standards. These competencies are particularly important in projects carried out for regulated sectors, including the pharmaceutical and medical sectors, where IT solutions must meet increased requirements regarding quality, documentation and information security.

### Defence & Space

The Group also develops technology and consulting services for the defence and space sector. These include, among others, the development and maintenance of communication and command systems, system integration, solutions using image analysis, and software for satellite and space technologies.

Activities in this area consist of providing IT services, software development and technology consulting for clients from the Defence & Space sector. The Group does not engage in the production of weapons, ammunition or other military products.

# **03** Our Approach to ESG

# 3. Our Approach to ESG

## 3.1 Strategy, Business Model and Value Chain

ESRS 2 SBM-1

The TTMS Group operates in the areas of IT services, IT outsourcing, managed services and advanced digital services provided to business and institutional clients. The Group's business model is based on delivering specialised technological expertise, the work of expert teams and building long-term relationships with clients who expect high quality, security, regulatory compliance and predictable partnership.

The TTMS Group operates in international markets and develops its activities in areas such as software development, system maintenance and administration, integrations, technology consulting, cloud solutions, cybersecurity, CRM/ERP services, digital transformation and artificial intelligence-based solutions. The Group provides services primarily in the B2B model and does not address its offering directly to individual consumers.

AREAS OF ACTIVITY OF THE TTMS GROUP WITH EXAMPLES

| Area of Activity | Examples of Services |
|---|---|
| IT Outsourcing and Managed Services | provision of IT services, system maintenance, operational support, system administration |
| Software Development | creation, development and implementation of dedicated software solutions |
| Digital Transformation | process digitalisation, automation, system integrations |
| Business Systems | development and maintenance of CRM/ERP systems and other systems supporting clients' processes |
| Cloud Solutions | implementation, maintenance and operation of cloud environments and services |
| Information Security | services and processes related to data protection, cybersecurity and compliance |
| AI and Modern Technologies | development of competencies and solutions based on artificial intelligence, automation and advanced digital services |
| Educational and E-learning Services | solutions supporting education, training and the development of users' competencies |

The key customer groups of the Group are enterprises, public institutions, strategic partners and other organisations using the final outcomes of the services provided by the TTMS Group. End users, in turn, are individuals or entities using systems, applications, platforms or solutions created, developed, implemented or maintained by the Group for its clients.

The Group does not operate in sectors related to fossil fuels, chemical production, weapons production or tobacco cultivation or production. Based on the Group's business profile, no products or services subject to bans in specific markets have been identified either. Revenues from the defence and space sectors, disclosed in the Company's financial statements, relate exclusively to the provision of IT and consulting services to clients operating in these industries. The Group does not engage in the production of weapons, ammunition or other products intended for military use.

The number of employees and collaborators within the Group and their breakdown by geographical location are presented in the disclosures concerning the own workforce. The activities of the TTMS Group are based on the work of specialist teams, including IT experts, consultants, project teams, support teams, administration, sales, HR, finance and functions responsible for quality, information security and sustainability.

The TTMS Group's ESG Strategy for 2026–2030 structures the direction of environmental, social and governance activities and indicates how sustainability supports the business model, stakeholder relations and the organisation's resilience over the long term. The Strategy does not constitute a separate programme from the Group's business activities, but rather develops areas that are important to the way the Group operates: service quality, information security, responsible use of technology and AI, people development, relationships with clients and suppliers, and reducing environmental impact.

BUSINESS MODEL ELEMENT | DESCRIPTION

**People and competencies**

IT experts, project teams and competencies in the areas of AI, cloud, quality, security and project management

**Management processes and standards**

service quality, cybersecurity, data protection, regulatory compliance, management systems and organisational maturity

**Relationships**

long-term relationships with clients, technology partners, suppliers, subcontractors, Group companies and other stakeholders

**Offering development**

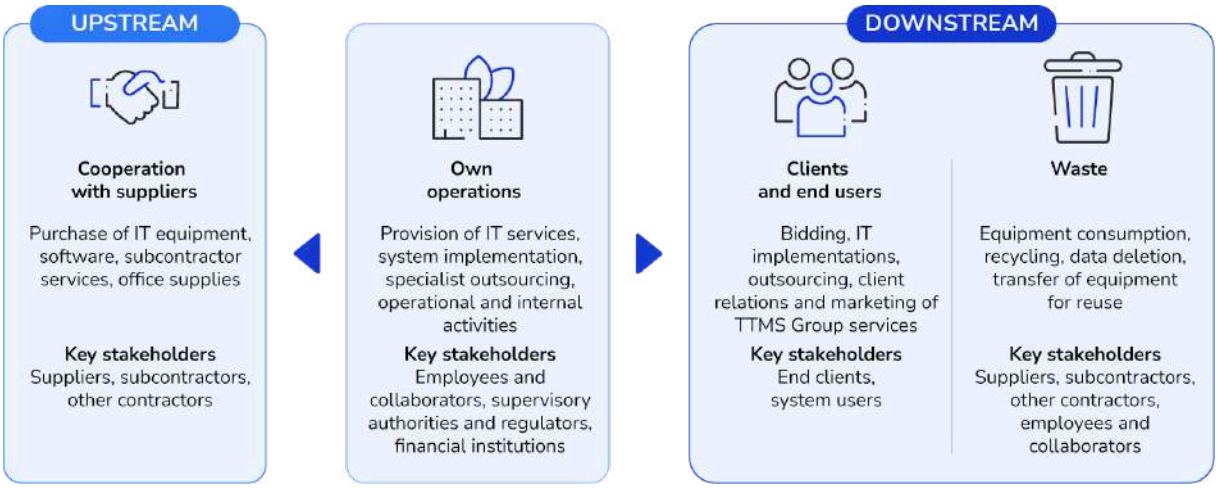
adapting services to technological and market changes, including the growing importance of AI, automation, cloud and responsible digital services

The key inputs and resources used in the business model include the competencies of employees and collaborators, technological knowledge, IT infrastructure, computer equipment, licences, development tools, cloud infrastructure, data and project documentation, relationships with clients, and support from suppliers and technology partners. Data and information processed in the course of service delivery are protected in accordance with client requirements, applicable regulations and adopted information security standards.

The outcomes of the Group's activities are technology services and solutions that support clients in digital transformation, process automation, improving operational efficiency, maintaining business continuity, enhancing data quality and ensuring information security. For clients, this means access to specialised technological competencies, scalable IT services and solutions tailored to business and regulatory needs.

### TTMS GROUP VALUE CHAIN

**The TTMS Group's value chain includes activities in the upstream value chain, the Group's own operations, the downstream value chain and the end-of-life stage of resources.** This approach makes it possible to link the business model with the actual stages of value creation and with the impacts, risks and opportunities occurring in own operations and in relationships with external entities.




The link between the business model and sustainability is visible at all stages of the value chain. In the upstream part, the Group shapes standards of cooperation with suppliers, including suppliers of technology, energy, office services and operational support. In its own operations, employee competencies, service quality, information security, ethics, regulatory compliance and environmental impact management are of key importance. In the downstream part, TTMS provides clients with solutions that affect the quality, efficiency and security of their business processes. The end-of-life stage, in turn, allows for the consideration of responsible management of IT equipment, data carriers and electronic waste.

The ESG Strategy supports the Group's business model by structuring priorities, objectives and responsibilities in areas relevant to the organisation's long-term resilience. At the same time, the business model influences the scope and nature of ESG activities, as the TTMS Group's operations as an IT service provider require particular focus on quality, security, client trust, employee competencies, responsible use of technology and cooperation within the value chain.

**In the coming years, the TTMS Group plans to develop its approach to sustainability** by further integrating ESG objectives with management processes, data monitoring, cooperation with suppliers, information security, AI management and service quality improvement. The ESG Strategy will be periodically updated in the event of regulatory changes, changes to the business model, the results of the double materiality assessment or significant changes in stakeholder expectations.

## 3.2 Responsibility for ESG Matters

ESRS 2 GOV-2 | ESRS 2 GOV-3

Within the TTMS Group, sustainability-related matters are overseen at the Management Board level, with formal responsibility in this area assigned to the President of the Management Board. The Company's structure also includes the Supervisory Board and the Sustainability and Administration Team, whose work is supported by an advisory ESG team composed of representatives of the Company's individual departments. The operational preparation of sustainability-related information for the Company's governing bodies is coordinated by the Sustainability and Administration Director.

**Management Board**
oversight of ESG matters; formal accountability rests with the President of the Management Board

**Supervisory Board**
oversight of strategy and risks, including ESG-related risks

**Sustainability and Administration Team**
implementation and ongoing coordination of activities

**ESG Advisory Team**
representatives from the Company's departments supporting the team's work

The administrative, management and supervisory bodies are informed about material sustainability-related matters in a manner tailored to current management, regulatory and strategic needs. The information is provided by the Sustainability and Administration Director, in particular in the form of notes, analyses and presentations.

The scope of communication includes the most important sustainability-related impacts, risks and opportunities, the results of the double materiality assessment, the implementation of policies and actions, progress towards ESG targets, and matters concerning compliance with applicable and planned regulations. Climate, social and corporate governance matters, the results of due diligence processes, as well as progress in reporting in accordance with ESRS and CSRD and in implementing initiatives such as EcoVadis and SBTi are also discussed.

The manner and frequency of providing information are tailored each time to the significance of the given matter, enabling the Group's governing bodies to take sustainability matters into account when making key decisions.

The Management Board and the Supervisory Board take sustainability-related matters into account in overseeing the Company's strategy, in particular by approving ESG targets, monitoring selected indicators and taking ESG risks into account in strategic activities and risk management processes. ESG matters are also taken into account in selected operational and organisational decisions, including the supplier selection process and the development of employee policies. The Company integrates ESG risks and opportunities into its overall risk management system, including through the assessment of suppliers against selected ESG criteria and the review of documents and internal regulations related to this area, carried out at least once a year and more frequently in the event of regulatory changes.

During the reporting period, the Company's governing bodies addressed, in particular, matters concerning the identification of material impacts, risks and opportunities, progress in ESG reporting and alignment with ESRS/CSRD requirements, the implementation of ESG targets and actions, the assessment of suppliers in the area of sustainability, as well as the adoption and approval of selected policies and action plans.

In the case of matters requiring ongoing monitoring, the Management Board ensures oversight of the implementation of actions by appointing responsible persons and organisational units. Operational monitoring of the implementation of ESG activities is carried out by the Sustainability and Administration Director, with the support of the Sustainability and Administration Team. The annual preparation of the ESG Report is also an important element of monitoring progress in this area.

In 2025, sustainability-related performance was not formally linked to variable remuneration systems or other incentive schemes for members of the management and supervisory bodies of the TTMS Group.

## 3.3 Double Materiality Assessment

ESRS 2 SBM-3 ESRS 2 IRO-1

In 2025, the TTMS Group conducted an assessment of sustainability-related matters aimed at identifying issues of greatest significance from the perspective of the Group's impact on people and the environment or those that may be associated with risks or opportunities material to the TTMS Group's activities, performance and further development.

The assessment took into account the specific nature of the TTMS Group's activities as an international IT services provider, the Group's business model and value chain, relationships with employees and collaborators, clients and end users, suppliers and business partners, as well as the perspective of stakeholders.

The process covered environmental, social and business conduct matters indicated in the ESRS standards. In the first stage, the matters were assessed from two perspectives: the stakeholder perspective and the internal perspective of the TTMS Group. The results of both assessments were normalised and then compared in order to determine the relative priority level of individual matters.

The stakeholder assessment reflected the significance of individual ESG matters as perceived by stakeholders. The internal assessment, in turn, was used to determine the significance of individual matters from the perspective of the TTMS Group's activities and to identify the related impacts, risks and opportunities. The combined result of both assessments was used as a tool for prioritising matters and determining the scope of further analysis.

For matters classified as material, an in-depth analysis of the related potential impacts, risks and opportunities was subsequently conducted, and actions, metrics and targets supporting the management of individual areas were defined.

| 24 | 10 | 14 |
|---|---|---|
| material sustainability matters | key aspects | important aspects |

| 0 |
|---|
| critical aspects |

As a result of the process, 24 material matters were identified and assigned to five topical standards: ESRS E1, ESRS E5, ESRS S1, ESRS S4 and ESRS G1. Ten matters were classified as key aspects, while fourteen were classified as important aspects. No matters reaching the adopted threshold for a critical aspect were identified.

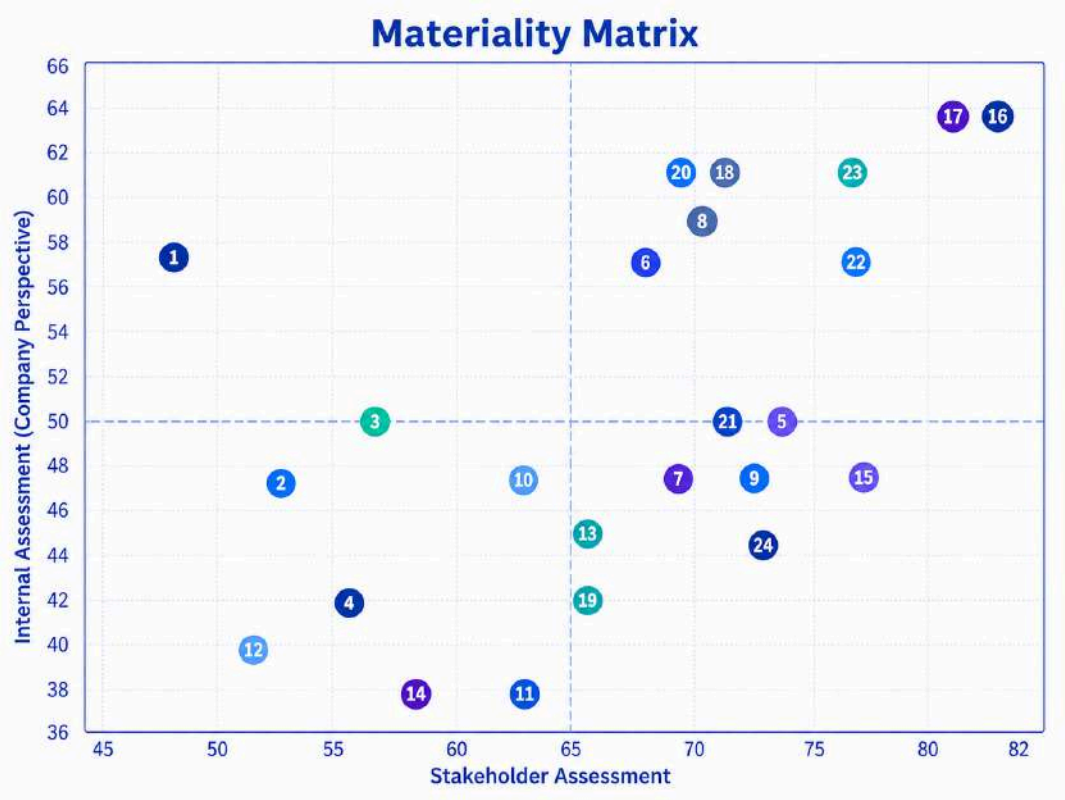
STAGES OF THE MATERIALITY ASSESSMENT OF SUSTAINABILITY MATTERS.

| Stage | Approach applied | Outcome |
|---|---|---|
| **Determining the business context** | Analysis of the specific characteristics of the TTMS Group's activities, business relationships and value chain | Identification of areas where impacts, risks and opportunities may occur |
| **Identification of matters** | Review of environmental, social and governance matters indicated in the ESRS | List of potentially material matters |
| **Consideration of the stakeholder perspective** | Assessment of the significance of individual matters by stakeholders | Results of the stakeholder assessment |
| **Internal assessment** | Assessment of matters from the perspective of the TTMS Group's activities and identification of related impacts, risks and opportunities | Results of the organisation's internal assessment |
| **Consolidation of results** | Normalisation of assessments, aggregation of results and application of materiality thresholds | List of material, important and key matters |
| **Analysis of impacts, risks and opportunities** | In-depth analysis of matters considered material, together with identification of related risks, opportunities, actions and targets | Linking matters with ESG management processes |
| **Determining the scope of reporting** | Assignment of material matters to the relevant ESRS standards and presentation of the results to the Management Board | Determination of the scope of reporting disclosures and further actions |

To illustrate the results of the assessment, an ESG matters prioritisation matrix was prepared. The horizontal axis presents the normalised stakeholder assessment, while the vertical axis presents the normalised internal assessment of the TTMS Group. The position of individual topics on the matrix makes it possible to compare their significance from both analysed perspectives.

The matrix serves as a tool supporting the prioritisation of matters. The scoring result was then supplemented with an analysis of the impacts, risks and opportunities associated with individual topics and their relationship with the TTMS Group's business model and value chain.

### TTMS GROUP MATERIAL SUSTAINABILITY MATTERS PRIORITISATION MATRIX




### MATRIX LEGEND

| No. | Topic | No. | Topic |
|---|---|---|---|
| 1 | Climate change adaptation | 13 | Prevention of violence and harassment in the workplace |
| 2 | Climate change mitigation | 14 | Diversity |
| 3 | Energy and energy intensity | 15 | Employee privacy |
| 4 | Waste | 16 | Consumer privacy |
| 5 | Employment security | 17 | Personal safety |
| 6 | Working time | 18 | Non-discrimination |
| 7 | Adequate wages | 19 | Access to products and services |
| 8 | Work-life balance | 20 | Corporate culture |
| 9 | Occupational health and safety | 21 | Protection of whistleblowers |
| 10 | Gender equality and equal pay for work of equal value | 22 | Management of relationships with suppliers, including payment practices |
| 11 | Training and skills development | 23 | Prevention and detection of corruption, including training |
| 12 | Employment and inclusion of persons with disabilities | 24 | Incidents |

## MATRIX SUMMARY

**Key aspects — 10 matters with the highest overall assessment scores**

- 16 Consumer privacy
- 17 Personal safety
- 18 Non-discrimination
- 23 Prevention and detection of corruption, including training
- 22 Management of relationships with suppliers, including payment practices
- 20 Corporate culture
- 8 Work-life balance
- 6 Working time
- 15 Employee privacy
- 5 Employment security

**Important aspects — 14 matters**

- 1 Climate change adaptation
- 2 Climate change mitigation
- 3 Energy and energy intensity
- 4 Waste
- 7 Adequate wages
- 9 Occupational health and safety
- 10 Gender equality and equal pay for work of equal value
- 11 Training and skills development
- 12 Employment and inclusion of persons with disabilities
- 13 Prevention of violence and harassment in the workplace
- 14 Diversity
- 19 Access to products and services
- 21 Protection of whistleblowers
- 24 Incidents

Numbering corresponds to the legend of the ESG matter prioritisation matrix.

The highest scores were achieved by matters concerning the privacy and security of end users. The group of key aspects also included matters relating to anti-corruption, responsible management of relationships with suppliers, non-discrimination, organisational culture and working conditions. The results reflect the nature of the TTMS Group's business model, in which information security, the quality and responsibility of IT services provided, the competencies of employees and collaborators, and relationships based on trust are of particular importance.

## LINK BETWEEN MATERIAL MATTERS AND THE TTMS GROUP'S STRATEGY, BUSINESS MODEL AND VALUE CHAIN

| ESRS Disclosure | Matters Identified as Material | Main Area of Occurrence | Impact Time Horizon |
|---|---|---|---|
| **ESRS E1** Climate Change | Climate change adaptation; climate change mitigation; energy and energy intensity | Own operations and the upstream value chain | Short-term, medium-term and long-term |

As part of the assessment, all three matters related to ESRS E1 were classified as important aspects. The activities of the TTMS Group involve energy consumption by offices, IT equipment and infrastructure used to provide services. Risks related to the availability of energy and internet access, energy costs and growing client expectations regarding emissions management are also significant. The Group is developing the monitoring of energy consumption and greenhouse gas emissions, as well as activities supporting energy efficiency.

| ESRS Disclosure | Matters Identified as Material | Main Area of Occurrence | Impact Time Horizon |
|---|---|---|---|
| **ESRS E5** Resource Use and Circular Economy | Waste | Own operations and partners responsible for equipment collection | Short-term and medium-term; also long-term with regard to the environmental impacts of improper waste management |

The issue of waste was classified as an important aspect. Proper handling of IT equipment after the end of its useful life is of particular importance in this area. Extending the life cycle of devices, their reuse and proper transfer for recovery or recycling reduce environmental impact and the risk of data leakage.

| ESRS Disclosure | Matters Identified as Material | Main Area of Occurrence | Impact Time Horizon |
|---|---|---|---|
| **ESRS S1** Own Workforce | Employment security, working time, adequate wages, work-life balance, occupational health and safety, gender equality and equal pay, training and development, inclusion of persons with disabilities, prevention of violence and harassment, diversity, employee privacy | Own operations | Short-term, medium-term and long-term |

In the S1 area, the highest priority was given to: work-life balance, working time, employee privacy and employment security. These matters were classified as key aspects. The remaining S1 matters covered by the assessment were classified as important aspects. The TTMS Group's business model is based on the knowledge, competencies and engagement of employees and collaborators. Working conditions, development opportunities, well-being, equal treatment and privacy protection affect the retention of specialists, the quality of services provided and the Group's attractiveness as an employer.

| ESRS Disclosure | Matters Identified as Material | Main Area of Occurrence | Impact Time Horizon |
|---|---|---|---|
| **ESRS S4** Consumers and End Users | Consumer privacy, personal safety, non-discrimination, access to products and services | Own operations and the downstream value chain | Short-term and medium-term; in the case of lasting impacts of privacy, security or digital accessibility breaches, also long-term |

The S4 area achieved the highest scores in the entire assessment. The matters of consumer privacy, personal safety and non-discrimination were classified as key aspects. Access to products and services was classified as an important aspect. Digital solutions created or implemented by the TTMS Group may indirectly affect end users. Data protection, system security and digital accessibility are of particular importance. Taking these matters into account strengthens client trust and reduces project, legal and reputational risks.

| ESRS Disclosure | Matters Identified as Material | Main Area of Occurrence | Impact Time Horizon |
|---|---|---|---|
| **ESRS G1** Business Conduct | Corporate culture, protection of whistleblowers, management of relationships with suppliers, including payment practices, prevention and detection of corruption, incidents | Own operations and the upstream value chain | Short-term, medium-term and long-term |

In the G1 area, prevention and detection of corruption, including training, management of relationships with suppliers, including payment practices, and corporate culture were identified as key aspects. Protection of whistleblowers and incidents were classified as important aspects. Ethical and transparent business conduct affects the credibility of the TTMS Group among clients, employees, suppliers and investors. Anti-corruption activities, protection of whistleblowers, incident monitoring and responsible relationships with suppliers are of particular importance.

The results of the assessment are used to determine the TTMS Group's sustainability priorities, the scope of reporting disclosures, the directions of the ESG Strategy for 2026–2030 and further operational activities. Appropriate actions, metrics and targets are defined for the identified matters, and their implementation is monitored by the relevant organisational units.

The identified matters do not change the fundamental nature of the TTMS Group's business model, but they influence the way the Group is managed, the development of policies and procedures, risk management, relationships with employees, clients and suppliers, and the directions for process improvement. Detailed information on policies, actions, metrics and targets is presented in the relevant thematic sections of the Report.

In conducting service activities in the IT industry, the TTMS Group may have actual or potential negative impacts on people and the environment both within its own operations and through relationships with suppliers and projects carried out for clients. As part of the double materiality assessment, areas were identified in which material negative impacts and related risks may occur. These include in particular:

## IDENTIFIED IMPACTS, RISKS AND OPPORTUNITIES AND MANAGEMENT APPROACH

| Area [related ESRS] | Potential Risks and Impacts | Opportunities | Existing Safeguards and Mitigating Actions |
|---|---|---|---|
| **Climate, energy and business continuity** [E1 Climate Change] | Energy consumption related to the operation of offices, IT equipment and infrastructure used to provide services. Risks include rising energy costs, temporary disruptions in access to energy or the internet, the impact of extreme weather events on working conditions and continuity of service provision, as well as growing client expectations regarding GHG emissions management. | Increasing energy efficiency, reducing emissions related to operational activities, improving the quality of environmental data, developing carbon footprint measurement and increasing the organisation's resilience to the effects of climate change. | Monitoring energy consumption and GHG emissions, energy efficiency measures, remote and hybrid work, reducing emissions related to business travel, solutions supporting business continuity and preparation of a climate transition plan. |
| **Electronic equipment and waste management** [E5 Resource Use and Circular Economy] | Risk of improper management of decommissioned IT equipment, lack of complete information on its further handling, insufficient use of reuse opportunities and the risk of loss of data stored on decommissioned devices. | Extending the life cycle of IT equipment through repair and reuse, resale of functional devices, reducing demand for new resources and developing cooperation with entities engaged in recovery and recycling. | Recording decommissioned equipment, secure data deletion, repair and reuse of devices, cooperation with verified waste recipients and development of an electronic waste management system. |
| **Working conditions, equal treatment and well-being** [S1 Own Workforce] | Potential risks concern working time, employment security and stability, remuneration levels, work-life balance, ergonomics and well-being, equal pay, access to development, employee privacy and the prevention of discrimination, violence and harassment. | Increasing the engagement and retention of employees and collaborators, developing competencies, strengthening well-being and a culture of respect, increasing diversity and building the attractiveness of the TTMS Group as a responsible employer. | HR policies and procedures, equal treatment principles, satisfaction surveys, training and competency development, well-being initiatives, solutions supporting work-life balance, remuneration reviews, diversity initiatives and channels for reporting irregularities. |
| **Privacy, cybersecurity and quality of IT services** [S4 Consumers and End Users] | Potential errors in the design, implementation or maintenance of systems may lead to privacy breaches, improper processing or disclosure of data, threats to user safety, insufficient digital accessibility or unequal access to solutions. They may also result in legal, contractual and reputational risks for the TTMS Group. | Development of services based on high standards of data protection, security and digital accessibility, strengthening cybersecurity competencies and building the position of the TTMS Group as a reliable technology partner, particularly for sectors with high regulatory requirements. | Data protection and information security principles, access controls, quality and security testing, incident management, project and quality standards, ongoing cooperation with clients and development of an approach that takes privacy, security and accessibility into account at the solution design stage. |

| Area [related ESRS] | Potential Risks and Impacts | Opportunities | Existing Safeguards and Mitigating Actions |
|---|---|---|---|
| **Business ethics and relationships with partners** [G1 Business Conduct] | Risks related to ethical misconduct, corruption and bribery, ineffective protection of whistleblowers, improper practices in relationships with suppliers, late payments and potential irregularities occurring in the supply chain. | Strengthening the reputation of the TTMS Group as a transparent and responsible business partner, developing a responsible supply chain, increasing the trust of clients, employees, suppliers and investors, and reducing regulatory and reputational risks. | Code of Ethics, Anti-Corruption Policy, whistleblower protection system, reporting and follow-up procedures, Sustainable Procurement Policy, Supplier Code of Conduct, SAQ surveys, contractor verification and monitoring of payment practices. |

The identified impacts, risks and opportunities were assigned to the relevant ESRS matters and standards and used to determine the scope of reporting, management actions, control mechanisms, ESG metrics and targets. The results of the assessment also constitute one of the key sources used in the implementation of the TTMS Group's ESG Strategy for 2026–2030 and in the further development of the sustainability management system.

## 3.4 Company Stakeholders

ESRS 2 SBM-2

Dialogue with stakeholders is an important element of the TTMS Group's activities. The Group strives to provide stakeholders with transparent information about its ongoing activities and to understand their opinions, needs and expectations. Information obtained in the course of cooperation is analysed and taken into account in management processes, including the improvement of operational activities, employee initiatives and the way the Group cooperates with clients and business partners.

The Management Board is informed about material stakeholder opinions and expectations through reports, presentations, meetings and correspondence. The Management Board has also reviewed the results of the double materiality assessment. This information is used when making decisions concerning the Group's sustainability activities.

### KEY STAKEHOLDER GROUPS OF THE TTMS GROUP AND TYPICAL FORMS OF ENGAGEMENT

| Stakeholder Group | Typical Forms of Contact and Engagement |
|---|---|
| Employees and collaborators – employees under employment contracts, persons cooperating under civil-law contracts and B2B arrangements, potential employees and collaborators, interns and students, former employees, and persons performing work for subcontractors | Ongoing communication, team and departmental meetings, employee satisfaction surveys, discussions and feedback, company events, integration, sports and social initiatives, and the whistleblowing channel |
| Public administration, regulators and industry organisations – including UODO, UOKiK, UKE, PIP and equivalent institutions in other countries where the Group operates | Formal meetings, correspondence and communication conducted as part of administrative proceedings, cooperation with industry organisations, and participation in events and conferences |

| Stakeholder Group | Typical Forms of Contact and Engagement |
|---|---|
| Local communities and society – residents of areas neighbouring the offices, social and non-governmental organisations, educational institutions, universities and the media | Website and social media, media relations, participation in industry and social events, cooperation with universities and non-governmental organisations, and educational initiatives |
| Market and clients – clients, hardware and software suppliers, contractors, subcontractors and other business partners | Business meetings, ongoing correspondence, telephone and email contact, information exchange during project implementation, participation in industry events, and the SAQ supplier self-assessment questionnaire |
| Capital market - strategic shareholders and other shareholders, investors, stock market analysts, the Warsaw Stock Exchange, auditors and financial institutions | Publication of reports and statements, General Meeting of Shareholders, corporate communication, and direct contacts with representatives of the capital market and financial institutions |
| Natural environment - treated as a silent stakeholder; its perspective is represented, among others, by environmental data, local administration, State Forests and environmental organisations | Analysis of environmental data and implementation of pro-environmental initiatives, including projects carried out in cooperation with local government administration and State Forests |

## 3.5 Due Diligence

ESRS 2 GOV-4

The Company understands due diligence as an ongoing process of managing sustainability-related impacts, risks and actions, covering its own operations and relevant elements of the value chain. This process includes the identification and assessment of negative impacts, stakeholder dialogue, implementation of mitigating actions and monitoring their effectiveness.

The individual elements of the due diligence process are disclosed in the following sections of the Report:

| Key Elements of the Due Diligence Process | Sections of the Sustainability Report |
|---|---|
| a) Embedding due diligence in governance, strategy and business model | **GOV-1**, **GOV-2**, **SBM-1**, **SBM-2**, **SBM-3** |
| b) Engaging with affected stakeholders at all key stages of the due diligence process | **SBM-2**, **S1-2**, **S4-2** |
| c) Identifying and assessing adverse impacts | **IRO-1**, **SBM-3** |
| d) Taking action to address identified adverse impacts | **E1-3**, **E5-2**, **S1-3**, **S1-4**, **S4-3**, **S4-4**, **G1-1**, **G1-2** |
| e) Tracking the effectiveness of these efforts and communicating relevant information in this regard | **E1-4**, **E1-5**, **E1-6**, **E5-3**, **E5-5**, **S1-5**, **S4-5**, **G1-4** |

# **04** Environment

# 4. Environment

| 585.22 | 1,836.28 | 13,500 | 43.4 |
|---|---|---|---|
| MWh of total energy consumption | t $CO_2e$ of total emissions (market-based) | trees planted since 2023 | kg of e-waste for reuse and recycling |

## 4.1 Environmental Management at TTMS

ESRS E1-2

The key document defining TTMS's approach to climate-related matters is the Environmental and Climate Policy of Transition Technologies MS S.A. The document addresses the reduction of the negative environmental impact of the Company's activities, including the need to reduce greenhouse gas emissions and to take environmental and climate impacts into account in business decisions. The Policy also highlights the importance of an environmental management system compliant with ISO 14001.

The Policy primarily covers activities related to climate change mitigation, including reducing the carbon footprint, monitoring business processes, reducing energy intensity and supporting IT solutions that can help clients reduce their environmental impact and greenhouse gas emissions.

In the area of energy efficiency, TTMS commits to the rational use of energy and other natural resources, including through the purchase of the most energy-efficient fixed assets possible, in particular IT infrastructure components, and process optimisation. In the area of renewable energy, the Policy indicates an intention to source energy, especially electricity, from renewable or other low- and zero-emission sources.

The Policy also addresses indirect emissions, including Scope 3 emissions, among others by promoting solutions that reduce emissions related to employee commuting. The document also includes a commitment to increasing the environmental awareness of employees, collaborators and business partners and to taking environmental matters into account in cooperation with suppliers and subcontractors.

With regard to climate change adaptation, the Policy does not constitute a separate, detailed adaptation policy; however, it supports the consideration of long-term environmental and climate impacts in business decisions. Matters related to the organisation's resilience to climate risks will be further developed alongside the continued improvement of the climate management system and the preparation of a climate transition plan.

ESRS E1-3

In 2025, the Group's climate-related activities focused on monitoring climate impact, reducing the energy intensity of office and IT activities, improving the quality of environmental data and preparing the organisation for further management of greenhouse gas emissions. These activities result from the Environmental and Climate Policy of TTMS S.A., which includes, among other things, efforts to reduce the carbon footprint, use energy rationally, use renewable or low-emission energy and reduce indirect Scope 3 emissions.

| Area of Activity | Description of Activity | Nature of Activity |
|---|---|---|
| **GHG emissions measurement** | Annual calculation of greenhouse gas emissions in Scope 1, Scope 2 and selected Scope 3 categories, and inclusion of the results in the ESG Report. | Recurring activity |
| **Energy consumption data** | Collection of electricity consumption data from all Group offices, including data from office space landlords. | Ongoing |
| **Energy efficiency** | Monitoring energy consumption, promoting good energy-saving practices in offices and during remote work, and selecting energy-efficient IT equipment. | Ongoing / planned |
| **Remote and hybrid work** | Maintaining a remote and hybrid work model that reduces some emissions related to employees commuting to offices. | Continuation of activity |
| **IT equipment** | Extending the life cycle of IT equipment and selling or transferring functional equipment for reuse after the end of its use. | Ongoing |
| **Suppliers and value chain** | Taking environmental matters into account in cooperation with suppliers, including analysing opportunities to cooperate with IT service and data centre providers with a lower carbon footprint. | Ongoing / planned |
| **Climate change adaptation** | Taking climate risks into account when selecting new office locations and analysing the impact of extreme weather events on working conditions and business continuity. | Planned / qualitative |
| **Climate transition plan** | Development of a transition plan for climate change mitigation, including reduction measures, responsibilities, a timeline and a method for monitoring progress. | Planned by the end of 2027 |

Climate change mitigation activities primarily include improving energy efficiency, better management of energy consumption, selecting more energy-efficient IT solutions, reducing emissions related to employee commuting, and cooperating with suppliers to reduce the carbon footprint. Adaptation activities are being gradually developed and mainly concern operational resilience, including ensuring business continuity in the event of extreme weather events, power supply interruptions or problems with internet access.

> In 2025, the Group also continued activities supporting environmental protection and climate change mitigation through cooperation with posadzimy.pl. As part of this cooperation, 1,500 trees were planted in 2025, increasing the total number of trees planted by TTMS to 13,500. This activity is supportive and complementary to measures related to emissions reduction and building environmental awareness.

As at 31 December 2025, the Group had not yet quantified the expected emission reductions resulting from individual activities. The quantitative effects of these activities will be possible to determine as the emissions measurement system is further developed and the climate transition plan is prepared.

The implementation of climate-related activities is coordinated by the Sustainability and Administration Department in cooperation with representatives of subsidiaries, departments responsible for administration, IT and procurement, as well as suppliers and office space landlords.

## 4.2 Targets related to climate change mitigation and adaptation

ESRS E1-4

As at 31 December 2025, the Group had not formally adopted quantitative greenhouse gas emission reduction targets expressed as absolute emission reductions or reductions in emission intensity. The Group's climate targets were operational and organisational in nature and focused on improving data quality, regular monitoring of the carbon footprint, and reducing emissions through activities in the areas of energy and business travel.

| Target | Scope | Method of Implementation |
|---|---|---|
| **Monitoring and reporting the carbon footprint** | GHG emissions within the Group and in selected elements of the value chain | Annual calculation of the carbon footprint in accordance with the GHG Protocol, covering Scope 1, Scope 2 and material Scope 3 categories. |
| **Standardisation of climate data collection principles** | Environmental and climate data within the Group | Establishing and applying uniform data collection principles across Group companies, including data on energy, fuels, business travel and other material emission sources. |
| **Improving data quality** | Data used to calculate GHG emissions | Regular verification of the accuracy and completeness of data and identification of data gaps, in particular with regard to data from office landlords and suppliers. |
| **Reduction of $CO_2$ emissions through activities in the areas of energy and business travel** | Energy consumption, business travel and work organisation | Continuation of activities aimed at reducing energy consumption and implementation of good practices in the area of business travel. |

These targets support the implementation of the Group's climate policy; however, at the current stage, they do not yet constitute greenhouse gas emission reduction targets in the form of quantitative decarbonisation pathways. The Group has not yet defined a target value or an expected emissions reduction for 2030 or 2050.

ESRS E1-1

The Group plans to further develop its system of climate targets together with the preparation of a climate transition plan, which is planned to be adopted by the end of 2027. As part of this work, the Group intends to further specify the scope of reduction targets, possible decarbonisation levers, the method of monitoring progress, and the linkage of targets with activities related to energy, business travel, procurement and cooperation with suppliers.

## 4.3 Energy Consumption and Energy Mix

ESRS E1-5

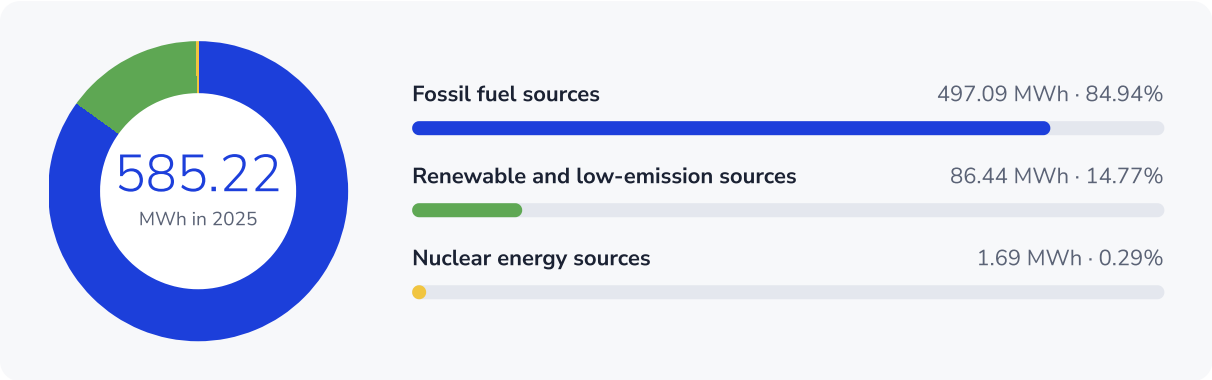
| Energy Consumption and Energy Mix | 01.01.2025 - 31.12.2025 |
|---|---|
| 1. Fuel consumption from coal and coal products (MWh) | 0 |
| 2. Fuel consumption from crude oil and petroleum products (MWh) | 29.20 |
| 3. Fuel consumption from natural gas (MWh) | 61.09 |
| 4. Fuel consumption from other fossil sources (MWh) | 0.00 |
| 5. Consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources (MWh) | 406.80 |
| 6. Total fossil energy consumption (MWh) (calculated as the sum of rows 1–5) | **497.09** |
| Share of fossil sources in total energy consumption (%) | 84.94 |
| 7. Consumption from nuclear sources (MWh) | **1.69** |
| Share of consumption from nuclear sources in total energy consumption (%) | 0.29 |
| 8. Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc.) (MWh) | 0 |
| 9. Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources (MWh) | 86.44 |
| 10. Consumption of self-generated non-fuel renewable energy (MWh) | 0 |
| 11. Total renewable and low-carbon energy consumption (MWh) (calculated as the sum of rows 8–10) | **86.44** |
| Share of renewable sources in total energy consumption (%) | 14.77 |
| Total energy consumption (MWh) (calculated as the sum of rows 6, 7 and 11) | **585.22** |

In 2025, total energy consumption within the Group's own operations amounted to 585.22 MWh. The disclosed values include final energy consumption, expressed in MWh, in accordance with the reporting scope adopted for the entity's own operations.

The largest share of total energy consumption was energy from fossil sources, which amounted to 497.09 MWh, corresponding to 84.94% of total energy consumption. This value primarily consisted of the consumption of purchased or acquired electricity, heat, steam and cooling from fossil sources, which amounted to 406.80 MWh. In addition, fuel consumption from crude oil and petroleum products amounted to 29.20 MWh, while fuel consumption from natural gas amounted to 61.09 MWh. During the reporting period, no fuel consumption from coal and coal products or from other fossil sources was reported.

Energy consumption from renewable and low-carbon sources amounted to 86.44 MWh, representing 14.77% of total energy consumption. This value included purchased or acquired electricity, heat, steam and cooling from renewable sources. In 2025, the Group did not report any consumption of fuels from renewable sources, such as biomass, biofuels, biogas or renewable hydrogen, nor any consumption of self-generated renewable energy without the use of fuel.

The TTMS Group does not operate in high climate impact sectors and therefore does not disclose energy intensity metrics.




TTMS Group energy mix, 1 January 2025–31 December 2025.

## 4.4 Greenhouse Gas Emissions

ESRS E1-6

In 2025, the Group reported greenhouse gas emissions in Scope 1, Scope 2 and Scope 3. Emissions were presented in tonnes of carbon dioxide equivalent, i.e. t $CO_2e$. The calculation includes direct emissions resulting from fuel consumption, indirect emissions related to purchased electricity and heat, as well as selected material categories of indirect emissions in the value chain.

For Scope 2 emissions, two calculation methods were applied: location-based and market-based. In the case of heat for which market-based data were not obtained from suppliers, emissions calculated using the location-based method were adopted as a proxy value. As part of this adjustment, emissions from heat amounting to 65.75 t $CO_2e$ were also added to the market-based variant.

| Emissions Category | Calculation Method | 2025, t $CO_2e$ |
|---|---|---|
| Gross Scope 1 greenhouse gas emissions | — | **37.65** |
| Scope 2 — electricity | location-based | **102.59** |
| Scope 2 — electricity | market-based | **80.49** |
| Scope 2 — heat | location-based | **65.75** |
| Gross Scope 2 greenhouse gas emissions — total | location-based | **168.34** |
| Gross Scope 2 greenhouse gas emissions — total | market-based | **146.23** |
| Gross Scope 3 greenhouse gas emissions | — | **1,607.41** |
| **Total GHG emissions** | **location-based** | **1,813.40** |
| **Total GHG emissions** | **market-based** | **1,791.29** |

## SCOPE 1

Scope 1 emissions included direct emissions related to fuel consumption in vehicles. In 2025, Scope 1 emissions amounted to 37.65 t $CO_2e$.

| Scope 1 Emission Source | 2025, t $CO_2e$ |
|---|---|
| Petrol | **23.03** |
| Diesel fuel | **14.62** |
| **Total Scope 1** | **37.65** |

During the reporting period, no emissions related to refrigerant leaks were reported. The Group does not conduct activities covered by regulated emissions trading systems, including the EU ETS; therefore, the share of Scope 1 emissions covered by regulated emissions trading systems was 0%.

## SCOPE 2

Scope 2 emissions included indirect emissions related to the consumption of purchased electricity and heat.

| Scope 2 Emission Source | Location-based, t $CO_2e$ | Market-based, t $CO_2e$ |
|---|---|---|
| Electricity | **102.59** | **80.49** |
| Heat | **65.75** | **65.75** |
| **Total Scope 2** | **168.34** | **146.23** |

For electricity, emissions were calculated using both the location-based and market-based methods. For heat, due to the lack of market-based data from suppliers, location-based data were used as a proxy approach. As a result, heat-related emissions were included in both Scope 2 calculation variants and were not omitted from total greenhouse gas emissions.

## SCOPE 3

Scope 3 emissions included material indirect emissions occurring in the Group's value chain. In 2025, Scope 3 emissions amounted to 1,607.41 t $CO_2e$.

| Scope 3 Category | 2025, t $CO_2e$ |
|---|---|
| Category 1: Purchased goods and services | 1,409.75 |
| Category 2: Capital goods | **6.92** |
| Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2 | **54.80** |
| Category 4: Upstream transportation and distribution | **6.96** |
| Category 5: Waste generated in operations | **0.25** |
| Category 6: Business travel | **40.60** |
| Category 7: Employee commuting | **88.13** |
| **Total Scope 3** | **1, 607.41** |

The largest share of Scope 3 emissions was attributable to Category 1: Purchased goods and services, which accounted for the majority of indirect emissions in the value chain. Significant values were also reported for employee commuting, fuel- and energy-related activities not included in Scope 1 and Scope 2, and business travel.

### Greenhouse gas emissions intensity based on net revenue

For the calculation of greenhouse gas emissions intensity, net revenue from contracts with customers reported in the consolidated financial statements for 2025, amounting to PLN 211,930,347.33, was used.

| Indicator | 2025 |
|---|---|
| Net revenue used to calculate GHG emissions intensity | PLN 211,930,347.33 |
| Total GHG emissions — location-based method | 1,813.40 t $CO_2e$ |
| **GHG emissions intensity — location-based method** | **8.56 t $CO_2e$ / PLN million of revenue** |
| Total GHG emissions — market-based method | 1,791.29 t $CO_2e$ |
| **GHG emissions intensity — market-based method** | **8.45 t $CO_2e$ / PLN million of revenue** |

Greenhouse gas emissions intensity was calculated as the ratio of the Group's total greenhouse gas emissions to its net revenue. In 2025, emissions intensity calculated using the location-based method amounted to 8.56 t $CO_2e$ / PLN million of revenue, while under the market-based method it amounted to 8.45 t $CO_2e$ / PLN million of revenue.

## 4.5 Environmental initiatives

ESRS E1-7

In 2025, the Group continued activities supporting carbon dioxide removals through planting projects carried out in cooperation with external partners.

**1,500**
trees planted in 2025

**13,500**
trees planted in total since 2023

**81.46**
t $CO_2$ removed in 2025

**195.00**
t $CO_2$ removed since 2023 (posadzimy.pl)

As part of the cooperation with posadzimy.pl, a further 1,500 trees were planted in 2025. In total, since the cooperation began in 2023, the Group has planted 13,500 trees through posadzimy.pl. According to data received from the partner, the trees planted as part of the cooperation contributed to the removal of 81.00 t $CO_2$ in 2025 and a total of 195.00 t $CO_2$ since 2023.

Additionally, in previous years, the Group carried out smaller environmental initiatives, such as planting shrubs in Warsaw and greening office spaces.

The Group did not purchase, retire or plan to retire carbon credits, including offset credits. The indicated activities were not used to offset greenhouse gas emissions reported under E1-6 or to make claims of climate neutrality.

| Type of activity | Nature of activity | 2025, t $CO_2$ |
|---|---|---|
| Tree planting in cooperation with posadzimy.pl | Activity carried out with the participation of an external partner, outside the Group's own operations | 81.00 |
| Shrub planting in Warsaw and greening of offices | Smaller environmental initiatives in the surroundings of the Group's operations | 0.46 |
| **Total $CO_2$ removals** | | **81.46** |

## 4.6 Circular Economy Management

ESRS E5-1

TTMS S.A. manages matters related to resource use and the circular economy based on the Environmental and Climate Policy and the Environmental Management System compliant with ISO 14001. This Policy is the main document defining TTMS S.A.'s approach to managing environmental matters, including resource use and waste management. With regard to subsidiaries, the Policy serves as a reference document setting out the expected direction of activities, while individual companies address environmental matters in accordance with local regulations, operating conditions and adopted practices. The objective of the Policy is to reduce the Company's environmental impact through the rational use of resources, reducing the amount of waste, reducing energy consumption and supporting activities aimed at reducing greenhouse gas emissions. The Policy formally covers the activities of TTMS S.A. and applies to the employees, collaborators, suppliers and subcontractors of this company.

Due to the nature of its activities, the TTMS Group, as a service company, does not conduct manufacturing activities and does not generate industrial waste. The most significant waste stream is electronic waste related to the use and decommissioning of IT equipment. Other office waste, such as paper, packaging and municipal waste, is generated on a limited scale.

The Environmental Policy supports the efficient use of resources through the digitalisation of business processes, reduction of office material consumption, purchase of energy-efficient IT infrastructure and optimisation of operational processes. It also takes into account the waste hierarchy, assuming first of all the prevention of waste generation, extending the life cycle of IT equipment through repair and reuse, and then transferring used devices for recovery or recycling.

01
**Prevention**
digitisation of processes, reducing the use of office materials

02
**Repair**
extending the life cycle of IT equipment

03
**Reuse**
further use within the organisation or resale

04
**Recovery and recycling**
transfer to verified waste recipients

The Policy is implemented taking into account applicable environmental regulations, waste management requirements and circular economy principles, including waste prevention, reuse, repair, recovery and recycling.

The use of primary raw materials and renewable resources does not constitute a major source of impact for the TTMS Group due to the service-based nature of its activities. In areas where the Company uses material resources, in particular IT equipment and office equipment, the Policy supports reducing the demand for new resources through longer use, repair, reuse and responsible management of equipment at the end of its life.

Environmental matters are also taken into account in the value chain. The TTMS Group expects suppliers and subcontractors to comply with environmental protection principles and takes environmental aspects into account in procurement processes in accordance with the **Sustainable Procurement Policy.** When developing and implementing the Policy, the expectations of key stakeholders are taken into account, in particular those of employees, clients, suppliers and business partners.

The Policy addresses risks related to the improper management of used electronic equipment, breaches of environmental regulations, the lack of a confirmed waste transfer route and the security of data stored on decommissioned devices. At the same time, the TTMS Group identifies opportunities arising from extending the life cycle of IT equipment, cooperation with specialised partners involved in its reuse and recycling, and increasing employee awareness of the responsible use of resources.

The implementation of the Environmental and Climate Policy is monitored as part of **audits and reviews of the Environmental Management System and the ongoing monitoring of activities related to IT equipment and waste.** Oversight of its implementation is exercised by the Management Board of the TTMS Group, while the Sustainability and Administration Team is responsible for implementation and ongoing coordination. At the Group level, activities related to resource use and waste management are monitored as part of the ESG reporting process, and subsidiaries provide information in accordance with the adopted reporting scope. The Policy is communicated to employees and made available to stakeholders to the extent relevant to the cooperation conducted.

ESRS E5-2

During the reporting period, the TTMS Group continued the digitalisation of business processes, reduction of paper and consumables use, and increased efficiency in the use of IT infrastructure through the purchase of energy-efficient equipment and optimisation of the use of existing resources. These activities supported the reduction of demand for new resources and the reduction of administrative and office waste.

As part of IT equipment management, decommissioned devices are cleaned and – depending on their technical condition – repaired, transferred for further use, resold or transferred to specialised entities carrying out recovery or recycling in accordance with applicable regulations and while maintaining data security requirements. This approach makes it possible to reduce the number of devices sent directly for disposal and to increase control over the further handling of equipment after the end of its use.

In offices covered by the Environmental Management System, selective waste collection is carried out, and used toner cartridges, light sources and other administrative and office waste are transferred for appropriate management. In subsidiaries, waste management activities are carried out in accordance with local regulations and organisational practices.

The activities also include cooperation with suppliers and business partners by taking environmental aspects into account in procurement processes and promoting responsible environmental practices in the value chain. In particular, this concerns cooperation with entities involved in the servicing, resale, recovery or recycling of IT equipment.

For the next reporting period, the TTMS Group plans to further improve **the ISO 14001 Environmental Management System** operating at TTMS S.A., develop the electronic waste management system, increase the scale of repair and reuse of IT equipment, standardise the process of resale and transfer of equipment, and further develop and standardise the monitoring of environmental data, including data on the weight and further handling of electronic waste and the carbon footprint.

## 4.7 Targets Related to Resource Use and the Circular Economy

ESRS E5-3

The TTMS Group set environmental targets for 2026 supporting the implementation of the Environmental and Climate Policy and the development of the circular economy. The targets primarily relate to activities carried out at TTMS S.A., where the ISO 14001 Environmental Management System operates, and at the Group level they set the direction for the development of practices related to the management of IT equipment, electronic waste and environmental data. The targets were approved by the Management Board and are monitored within the Environmental Management System and the ESG reporting process.

The key targets include:

- maintaining and improving the ISO 14001 Environmental Management System,
- implementing an electronic waste (WEEE) management system,
- developing the process of repairing and reusing IT equipment,
- standardising the process of reselling and transferring equipment and furniture,
- establishing a shared equipment warehouse enabling its use between projects,
- cooperating exclusively with verified waste recipients,
- further developing carbon footprint and environmental data monitoring,
- conducting educational activities to increase employee awareness of environmental protection and the circular economy.

As part of its quantitative targets, TTMS aims to transfer at least 80% of decommissioned IT equipment for reuse, recovery, recycling or other appropriate management while maintaining the required documentation, maintain an average useful life of IT equipment of at least 4 years, and implement an electronic waste recording system enabling the monitoring of the amount of equipment transferred for reuse, recovery and recycling.

The targets primarily relate to waste prevention, preparing equipment for reuse, extending its useful life and ensuring appropriate recovery or recycling in accordance with the waste hierarchy. They cover TTMS S.A.'s own operations and, in selected areas, also the value chain, in particular cooperation with IT equipment suppliers and entities responsible for the collection and management of electronic waste. At the level of subsidiaries, these targets set the direction for the development of environmental activities, taking into account local regulations, operating conditions and data availability.

Progress towards the targets is monitored through internal audits, management reviews, maintenance of environmental registers and analysis of indicators related to the management of IT equipment and electronic waste.

When setting the targets, TTMS did not apply ecological thresholds or the Science Based Targets for Nature (SBTN) methodology. The targets are voluntary and result from the adopted Environmental and Climate Policy, the internal development directions of the Environmental Management System, and the need to improve the management of IT equipment, electronic waste and environmental data.

**≥ 80%**
of decommissioned IT equipment for reuse, recovery or recycling

**≥ 4 years**
average service life of IT equipment

**WEEE**
e-waste recording system to be implemented

## 4.8 Circular Economy Indicators

ESRS E5-5

The TTMS Group conducts service activities in the area of IT outsourcing and technology consulting. The Company does not conduct manufacturing or material-intensive activities and does not manufacture physical products. Consequently, resource use and resource outflows are primarily related to the operation of offices and the use of IT infrastructure. For this reason, information concerning durability, repairability and the content of recyclable materials in products and packaging is not applicable to the activities of the TTMS Group.

The main waste streams include waste electrical and electronic equipment and small amounts of municipal and office waste, such as paper and packaging.

The most significant category of waste in the activities of the TTMS Group is electronic waste, including, among others, laptops, monitors, mobile phones, docking stations, printers, power supplies, cabling and other IT accessories. This waste consists primarily of metals, plastics, glass, printed circuit boards and batteries.

TTMS S.A. applies circular economy principles to the management of IT equipment. In the first instance, functional equipment is cleaned, repaired and transferred for further use within the organisation or resold to entities specialising in the further use of such devices. Equipment that is no longer suitable for further use is transferred to specialised entities carrying out recovery, including recycling, or other appropriate management in accordance with applicable regulations.

Other waste, including paper, packaging and municipal waste, is generated in small quantities and is managed in accordance with the rules applicable in the buildings where the offices of the TTMS Group are located. This waste is not individually weighed or recorded at the Group level because it is collected as part of the waste management systems operating in individual office buildings. The quantitative data presented in this disclosure cover electronic waste as the most significant and identifiable waste stream.




The total mass of electronic waste recorded in the companies of the TTMS Group amounted to 44.7 kg, of which 35.0 kg came from operations in Denmark and 9.7 kg from operations in Malaysia. As part of waste diversion from disposal processes, a total of 43.4 kg of electronic waste was transferred for preparation for reuse or recycling, including:

- 6.9 kg transferred for preparation for reuse,
- 36.5 kg transferred for recycling.

A total of 1.3 kg of electronic waste was sent to landfill. During the reporting period, no waste directed to incineration was recorded. The TTMS Group also does not generate radioactive waste.

The electronic waste data were prepared based on internal fixed asset records, the number of decommissioned devices and standard weights of individual types of equipment.

Due to the nature of its activities, the TTMS Group's impact on resource outflows remains limited and is primarily focused on the responsible management of electronic equipment and extending its life cycle in accordance with circular economy principles.

# **05** Social

# 5. Social

## 5.1 Human Capital Management at TTMS

ESRS S1-1

| 298 | 460 | 17.82% | 0 |
|---|---|---|---|
| employees as at 31 December 2025 | collaborators | turnover rate (19.25% in 2024) | workplace accidents and incidents of discrimination |

The TTMS Group manages matters related to its own workforce primarily through the **TTMS Group Human Rights and Diversity Protection Policy,** which applies to employees, collaborators and subsidiaries belonging to the Group. This document sets out a common Group-wide approach to respect for human rights, diversity, inclusion, equal treatment and the prevention of discrimination, mobbing, harassment, forced labour, child labour and human trafficking. The Policy refers to international standards, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the fundamental conventions of the International Labour Organization.

The principles established at the Group level are supplemented by local regulations and procedures applicable to individual employers, in accordance with the relevant labour law provisions. In the case of TTMS S.A., these matters have been further specified, among others, in the Work Regulations and the Occupational Health and Safety Regulations. These documents define practical rules for work organisation, the rights and obligations of employees and the employer, working time, remote work, leave, equal treatment, prevention of mobbing and discrimination, as well as occupational health and safety.

In the area of human rights and diversity, the TTMS Group is committed to creating a work environment based on respect for the dignity of every person. The Policy includes, among other things, protection of privacy and personal data, respect for freedom of belief and association, ensuring decent working conditions, access to benefits and support for professional development. As part of the due diligence process, the Group carries out activities aimed at identifying and assessing the risk of human rights violations, including internal compliance audits, consultations with selected internal groups and training on human rights and diversity protection.

In the event of violations, the TTMS Group provides for the possibility of applying remedial and corrective actions, including support for affected persons, disciplinary action against perpetrators and a review of internal procedures in order to reduce the risk of similar incidents in the future.

Occupational health and safety matters are managed in accordance with applicable regulations and internal rules adopted at the level of the relevant employer. **The Occupational Health and Safety Regulations of TTMS S.A.** define, among other things, obligations related to ensuring safe working conditions, informing employees about occupational risks, referring employees for medical examinations, conducting occupational health and safety training and providing instructions on the safe performance of work. Employees are also required to report accidents and hazards and, in the event of a direct threat to health or life, have the right to refrain from work.

## 5.2 Dialogue with Employees

ESRS 2 SBM-2

The own workforce constitutes one of the key stakeholder groups of the TTMS Group. Due to the nature of the Group's activities, which are based primarily on the knowledge, experience and competencies of persons performing work, their engagement, development and well-being are of significant importance for the quality of services provided, the continuity of projects carried out and the long-term development of the organisation.

The TTMS Group takes into account the interests, opinions and rights of persons performing work in processes related to personnel management and the shaping of the work environment. This applies in particular to areas such as employment conditions and security, organisation of working time, work-life balance, remuneration, opportunities for competency development, equal treatment, prevention of discrimination and harassment, and privacy protection. The Group's approach also includes respect for human rights and ensuring the possibility of reporting irregularities.

In 2025, one of the tools used to understand the employee perspective was the **employee satisfaction survey.** The survey made it possible to collect opinions concerning experiences related to working in the organisation and to identify areas requiring further monitoring or improvement.

Taking into account the perspective of persons performing work supports the adaptation of the Group's activities to the changing needs of the team. This is of particular importance in the IT services industry, where access to qualified specialists, maintaining employee engagement and developing their competencies are important elements of the business model and the TTMS Group's ability to achieve its strategic objectives.

ESRS S1-2

The TTMS Group also engages with its own employees directly, through ongoing dialogue with supervisors, the HR department, internal communication, team meetings and periodic activities aimed at obtaining employee feedback. The purpose of these activities is to better identify the Group's actual and potential impacts on its own workforce, in particular in the areas of working conditions, occupational health and safety, professional development, workplace atmosphere, diversity, equal treatment and work-life balance.

Employee opinions are collected at various stages of employment, including during onboarding, ongoing cooperation with supervisors, employee interviews, team meetings, employee surveys and through available internal communication channels. Employees also have the possibility to report irregularities or violations in accordance with the internal reporting procedure applicable at TTMS S.A. Engagement with employees is both periodic and ongoing, depending on the type of matter and organisational needs.

Direct supervisors, the HR department and persons managing individual areas of activity are primarily responsible for conducting dialogue with employees. At the strategic level, the results and conclusions from employee engagement activities may be communicated to the Management Board or management staff, particularly when they concern material topics related to working conditions, safety, employee development or organisational culture.

The TTMS Group does not have global framework agreements with trade unions or employee representatives concerning respect for human rights in relation to its own workforce. Engagement with employees takes place primarily through direct communication channels and solutions operating locally in individual companies, in accordance with applicable laws.

The effectiveness of engagement with employees is assessed, among other things, through analysis of the results of employee surveys, reported comments and needs, information provided by managers and observation of changes in the organisation following the implementation of actions addressing identified needs. An example of such an approach is the use of employee satisfaction survey results to identify areas requiring improvement and to plan organisational activities.

The Group strives to ensure that engagement and communication channels are accessible to all employees, regardless of location, form of work or personal situation. As part of the activities carried out, it is possible to take into account the perspective of persons who may be particularly exposed to negative impacts, including persons with disabilities, parents, new employees, remote workers and employees working in different locations of the Group.

## 5.3 Channels for Employees to Report Concerns

ESRS S1-3

The TTMS Group takes actions aimed at identifying, analysing and mitigating potential and actual negative impacts on its own employees. Depending on the nature of the matter, these actions may include clarifying the situation, discussions with the persons involved, organisational, communication or training measures, updating internal rules and, in justified cases, disciplinary actions or other measures resulting from applicable laws and internal regulations.

Employees may report concerns, needs or irregularities directly to their supervisors, the HR department or other persons responsible for a given area. Reports may concern, among other things, work organisation, team relations, employment conditions, occupational health and safety, professional development, communication and equal treatment.

**Transition Technologies MS S.A. has an Internal Reporting Procedure in place, which sets out the rules for reporting breaches of law and conducting follow-up actions.** Reports may be made in writing or orally through a dedicated IT system, including via an online form or online voice recording. The Procedure also allows anonymous reports.

| 7 days | 3 months | Anonymously |
| --- | --- | --- |
| deadline for acknowledging receipt of a report | maximum deadline for providing feedback | written reports, online form or voice recording |

Reports are handled by the Breach Committee, which is responsible for receiving reports, analysing cases, taking follow-up actions, maintaining the register and providing feedback. Confirmation of receipt of a report is generally provided within 7 days, and feedback within a period not exceeding 3 months, provided that the whistleblower has left contact details.

The Procedure provides for the protection of the confidentiality and identity of the whistleblower. The whistleblower's personal data and other data enabling their identification are not disclosed without their consent. The employer is the controller of the data collected in the register and as part of reports, and persons processing the data are obliged to maintain confidentiality. Retaliatory actions against whistleblowers, persons assisting in making a report and persons associated with them are prohibited, including, among others, termination of contract, reduction of remuneration, mobbing, discrimination, intimidation or unfavourable treatment.

Within the TTMS Group, matters related to reporting employee concerns and conducting follow-up actions are handled taking into account local laws, HR practices and available internal communication channels. Transition Technologies MS S.A. has a formal Internal Reporting Procedure in place, which sets out the rules for reporting breaches, protecting whistleblowers and taking follow-up actions.

## 5.4 Actions Taken

ESRS S1-4

The TTMS Group undertakes actions aimed at creating a stable, safe and supportive work environment. These include both the ongoing management of employee-related matters and actions supporting engagement, development, work-life balance, effective communication and the identification of employee needs.

Actions in the employee area are carried out taking into account the organisational structure of the Group and local practices applicable in individual companies. They are primarily the responsibility of the HR department, direct supervisors and management staff, and, depending on the nature of the matter, also persons responsible for occupational health and safety, personal data protection, information security, administration and internal communication.

In 2025, Transition Technologies MS S.A. carried out, among others, actions supporting communication with employees and work organisation. One of these was the implementation of **Health Checks,** i.e. conversations conducted by the HR team with persons after their first three months of work. The purpose of the meetings was to collect feedback on onboarding, job satisfaction, projects being carried out and any potential difficulties. This action supports faster identification of adaptation problems and enables improvement of the onboarding process.

Across the entire Group, ongoing communication with employees plays an important role and is carried out through contact with supervisors, HR departments, team meetings, internal communication and available channels for reporting problems.

In the event that problems or negative impacts on employees are identified, the TTMS Group takes actions tailored to the nature of the matter. These may include clarification of the situation, discussions with the persons involved, organisational or communication actions, updating internal rules, training activities or other measures resulting from applicable laws and internal regulations.

## 5.5 Human Capital Targets

ESRS S1-5

The TTMS Group sets targets in the area of its own employees in order to strengthen positive impacts on employees, limit potential negative effects related to work organisation and support a safe, equal and engaging work environment. The targets relate, among other things, to employee well-being, occupational safety, a culture of respect, prevention of harassment, diversity and regular collection of employee feedback.

The targets are annual or cyclical in nature and are monitored based on HR data, employee feedback, occupational health and safety data and the implementation of planned communication and educational activities.

| Target | Planned Method of Implementation / Metric |
|---|---|
| Annual employee **satisfaction survey** | Conducting the survey at least once a year in order to obtain feedback on engagement, satisfaction, communication, working conditions and employee needs. |
| Introduction of a recurring company event **“Week for Yourself”** | Organisation of a week dedicated to micro-activities supporting employee well-being, e.g. in the areas of rest, mental health, ergonomics, physical activity or work-life balance. |
| Maintaining the target of **“0” serious workplace accidents** | No serious workplace accidents resulting in loss of health or hospitalisation. The target is monitored based on occupational health and safety data. |
| Promoting **preventive healthcare** among TTMS Group employees | Implementation of communication or educational activities concerning employee health, e.g. stress, eyesight, work ergonomics, the spine or preventive healthcare. |
| Conducting at least 1 campaign per year promoting **a culture of respect and responding to harassment** | Implementation of at least one campaign per year, e.g. in the form of an infographic, webinar, newsletter or educational communication concerning the prevention of harassment and responding to undesirable behaviour. |
| Conducting at least 1 internal campaign per year promoting **diversity and a culture of respect** | Conducting at least one campaign per year, e.g. a newsletter, event, thematic communication or other activity strengthening awareness of diversity, inclusiveness and equal treatment. |

The targets were defined taking into account the needs related to building a supportive work environment, reducing employee-related risks and strengthening employee engagement and well-being. Their implementation is intended to support both the prevention of potential negative impacts and the enhancement of the TTMS Group’s positive impact on its own workforce.

The relevant organisational functions are responsible for monitoring the achievement of the targets. Progress will be assessed based on the degree of implementation of the planned activities, the results of satisfaction surveys, occupational health and safety data, and feedback obtained from employees.

## 5.6 Employment Structure

ESRS S1-6

### EMPLOYEES OF THE ENTITY

The employment structure is one of the basic elements in assessing how the TTMS Group manages its own workforce. In the materiality assessment, matters concerning employment security and working time were considered material to the Group, which results from the nature of the business model based primarily on the knowledge, competencies and availability of specialists.

The TTMS Group discloses information concerning its own employees in order to present the scale of employment, the employee structure and the main characteristics of employment within the Group. The data cover employees employed in the companies included in the reporting scope at the end of the reporting period, i.e. as at 31 December 2025, unless otherwise indicated in the tables.

The data are presented as a number of persons. Employee turnover data cover employees who left the Group during the reporting period, regardless of the reason for leaving, unless otherwise indicated.

### NUMBER OF EMPLOYEES BY GENDER ON THE LAST DAY OF THE CALENDAR YEAR.

| Number of employees | 2024 | 2025 |
|---|---|---|
| **Women** | 162 | 153 |
| **Man** | 172 | 145 |
| **Other** | 0 | 0 |
| **Not disclosed** | 0 | 0 |
| **Total** | **334** | **298** |

At the end of 2025, the TTMS Group employed 298 employees, compared with 334 persons at the end of 2024. In the employment structure, the share of women and men remained similar – women accounted for slightly more than half of the employed workforce.

The change in the total number of employees compared with the previous year reflects, among other things, organisational changes and the adjustment of team sizes to the current scale of operations and the needs of the projects being carried out. Due to the project-based nature of the IT industry, employment levels may change along with the structure of and client demand for specific competencies.

### NUMBER OF EMPLOYEES BY COUNTRY ON THE LAST DAY OF THE CALENDAR YEAR

| Number of employees | 2024 | 2025 |
|---|---|---|
| **Poland** | 262 | 231 |
| **Denmark** | 16 | 12 |
| **United Kingdom** | 0 | 2 |
| **Switzerland** | 9 | 9 |
| **India** | 4 | 6 |
| **Malaysia** | 43 | 38 |
| **Total** | **334** | **298** |

The largest share of TTMS Group employees is employed in Poland, which remains the Group's main location of operations. At the same time, the employment structure reflects the international nature of the TTMS Group and the presence of teams in Europe and Asia.

In 2025, the number of employees in Poland, Malaysia and Denmark was lower than a year earlier, while an increase in employment was recorded in India and the United Kingdom. In Switzerland, the employment level remained stable compared with the previous year.

### NUMBER OF EMPLOYEES BY TYPE OF EMPLOYMENT ON THE LAST DAY OF THE CALENDAR YEAR.

| | 2024 | | | 2025 | | |
|---|---|---|---|---|---|---|
| Type of employment | **Women** | **Men** | **Total** | **Women** | **Men** | **Total** |
| Number of employees employed for a fixed term | 41 | 42 | 83 | 30 | 15 | 45 |
| Number of employees employed for an indefinite term | 121 | 130 | 251 | 123 | 130 | 253 |
| Employees with no guaranteed working hours | 0 | 0 | 0 | 0 | 0 | 0 |

The employment structure indicates the growing importance of stable forms of employment. At the end of 2025, 253 out of 298 employees were employed for an indefinite term, while the number of employees employed for a fixed term decreased from 83 to 45.

This change is consistent with the Group's approach to building long-term relationships with employees and retaining competencies that are important for project delivery and continuity of service provision. At the same time, the TTMS Group maintains the flexibility necessary for project-based activities and continuously monitors the structure of employment forms.

### EMPLOYEE TURNOVER

Turnover data cover employees who left the TTMS Group during the reporting period, regardless of the reason for leaving.

### NUMBER OF EMPLOYEES WHO LEFT DURING THE REPORTING YEAR AND EMPLOYEE TURNOVER RATE

| Indicator | 2024 | 2025 |
|---|---|---|
| Number of employees who left the TTMS Group during the reporting period | 72 | 61 |
| Average number of employees during the year | 373.99 | 342.35 |
| Employee turnover rate | **19.25%** | **17.82%** |

In 2025, the employee turnover rate in the TTMS Group amounted to 17.82%, compared with 19.25% in 2024. The number of departures decreased during this period from 72 to 61.

The decrease in the turnover rate is a positive signal from the perspective of employment stability, although the result should be analysed together with the change in the average employment level, which was lower in 2025 than a year earlier. The level of the indicator was influenced by both natural personnel changes and organisational changes, as well as adjustments to team structures to project needs.

The TTMS Group monitors the level of turnover and the reasons for departures, treating this information as one of the sources used to assess employee experience, the effectiveness of HR activities and team stability.

## NON-EMPLOYEES IN THE ENTITY'S OWN WORKFORCE

ESRS S1-7

An important part of the TTMS Group's own workforce also consists of persons performing work for the Group who are not employed under an employment contract. These primarily include B2B collaborators, self-employed persons and other individuals providing services to the Group companies.

### NUMBER OF PERSONS WHO ARE NOT EMPLOYEES UNDER AN EMPLOYMENT CONTRACT BUT ARE PART OF THE ENTITY'S OWN WORKFORCE ON THE LAST DAY OF THE YEAR

| Indicator | 2024 | 2025 |
|---|---|---|
| Number of persons who are not employees under an employment contract but are part of the entity's own workforce on the last day of the year | **519** | **460** |

At the end of 2025, the Group cooperated with 460 non-employees, compared with 519 persons a year earlier. The significant share of this group is a characteristic element of the TTMS Group's operating model and reflects the specific nature of the IT services sector, in which cooperation with specialists is carried out using various legal forms.

The change in the number of collaborators was related to current project demand and the structure of the services provided. From the perspective of managing its own workforce, the Group includes this group in activities concerning, among other things, communication, safety, ethics and – where applicable – policies concerning its own workforce.

## 5.7 Diversity

ESRS S1-9

The TTMS Group presents selected diversity indicators concerning its own employees and top-level management. The data include the gender distribution in top-level management and the age structure of employees according to three age groups: under 30 years of age, from 30 to 50 years of age and over 50 years of age.

### SHARE OF WOMEN AND MEN ON THE MANAGEMENT BOARDS OF TTMS GROUP COMPANIES

| | 2024 | | 2025 | |
|---|---|---|---|---|
| Gender | Number of persons | Percentage share | Number of persons | Percentage share |
| Women | 2 | 14.3% | 2 | 14.3% |
| Men | 12 | 85.7% | 12 | 85.7% |
| Total | 14 | 100% | 14 | 100% |

### EMPLOYEE AGE STRUCTURE

| | 2025 | |
|---|---|---|
| Age Group | Number of employees | Percentage share |
| Under 30 years of age | 63 | 21.1% |
| From 30 to 50 years of age | 221 | 74.2% |
| Over 50 years of age | 14 | 4.7% |

## 5.8 Remuneration and Social Protection

Issues related to an adequate level of remuneration and pay equality were identified in the TTMS Group's materiality assessment as material matters concerning its own workforce. The Group monitors them both from the perspective of compliance with local legal requirements and supporting a transparent and equal work environment.

This approach makes it possible to present not only the level of selected indicators, but also the conditions resulting from differences between countries, job structures and local social protection systems.

### REMUNERATION

ESRS S1-10

Employee remuneration is determined in accordance with applicable laws and remuneration principles adopted in the individual countries in which the TTMS Group operates. During the reporting period, all TTMS Group employees received remuneration meeting the required reference levels applicable in the relevant country, including at least the minimum remuneration rates specified by law or other applicable local regulations.

For the Group, an adequate level of remuneration is one of the elements of building a stable work environment and retaining the specialised competencies required in IT activities.

## GENDER PAY GAP

ESRS S1-16

Pay equality is one of the elements of responsible management of the TTMS Group's own workforce. The issue of gender equality and equal pay for work of equal value was also included in the Group's materiality assessment as one of the matters concerning its own workforce.

Monitoring the gender pay gap allows the TTMS Group to observe differences between the average remuneration levels of women and men and to identify factors that may affect the remuneration structure in individual companies and countries of operation.

### METHODOLOGY FOR CALCULATING THE INDICATOR

The indicator presents the difference between the average gross hourly remuneration of men and the average gross hourly remuneration of women, relative to the average gross hourly remuneration of men and expressed as a percentage. The method corresponds to the application requirements of ESRS S1-16 concerning the calculation of the gender pay gap.

A positive value of the indicator means that the average gross hourly remuneration of women was lower than the average remuneration of men. A value of 0% means no difference between the average remuneration levels, while a negative value indicates that the average gross hourly remuneration of women was higher than the average remuneration of men.

The results are presented by country and should be interpreted taking into account the employment structure in individual companies, in particular the size of the groups analysed, the share of women and men at different job levels, the level of seniority and the type of work performed. ESRS allows such context to be presented in order to properly understand the indicator.

### GENDER PAY GAP IN 2025

| Country | Gender Pay Gap |
|---|---|
| **Poland** | 15.84% |
| **Denmark** | 0.00% |
| **Switzerland** | -3.70% |
| **United Kingdom** | Not calculated * |
| **Malaysia** | 13.13% |
| **India** | 44.81% |

* No women employed under an employment contract in the population covered by the calculation.

The presented gender pay gap is an unadjusted indicator and does not constitute a direct measure of the difference in remuneration between women and men performing the same work or work of equal value. Its level is also influenced by the employment structure, including the share of women and men in individual job groups, seniority levels and areas of specialisation.

### INTERPRETATION OF THE RESULTS

In Poland, the gender pay gap amounted to 15.84%. The value of the indicator is influenced, among other things, by the employment structure, including a higher share of men in director-level positions and in highly paid technical and programming roles, while women have a higher share in some administrative and support functions and in junior positions. The result indicates differences in the average remuneration of both groups, which should be interpreted in the context of their share in individual job groups and organisational levels.

In Malaysia, the gender pay gap amounted to 13.13%. When interpreting the result, the structure of local employment is of significant importance, including a higher share of men in managerial and senior-level positions associated with higher remuneration levels. The Group will take this factor into account when monitoring changes in the indicator in subsequent periods.

In India, the indicator amounted to 44.81%. Its interpretation requires taking into account the small size of the local team – during the analysed period, it consisted of an average of approximately six people, including one woman. In such a small population, the remuneration or employment change of a single person may significantly affect the value of the indicator. The job structure is also relevant, with a higher share of men in highly specialised technical roles. For this reason, the result will be monitored in subsequent periods together with changes in the structure of local employment.

In Denmark, the indicator amounted to 0.00% in 2025, which means there was no difference between the average remuneration levels of women and men in the population covered by the analysis.

In Switzerland, the gender pay gap amounted to -3.70%. A negative value of the indicator means that, in the analysed population, the average gross hourly remuneration of women was slightly higher than the average remuneration of men.

In the United Kingdom, the indicator was not calculated due to the absence of women employed under an employment contract in the population covered by the analysis, which makes it impossible to compare the average remuneration of the two groups.

### TTMS GROUP'S APPROACH TO THE RESULTS

The TTMS Group treats the gender pay gap indicator as a diagnostic tool supporting the monitoring of the remuneration structure and the identification of factors affecting differences between the average remuneration of women and men. The results are analysed taking into account the specific characteristics of local teams, job structure, seniority level and the size of individual groups.

The results constitute a starting point for further monitoring of remuneration and assessment of the factors affecting its differentiation, including – where justified – a more detailed analysis at the level of comparable positions or groups of positions. In subsequent reporting periods, the Group intends to continue monitoring the indicator together with an analysis of changes in the employment structure, supporting pay transparency and the principle of equal treatment of employees.

The annual total remuneration ratio presents the ratio of the annual total remuneration of the highest-paid individual to the median annual total remuneration of the remaining employees.

ANNUAL TOTAL REMUNERATION RATIO IN 2025

| Country | Ratio |
|---|---|
| Poland | 2.63 |
| Denmark | 1.43 |
| Switzerland | 1.32 |
| United Kingdom | 3.33 |
| Malaysia | 1.55 |
| India | 2.90 |

The value of the ratio varied between countries, reflecting, among other things, differences in the size of individual companies, job structure, level of specialisation and local remuneration conditions.

In the case of smaller local companies, the value of the ratio may be more sensitive to the remuneration level of individual persons performing functions involving particular responsibility or requiring highly specialised competencies. The TTMS Group monitors the remuneration structure as part of ongoing HR processes, taking into account the specific characteristics of local labour markets.

ESRS S1-11

The scope of social protection for the Group's employees depends on the country of employment and the locally applicable regulations and programmes offered by the companies. Employees employed in Poland, Switzerland and Malaysia are covered by social protection in relation to all analysed events, i.e. sickness, unemployment beginning during employment, accidents at work and acquired disability, parental leave and retirement.

In Denmark, protection covers sickness, unemployment, accidents at work and acquired disability, as well as parental leave. However, not all employees are covered by retirement protection; participation in the company pension scheme is mandatory for new employees. In the United Kingdom, protection covers parental leave and retirement. In India, employees are covered by social protection including benefits related to retirement, sickness, accidents at work, acquired disability and parental leave.

## 5.9 Share of Persons with Disabilities in the Employment Structure

ESRS S1-12

Data concerning persons with disabilities were prepared on the basis of information that may be collected in accordance with the regulations applicable in individual countries. The indicator covers employees employed under employment contracts and presents the status as at 31 December 2025 and 31 December 2024.

As at 31 December 2025, the share of persons with disabilities among employees employed under employment contracts in Poland amounted to 3.00%, while in the other countries covered by the reporting scope, i.e. Denmark, Switzerland, the United Kingdom, Malaysia and India, according to the available data, no persons with disabilities were recorded among employees employed under employment contracts.

SHARE OF PERSONS WITH DISABILITIES AMONG EMPLOYEES EMPLOYED UNDER EMPLOYMENT CONTRACTS

| Country | 31.12.2024 | 31.12.2025 |
|---|---|---|
| **Poland** | 3.82% | 3.00% |
| **Denmark** | 0.00% | 0.00% |
| **Switzerland** | 0.00% | 0.00% |
| **United Kingdom** | 0.00% | 0.00% |
| **Malaysia** | 0.00% | 0.00% |
| **India** | 0.00% | 0.00% |

## 5.10 Training and Skills Development

ESRS S1-13

Employee competency development is of particular importance to the TTMS Group's business model, which is based on knowledge, specialised skills and the ability of teams to respond to dynamic technological changes.

In the materiality assessment, training and skills development were identified as a material matter concerning the own workforce. The disclosure is also linked to ESRS S1-13 – Training and Skills Development Metrics, which is used to assess the scale of employee participation in activities supporting competency development.

The data presented in the Report cover employees employed under employment contracts and have been presented by gender and region of employment.

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE

| | 2024 | | 2025 | |
|---|---|---|---|---|
| Region | Women | Men | Women | Men |
| Europe | 5.48 | 5.48 | 0.70 | 0.77 |
| Asia | 10.70 | 14.00 | 5.10 | 5.79 |

In 2025, the average number of training hours recorded was lower than in the previous year. In Europe, the indicator amounted to 0.70 hours for women and 0.77 hours for men, while in Asia it amounted to 5.10 and 5.79 hours, respectively.

In 2025, the records covered a limited number of training activities, and individual companies applied different practices for recording development activities. Consequently, the presented indicator does not allow the decrease in the number of recorded hours to be clearly equated with a decrease in employees' overall development activity.

Differences between women and men remained small both in Europe and in Asia. Therefore, based on the available data, no significant differences in the number of recorded training hours by gender were identified.

At the same time, the 2025 result indicates the need to further standardise the system for collecting training information across the entire Group. Improving the completeness of records is important not only from the perspective of the quality of ESRS reporting, but also from the perspective of competency management, which constitutes one of the key resources of the TTMS Group's business model.

The TTMS Group intends to develop consistent rules for recording training and development activities and monitoring employee participation. This will allow for a more comprehensive assessment of the scale of investment in competency development in subsequent periods, comparison of results between companies, and better alignment of training activities with employee needs and the organisation's development directions.

## 5.11 Occupational Health and Safety

ESRS S1-14

During the reporting period, no registered workplace accidents or cases of occupational diseases were recorded among employees employed under employment contracts. No fatalities resulting from workplace accidents or work-related diseases, nor any days lost due to such events, were recorded either.

With regard to persons cooperating under contracts other than employment contracts, according to the available data, no accidents, work-related diseases, fatalities or days lost were recorded in 2025 either.

## 5.12 Work-Life Balance

ESRS S1-15

Data concerning family-related leave cover employees employed under employment contracts. Family-related leave includes, in particular, leave related to parenthood and caregiving, available in accordance with the regulations applicable in individual countries.

### PERCENTAGE OF EMPLOYEES ENTITLED TO TAKE LEAVE RELATED TO FAMILY RESPONSIBILITIES AS AT 31 DECEMBER 2025

| Country | Men | Women |
|---|---|---|
| **Poland** | 3% | 8% |
| **Denmark** | 0% | 17% |
| **Switzerland** | 0% | 0% |
| **United Kingdom** | 100% | not applicable* |
| **Malaysia** | 100% | 100% |
| **India** | 5% | 1% |

*No women employed under an employment contract.

PERCENTAGE OF ELIGIBLE EMPLOYEES WHO TOOK FAMILY-RELATED LEAVE IN 2025

| Country | Men | Women |
|---|---|---|
| **Poland** | 66.67% | 100% |
| **Denmark** | 0% | 0% |
| **Switzerland** | 0% | 0% |
| **United Kingdom** | 0% | not applicable* |
| **Malaysia** | 5% | 18% |
| **India** | 0% | 0% |

*No women employed under an employment contract.

## 5.13 Incidents

ESRS S1-17

The data cover work-related incidents and complaints, including cases of discrimination, harassment and serious incidents concerning respect for human rights among the Group's own employees.

In 2025, no cases of discrimination, including harassment, were recorded in any of the countries covered by the reporting scope, i.e. Poland, Denmark, Switzerland, the United Kingdom, Malaysia and India. No complaints submitted through channels for reporting concerns by persons belonging to the own workforce were recorded either.

During the reporting period, no serious incidents concerning respect for human rights related to the own workforce were identified. Consequently, no fines, penalties or compensation were imposed on the Group in relation to incidents and complaints concerning discrimination or human rights violations.

INCIDENTS RELATED TO DISCRIMINATION, EMPLOYEE COMPLAINTS AND HUMAN RIGHTS VIOLATIONS IN 2025.

| Indicator | 2025 |
|---|---|
| Total number of cases of discrimination, including harassment | 0 |
| Number of complaints reported by own employees | 0 |
| Total amount of fines, penalties and compensation related to discrimination incidents (PLN) | 0 |
| Number of serious incidents concerning respect for human rights | 0 |
| Total amount of fines, penalties and compensation related to human rights violations (PLN) | 0 |

# **06** Consumers and End Users

# 6. Consumers and End Users

## 6.1 Dialogue with Consumers and End Users

ESRS 2 SBM-2

TTMS operates primarily in a B2B model, providing IT, outsourcing and technology consulting services to business clients. Therefore, for the purposes of the S4 disclosure, consumers and end users are understood primarily as the Group's clients and the end users of IT systems, applications and solutions created, developed or maintained by TTMS.

The interests, opinions and rights of clients and end users are important to the Group's strategy and business model, as TTMS's activities are based on long-term cooperation with clients, high quality of services provided, information security, data protection and adapting technological solutions to clients' business needs.

TTMS takes into account the needs and opinions of clients primarily through the ongoing delivery of projects, business and project communication, handling of service requests, analysis of complaints and feedback provided by client representatives. This information is used to adapt the way services are delivered, improve processes, enhance the quality of cooperation and reduce potential negative impacts on clients and end users.

TTMS's strategy and business model support the reduction of potential negative impacts through a focus on service quality, responsible project delivery, information security, data protection and compliance with client requirements and applicable regulations. At the same time, the services provided may have a positive impact on clients by supporting digital transformation, process automation, improving operational efficiency and developing modern technological solutions.

ESRS S4-2

| | | |
|---|---|---|
| Project and status meetings | Consultations during project implementation | E-mail and telephone contact |
| Instant messaging, including Microsoft Teams | Ticketing systems and helpdesk | Service requests and complaints |

Contact with clients takes place, among other things, through project and status meetings, consultations conducted during project implementation, email, telephone calls, instant messaging tools, including Microsoft Teams, ticketing and helpdesk systems, and service requests.

Cooperation with clients is ongoing and takes place at individual stages of service delivery, in particular when defining the scope of work, implementing projects, acceptance, providing maintenance services and handling requests.

In the event of a complaint or reservation being submitted, TTMS proceeds in accordance with the applicable Complaints Procedure, which defines the manner of receiving, analysing and handling reports and taking explanatory and corrective actions. This process constitutes one of the mechanisms for identifying and mitigating potential negative impacts on clients. Material issues arising from cooperation with clients may be escalated to the relevant project managers, organisational units or, in justified cases, to the Management Board.

Persons carrying out projects and the relevant organisational units are responsible for ongoing cooperation with clients, in accordance with the scope of responsibility resulting from the services provided.

The effectiveness of cooperation with clients is assessed as part of ongoing project implementation, analysis of comments submitted, handling of service and complaint requests, and actions taken to improve the quality of services provided.

Due to the profile of its activities and the structure of its clients, TTMS does not conduct separate activities aimed at particularly vulnerable or marginalised groups of consumers and end users.

The Company plans to implement **a customer satisfaction survey** by the end of 2026, which will complement the existing communication channels and enable more systematic collection of feedback and its use in improving the quality of services provided.

## 6.2 Approach to Stakeholders

ESRS S4-1

| Code of Ethics | Human Rights and Diversity Protection Policy | Anti-Corruption Policy | Sustainable Procurement Policy | Supplier Code of Conduct |
|---|---|---|---|---|

TTMS manages relationships with clients and end users of the services provided based on the Code of Ethics, the Human Rights and Diversity Protection Policy, the Anti-Corruption Policy, as well as – in the area of cooperation with business partners – the Sustainable Procurement Policy and the Supplier Code of Conduct.

The purpose of the indicated policies is to ensure the responsible provision of services, respect for human rights, conducting business in accordance with the principles of ethics and business integrity, and identifying, monitoring and mitigating risks that may affect clients and end users. The policies also support the use of opportunities related to building long-term relationships based on trust, high quality of services and responsible business conduct.

The policies apply to the own operations of the TTMS Group and, to the appropriate extent, to collaborators, subcontractors and suppliers involved in the provision of services. To the appropriate extent, they also apply to relationships with clients and end users in all markets in which the TTMS Group operates, insofar as the TTMS Group can influence the manner in which services are provided, the quality of cooperation, information security, ethical business conduct and the mitigation of potential negative impacts.

TTMS is committed to respecting the human rights of clients and end users and conducting business in accordance with applicable laws and adopted principles of business ethics. The Group's approach takes into account, to the extent applicable to its activities, the **UN Guiding Principles** on Business and Human Rights, the **OECD Guidelines** for Multinational Enterprises and the fundamental conventions of the **International Labour Organization.**

The implementation of the policies is monitored as part of risk management processes, internal controls and periodic reviews conducted by the relevant organisational units. Oversight of the implementation and effectiveness of the policies is exercised by the TTMS Management Board.

The policies are communicated to employees and collaborators through internal communication channels, training and applicable procedures. Requirements concerning responsible business conduct are communicated to suppliers and business partners through the Supplier Code of Conduct, the Sustainable Procurement Policy and relevant contractual provisions. In relationships with clients, the principles of cooperation are communicated through contracts, project documentation, ongoing communication and established project management and service quality processes.

During the reporting period, TTMS did not record any cases of human rights violations concerning clients or end users, nor any cases of non-compliance with the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises or the fundamental conventions of the International Labour Organization to the extent applicable to its activities.

ESRS S4-3

TTMS applies an operational approach to mitigating and remedying negative impacts resulting from the functioning of the IT solutions provided. If irregularities are identified, the Company takes actions including problem analysis, correction of functionality, error removal, modification of the solution and, where necessary, cooperation with the client in addressing the consequences for consumers and end users. These actions are carried out as part of the ongoing delivery of projects and services and in cooperation with the client responsible for implementing the final solution. The effectiveness of the remedial actions taken is assessed operationally in the course of cooperation with the client.

Channels for reporting problems include the contact form available on the website, e-mail communication and direct contact with project teams. Each client has a dedicated account manager, and regular meetings enable ongoing reporting and discussion of problems. Due to the Company's business model, which is based mainly on B2B relationships, access by consumers and end users to reporting channels is indirect and takes place through clients implementing the final solutions.

## 6.3 Managing Impacts on Clients and End Users

ESRS S4-4

The TTMS Group takes actions aimed at limiting the potential negative impacts of the services provided on clients and end users, as well as strengthening the positive effects resulting from the projects carried out. These actions are conducted in accordance with the adopted policies and as part of ongoing project management, service quality, information security and client relationship management processes.

The primary way of limiting risks for clients is to ensure a high quality of services provided through the application of project management standards, ongoing supervision of service delivery, analysis of client reports and taking corrective actions in the event of identified non-conformities. During project implementation, the TTMS Group maintains regular communication with clients, enabling early identification of potential problems and adjustment of the way services are delivered to the needs reported.

In the event of a complaint, reservations, project comments or service requests, the Company analyses them, takes explanatory, remedial or corrective actions and, where appropriate, monitors the effectiveness of the solutions implemented. If required by the nature of the report, preventive actions are also implemented to reduce the risk of similar events occurring in the future.

The TTMS Group aims to have a positive impact on clients by providing services supporting digital development, increasing the efficiency of business processes and implementing modern technological solutions responding to client needs. The Company also promotes a responsible approach to information security, data protection and ethical business conduct.

With regard to material opportunities related to clients and end users, TTMS uses its technological competencies, project experience and knowledge of clients' business processes to develop services responding to market needs. These opportunities include, in particular, the development of IT services supporting digital transformation, process automation, improvement of data quality, information security and clients' operational efficiency.

The effectiveness of the actions taken is monitored as part of ongoing project management, analysis of client feedback, handling of service and complaint requests, periodic reviews and the risk management process. The results of monitoring are used to improve processes and the quality of services provided.

During the reporting period, the TTMS Group did not record any material human rights violations concerning clients or end users, nor any incidents indicating a systemic negative impact of the services provided on consumers or end users.

Actions related to managing impacts on clients are carried out by the relevant organisational units as part of the Company's ongoing operational activities.

## 6.4 Targets and Directions of Action

ESRS S4-5

In 2025, TTMS did not have separate, time-bound and quantitative targets concerning consumers and end users within the meaning of ESRS S4-5. Matters related to the protection of clients' interests, the quality of services provided and responsible business conduct were addressed as part of the Company's ongoing operational processes, project relationships and applicable policies.

The priorities for action in this area include:

01 limiting the risk of potential negative impacts on clients through the application of principles of ethical business conduct and risk management, service quality management and ongoing response to reported comments,

02 strengthening positive relationships with clients through responsible service provision and respect for human rights, data protection and information security,

03 improving internal processes supporting high standards of cooperation with clients and end users of solutions delivered by the TTMS Group.

Progress in implementing the above actions is monitored as part of ongoing project management, analysis of client feedback, handling of service and complaint requests, periodic reviews and the risk management process. The results of these activities are used to improve processes, improve the quality of services provided and reduce potential risks related to the services provided.

# 07 Corporate Governance

# 7. Corporate Governance

## 7.1 Organisational Governance at TTMS

ESRS 2 GOV-1

At the end of 2025, the Management Board, responsible for representing the Company and conducting its day-to-day affairs, consisted of four members. Its composition remained unchanged throughout the year.

### SEBASTIAN SOKOŁOWSKI

PRESIDENT OF THE MANAGEMENT BOARD

He has served as President of the Management Board continuously since the Company was established in 2015. Previously, he played a key role in the development of the SSC (Software Solution Center) department, providing IT outsourcing services within the Transition Technologies Group, with which he has been professionally associated since 2001. He has many years of experience in strategic management and in the IT services sector.

### LENA ROŻAK

MEMBER OF THE MANAGEMENT BOARD AND CHIEF FINANCIAL OFFICER

She is responsible for developing and implementing the financial strategy, managing the Company's budget and optimising internal processes. She has extensive knowledge and experience in corporate finance, risk management and the creation of effective financial and operational structures.

### KRZYSZTOF ZAPAŁA

MEMBER OF THE MANAGEMENT BOARD AND CHIEF OPERATING OFFICER

Since the beginning of the Company's operations, he has played an important role in operational management. Since 2017, he has actively participated in the development of international operations, working closely with the subsidiary TTMS Software Sdn Bhd in Malaysia. He specialises in operational management and business development in Asian markets.

### ADAM KACZMARCZYK

MEMBER OF THE MANAGEMENT BOARD AND CHIEF OPERATING OFFICER

He is responsible for overseeing operational processes and implementing the Company's international development strategy, with particular emphasis on the DACH market. He has experience in operational management and the effective implementation of projects in German-speaking markets.

Transition Technologies MS S.A. conducts its activities in accordance with the provisions of **the Polish Commercial Companies Code.** The Company's key governing bodies include the **Management Board, the Supervisory Board and the General Meeting of Shareholders.** The principles governing their functioning are defined by applicable law, the Company's Articles of Association and the applicable internal regulations.

The Supervisory Board, which performs supervisory and control functions, consists of five members. Its main responsibilities include continuous monitoring of the Company's activities and overseeing the correctness and effectiveness of management. As at the end of 2025, the Supervisory Board consisted of:

| **Supervisory Board**<br>composition as at 31 December 2025 | **Function** |
|---|---|
| KONRAD ŚWIRSKI | CHAIRMAN OF THE SUPERVISORY BOARD |
| TOMASZ GILARSKI | DEPUTY CHAIRMAN OF THE SUPERVISORY BOARD, MEMBER OF THE AUDIT COMMITTEE |
| GRAŻYNA SOKOŁOWSKA | MEMBER OF THE SUPERVISORY BOARD |
| KONRAD ROMANOWSKI | MEMBER OF THE SUPERVISORY BOARD, CHAIRMAN OF THE AUDIT COMMITTEE |
| KAROL SŁOMA | MEMBER OF THE SUPERVISORY BOARD, MEMBER OF THE AUDIT COMMITTEE |

In addition to the Chief Operating Officers (COOs) and the Chief Financial Officer (CFO), the Company's key managers also include the HR Director, Strategic Directors and the Sustainability and Administration Director. The person holding the latter position is responsible both for strategic matters related to sustainability and for overseeing and coordinating operational activities in this area. Their responsibility is to ensure the effective implementation of these activities and their compliance with applicable ESG regulations and standards.

## 7.2 Role of the Administrative, Supervisory and Management Bodies

ESRS 2 GOV-1

Oversight of sustainability-related matters within the TTMS Group is exercised by the Management Board. It is responsible for the overall direction of ESG activities, approving key assumptions, monitoring material impacts, risks and opportunities, and ensuring that sustainability matters are taken into account in the Group's operational and strategic activities.

The Sustainability and Administration Department is responsible for the ongoing coordination of sustainability-related activities. Its responsibilities include, in particular, collecting and analysing ESG data, coordinating work on sustainability reporting, monitoring the implementation of ESG activities and targets, cooperating with organisational units, and preparing information for the Management Board.

Other functions and departments of the Group are also involved in the implementation of sustainability-related activities, in particular the areas responsible for HR, finance, quality and information security, administration, procurement, client relations and cooperation with subsidiaries. The scope of their involvement depends on the nature of a given matter, e.g. greenhouse gas emissions, working conditions, data protection, supplier management, ethics or client relations.

The Management Board receives information on material sustainability matters as part of ongoing cooperation with persons responsible for ESG and the relevant organisational units. This information includes, among other things, progress in the implementation of ESG activities, the results of the double materiality assessment, material risks and opportunities, data necessary for reporting, and needs related to the further development of the sustainability management system.

The Supervisory Board oversees the Company's activities in accordance with the powers arising from applicable law, the Articles of Association and internal corporate governance rules. To the extent that sustainability matters affect the Group's activities, strategy, risks or reporting, they may be the subject of information provided to the supervisory bodies.

The organisation's competencies in the area of sustainability are developed through the analysis of regulatory requirements, cooperation between departments, the use of employees' specialist knowledge and, where necessary, support from external advisors. This approach is intended to ensure the proper identification of material impacts, risks and opportunities and compliance of reporting with the applicable ESRS requirements.

## 7.3 Organisational Culture and Standards of Conduct

ESRS G1-1

The Company's organisational culture is based on values such as trust, professionalism, responsibility and cooperation, supporting responsible business decision-making and the building of relationships with stakeholders. The Management Board and management staff are responsible for shaping and overseeing it through the implementation of standards of conduct, policies and procedures and their integration into operational activities. The culture is promoted through internal communication, HR processes and the activities of management staff.

The organisational culture is assessed on an ongoing basis, based on the analysis of HR indicators, feedback mechanisms and the results of internal and external audits.

| | | |
|---|---|---|
| Code of Ethics | Anti-Corruption Policy | Internal Reporting Procedure |
| Human Rights and Diversity Protection Policy | Personal Data Security Policy | Quality Management System Policy |

The Company's approach to business conduct is governed in particular by: **the Code of Ethics, the Anti-Corruption Policy, the Internal Reporting Procedure, the Human Rights and Diversity Protection Policy, the Personal Data Security Policy and the Quality Management System Policy.**

TTMS implements mechanisms enabling the identification, reporting and analysis of breaches of law and ethical principles, including internal reporting channels, including a channel available via the website, follow-up procedures and procedures ensuring confidentiality and impartiality. These channels may be used by persons specified in the Internal Reporting Procedure, including employees and other persons making a report in a work-related context. The Company applies anti-corruption and anti-bribery principles in accordance with applicable regulations.

A whistleblower protection system is in place, enabling reports to be made – including anonymously – and providing protection against retaliation. Employees are informed about the rules for making reports, and information in this regard is also provided as part of training. The Compliance Committee is responsible for receiving and analysing reports. Reports are analysed in accordance with applicable procedures, ensuring their independent and objective review, timely follow-up actions and investigation of reported incidents.

**1× per year**

information security training

**1× / 3 years**

mandatory "Sustainable TTMS" training — Code of Ethics and Anti-Corruption Policy

The Company conducts information security training and also provides employees with access to training covering sustainability-related matters and principles of ethical conduct. Information security training is carried out at least once a year. In addition, employees are required to complete the "Sustainable TTMS" training, which includes familiarisation with the Code of Ethics and the content of the Anti-Corruption Policy, at least once every three years.

The organisational culture and business conduct policies remain under the supervision of the Management Board and are supported by feedback mechanisms and activities aimed at strengthening employee engagement. Due to the nature of the Company's activities, an animal welfare policy is not applicable.

## 7.4 Supplier Relationship Management

ESRS G1-2

TTMS manages relationships with suppliers in accordance with the principles set out in **the Sustainable Procurement Policy** and **the Supplier Code of Conduct.** The purpose of the adopted approach is to build a responsible, transparent and risk-resilient supply chain that supports the achievement of the Company's business objectives and sustainability commitments.

TTMS cooperates with suppliers, among others, in the areas of IT and programming services, computer and office equipment, recruitment and consulting services, as well as other services supporting ongoing operational activities. The Company can influence the terms of cooperation with suppliers, including the transparency of business relationships, the quality of communication, the timeliness of settlements and expectations regarding compliance with ethical, social and environmental standards.

The process of selecting and cooperating with suppliers is based on the principles of integrity, transparency and equal treatment of business partners. TTMS expects suppliers to comply with applicable laws, ethical standards and the principles set out in the Supplier Code of Conduct.

As part of **the Sustainable Procurement Policy,** TTMS identifies and assesses risks related to suppliers' activities and the functioning of the supply chain, including environmental, social, ethical and operational risks. The actions taken by the Company are aimed at reducing the risk of disruptions in the supply chain, supporting business continuity and strengthening the organisation's resilience.

TTMS also takes into account the potential impacts of suppliers on sustainability-related matters. These may concern, in particular, working conditions, respect for human rights and labour rights, anti-corruption, fair competition, environmental protection, data protection and cybersecurity. Transparent and responsible procurement practices support the building of long-term relationships based on trust and reduce the risk of cooperation with entities whose activities could lead to negative social, environmental or governance impacts.

| | | |
|---|---|---|
| **Compliance with environmental requirements** | **Respect for human rights and labour rights** | **Anti-corruption** |
| **Fair competition** | **Data protection and cybersecurity** | **Supplier self-assessment questionnaire (SAQ)** |

When assessing suppliers, TTMS takes into account environmental, social and corporate governance criteria. These include, among others, compliance with environmental requirements, respect for human rights and labour rights, anti-corruption, fair competition, and data protection and cybersecurity.

During the reporting year, TTMS conducted a self-assessment questionnaire addressed to key suppliers. The purpose of the questionnaire was to obtain information on environmental, social and governance practices applied by business partners and to identify potential risks and areas requiring further development in the supply chain. Data obtained through the SAQ questionnaire are analysed by the Company upon receipt and may form the basis for further communication with the supplier, obtaining additional explanations or documents, as well as taking the identified matters into account in further assessment of the cooperation. The results of the questionnaire support the development of TTMS's approach to managing supplier relationships, monitoring practices applied in the supply chain and improving procurement practices.

The Company also cooperates with local suppliers and takes into account certificates and other documents confirming compliance with specific standards.

## 7.5 Prevention and Detection of Corruption and Bribery

ESRS G1-3

TTMS applies an approach aimed at preventing and detecting corruption and bribery and responding appropriately to potential incidents, based on the principles of business ethics, compliance with applicable law, the Anti-Corruption Policy and other internal regulations of the TTMS Group.

The Company implements mechanisms enabling the identification of risks, reporting of irregularities and their analysis. The Company provides for the possibility of reporting suspected breaches of law, the Policy and other internal regulations of the TTMS Group, including cases of corruption, abuse, conflicts of interest, irregularities in books and records, breaches of rules concerning gifts and hospitality, donations and sponsorship, and unethical pressure.

Reports may be submitted through the reporting channel available on the website. They are handled by the Compliance Committee, acting in accordance with the internal reporting procedure. Reports are subject to verification and – in justified cases – investigation, conducted with due regard to confidentiality and impartiality. Reports are reviewed by the Compliance Committee in accordance with the principles set out in the internal reporting procedure, taking into account the need for impartiality and confidentiality of the proceedings. The results of investigations are reported to the appropriate levels of management, including the Management Board.

Oversight of the implementation of the Anti-Corruption Policy has been entrusted to the Sustainability and Administration Team operating alongside the TTMS Management Board. Its responsibilities include ongoing supervision of the Policy's compliance with law and ethical standards, coordination of its implementation, monitoring the application and effectiveness of the Policy, and preparing periodic information and recommendations for changes for the TTMS Management Board. As needed, the Team may involve other organisational units or persons with appropriate competencies.

Anti-corruption and anti-bribery matters are included in the **"Sustainable TTMS"** training, which includes familiarising employees and collaborators with the Anti-Corruption Policy and is mandatory once every 3 years.

As at the reporting date, TTMS has basic mechanisms in place in this area and plans to further develop them, in particular with regard to the formalisation of processes and the development of monitoring and reporting tools.

ESRS G1-4

| 0 | 0 | PLN 0 | 0 |
|---|---|---|---|
| confirmed cases of corruption | convictions | fines imposed in this respect | breaches of anti-corruption procedures |

In 2025, there were no confirmed cases of corruption or bribery involving the Company or its employees within the TTMS Group. During the reporting period, no convictions were issued against the Company for violations of anti-corruption or anti-bribery regulations. The number of convictions was 0, and the total amount of fines imposed in this respect was PLN 0.

During the reporting period, no breaches of procedures or standards applicable within the TTMS Group in the area of preventing corruption and bribery were identified. Therefore, there was no need to undertake remedial actions relating to such breaches.

Due to the absence of confirmed incidents of corruption or bribery, there was no need to undertake remedial actions concerning breaches of anti-corruption and anti-bribery procedures and standards.

During the reporting period, there were no cases of employees being dismissed or disciplined in connection with corruption or bribery. The TTMS Group did not terminate or refrain from renewing contracts with business partners due to violations related to corruption or bribery. There were also no public legal proceedings concerning corruption or bribery against the Company or its employees, and no such proceedings initiated in previous years were concluded during the reporting period.

The disclosure also covers incidents involving participants in the value chain only where TTMS or its employees would be directly involved in such events. No such cases were identified in 2025.

## 7.6 Payment Practices

ESRS G1-6

TTMS considers the timely settlement of liabilities to be an important element of responsible business conduct and the building of long-term relationships with suppliers and business partners. The Group companies strive to make payments in accordance with the terms specified in contracts and applicable laws.

### AVERAGE INVOICE PAYMENT TIME AND STANDARD PAYMENT TERMS

| | | |
|---|---|---|
| Poland | | **15.77 days** (payment term up to 30 days) |
| Malaysia | | **~14 days** (60–90 days) |
| India | | **15 days** (30 days) |
| Denmark | | **~30 days** (30–90 days) |
| Switzerland | | **30 days** (30 days) |
| United Kingdom | | **7–60 days** (7–60 days) |

Payments made in accordance with applicable payment terms:

Poland **91.96%** Denmark, United Kingdom, Malaysia, India **100%**

Legal proceedings related to payment delays: **0**

### AVERAGE INVOICE PAYMENT TIME IN THE TTMS GROUP

In the reporting year, the average invoice payment time, calculated from the date on which the contractual or statutory payment period began to run until the date of actual payment, amounted to 15.77 days for TTMS Poland. In the other Group companies, the time taken to settle liabilities varied and depended on the country, type of services and arrangements with counterparties. In Denmark, invoices are most often settled within approximately 30 days, although payment terms of 45, 60 or 90 days apply to some invoices. In Switzerland, the average payment time is 30 days, in the United Kingdom from 7 to 60 days, in Malaysia approximately 14 days from the invoice issue date to the release of payment, while in India it is 15 days.

### STANDARD PAYMENT TERMS

Standard payment terms define the typical or maximum payment period resulting from a contract, regulations or arrangements with a supplier. In Poland, liabilities are generally settled in accordance with the terms specified in contracts, most often within 30 days, although some invoices may be paid earlier, which contributes to a lower actual average payment time. In Denmark, the standard payment term is usually 30 days; however, depending on the counterparty, terms of 45, 60 or 90 days may also apply; for some subcontractors, fixed payment terms are applied regardless of payments received from clients. In Switzerland, the standard payment term is 30 days from receipt of the invoice. In the United Kingdom, the terms depend on the type of services: for HR services they are approximately 7 days, for programming services from 14 to 60 days, for accounting services approximately 30 days, and for other services approximately 30 days. In Malaysia, payment terms of mainly 60 or 90 days from the invoice issue date are applied, depending on arrangements with the counterparty. In India, the standard payment term is 30 days.

The percentage of payments made in accordance with the applicable payment terms amounted to 91.96% in Poland and 100% in Denmark, the United Kingdom, Malaysia and India.

With regard to micro, small and medium-sized enterprises (SMEs), the Group applies payment terms determined individually in contracts with suppliers.

As at the reporting date, the number of currently outstanding legal proceedings related to payment delays was 0. No such proceedings were pending in any of the Group companies covered by the reporting scope.

The timeliness of payments is monitored by the individual Group companies as part of ongoing liability management. The presented data were prepared on the basis of information provided by the Group companies for the 2025 reporting year.

# 08 List of ESRS Disclosures

# 8. List of ESRS Disclosures

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