Report of the Strategy and Management Committee
of Bank Handlowy w Warszawie S.A.
for the year 2025

The Strategy and Management Committee is a committee of the Supervisory Board of Bank Handlowy w Warszawie S.A. established under § 19 of the Regulations of the Supervisory Board of Bank Handlowy w Warszawie S.A. Members of the Committee perform their duties in compliance with the powers as set out in the Regulations under Article 390 of the Commercial Companies Code.

The Committee shall submit annual reports on its activities to the Supervisory Board. The report for each calendar year shall be submitted by the end of the first quarter of the next year. The reports are made available to shareholders through publication on the Bank's website.

The Regulations of the Strategy and Management Committee are available on the Bank's websites: www.citihandlowy.pl.

In the reporting period the Strategy and Management Committee was composed of: Mr. Sławomir S. Sikora as Chairman, Mr. Marek Kapuściński as Vice Chairman and Committee Members: Ms. Natalia Bożek, Mr. Fabio Lisanti, Mr. Andras Reiniger, Ms. Anna Rulkiewicz and Ms. Barbara Smalska.

The current composition of the Strategy and Management Committee is as follows:

1) Mr. Sławomir S. Sikora – Chairman,
2) Mr. Marek Kapuściński – Vice Chairman,
3) Ms. Natalia Bożek – Member of the Committee,
4) Mr. Fabio Lisanti – Member of the Committee,
5) Mr. Andras Reiniger – Member of the Committee,
6) Ms. Anna Rulkiewicz – Member of the Committee,
7) Ms. Barbara Smalska – Member of the Committee.

The Strategy and Management Committee met on the following dates during the discussed reporting period coinciding with the calendar year:

No.	Date of the meeting	Attendance
1.	19 March 2025	100%
2.	17 September 2025	100%

The powers of the Committee include the following matters:
1) carrying out an ongoing analysis of issues related to the activities of governing bodies of the Bank and the improvement of their functioning,
2) submitting to the Supervisory Board recommendations in the area of the business strategy of the Bank, including with respect to the analysis of events and circumstances that are vital to assessment of the situation of the Bank and the management of the Bank,
3) monitoring, on a regular basis, the implementation of the business strategy of the Bank (at least annually) and the most important related issues,
4) monitoring if the business strategy of the Bank is implemented in a consistent manner and the strategic goals are implemented in accordance with the long-term financial interests of

the Bank, including the need to meet the prudential requirements related to own funds and liquidity,
5) selecting the areas of activities of the Bank that will be considered top priority by the Committee within the framework of monitoring,
6) carrying out supervision over the adopted business strategy of the Bank and recommending to the Management Board of the Bank directions of activities aimed at the implementation of the strategy in the event that any departure from the adopted business strategy of the Bank has been identified,
7) recommending that the Supervisory Board either approve or refuse to approve the business strategy of the Bank or suggest changes to the applicable strategy,
8) analysis of assumptions for the financial plan and getting acquainted with periodic information on the implementation of the financial plan.

In carrying out the above-mentioned responsibilities, the Committee focused on two issues during the reporting period:
- supervising the implementation of the project concerning the exit from the retail banking segment,
- the Bank's strategy in the area of institutional banking after the exit from retail banking.

Citi Group has decided to change its global retail banking strategy, assuming exit from this business in 13 markets, including Poland. Citigroup Inc's global strategy is to move away from retail banking in some countries to focus on institutional customers there, in order to achieve higher returns and more efficient use of resources.

The Committee's area of interest was the issue of consistent implementation of the plan to maintain and strengthen the involvement of employees of the Retail Banking Sector, in particular open communication with employees aimed at dispelling any doubts related to the transaction.

Another aspect of the transaction discussed at the meetings of the Committee was communication with clients. A previously prepared communication plan was launched – correspondence was sent to customers of both retail and institutional banking. The Bank's website contains information on the sale of Citi Handlowy's retail banking along with answers to frequently asked questions. The RMs contacted selected clients directly. Visits of top managers to branches and selected customers (priority according to the size of the relationship) were also organized to discuss their doubts. RMs were given the right tools to answer questions and concerns that arose. There was no significant outflow of customers after the transaction was announced.

The Committee also paid attention to ensuring sufficiently broad and transparent communication towards investors. After the announcement of the signing of the agreement with the buyer for the sale of retail banking, meetings with investors and market analysts were organized. A conference was held, during which the Bank announced that this transaction would allow the Bank to focus on the development of institutional banking, the Bank's leading area of activity. The dynamic development of this business based on competitive advantages and scale will enable higher returns on operations measured by return on equity (ROE) and asset return (ROA) ratios. The information about the signing of the sale agreement was received positively by investors. The Bank received a number of positive comments regarding the new strategy – the Bank of Global Business. It was described as ambitious (profitability, efficiency, dividend policy).

The Committee received information from the ongoing monitoring of the main parameters relevant to the closing of the transaction, among others: the main indicators for customer retention and employee retention, the parameters of the variable price component and the

risk covered by the compensation. Preparations are currently underway to achieve operational readiness in mid-2026.
The Committee discussed issues related to the progress of migration work from both a business and technological perspective.

The second of the above-mentioned areas of interest to the Strategy and Management Committee was the Bank's strategy in the area of institutional banking after the completion of the exit from retail banking.

The Committee took note of detailed information on the proposed strategic directions of the Bank Handlowy w Warszawie S.A. Group for the coming years, after the sale of retail banking. Industry trends and the Bank's main priorities were discussed.

The Bank's business operations will be developed based on the competitive advantages of institutional banking, which includes the use of the global network, the implementation of modern payment solutions for customers of the new digital generation, dynamic development in trade finance and products optimizing working capital.

The Bank focuses on dynamic growth in the Corporate Banking segment, developing its offer for clients conducting cross-border operations.

In addition, the Bank will support the country's strategic priorities, such as the energy transition and growing investments in defense, resulting from the geopolitical situation. The Bank will accompany companies in their pursuit of a more sustainable business model and participate in clients' investment transactions.

An important goal is to acquire new customers, especially in the segment of international companies and corporate banking, while maintaining a leading position among global companies.

The Committee also took note of the analysis of the Bank's position against the competition.

The Bank's strategic directions for the coming years in the 2.0 approach as a global business bank were discussed. It was emphasized that a well-established institutional business provides a solid basis for growth, and the Bank's vision is to be the leading banking partner for clients with international needs and aspirations. The Bank, as the most global financial institution in Poland with many years of experience in the local market, intends to support the growth and economic progress of the country.

The pillars of the strategy include leveraging market trends and global expertise to deliver shareholder value growth, focusing on international companies investing in Poland and leveraging the potential of global trade corridors, initiatives aligned with the country's strategic priorities such as energy transition and defense investments, and supporting businesses in their quest for a more sustainable business model by providing ESG products and solutions.

The transformation to a fully institutional bank includes the stages of closing the retail business sale, the migration of the retail part to the buyer and the transition from a universal bank to a fully institutional bank, followed by the dynamic growth of the institutional business. The Bank will focus on deepening customer relationships by offering unique solutions with better allocation of resources and capital to maintain its position as one of the leading banks in terms of return on equity (ROE). This includes maintaining the Bank as the first choice for companies with international needs and aspirations, focusing on a business generating commission revenue and cross-selling in the client aspect; use of the latest technologies, further automation of processes, constant improvement of the level of technological services and providing customers with solutions supporting their development and full use of potential, taking into account market trends in the product aspect; and maintaining capital management discipline to ensure high returns for shareholders and reinvesting freed up capital in institutional banking initiatives.

The Committee, with the participation of the Heads of individual business areas, also analysed strategic directions in the institutional banking segments.

The Committee also took note of the Bank's technology strategy, which is based on seven key pillars. These include the implementation of integrated platforms available at Citi for clients and employees serving clients, unification and continuous improvement of solutions for operational processes, introduction of the latest technologies and further automation of processes. The strategy also assumes building the Bank's development based on the effective use of data, supporting the culture of innovation, constantly improving the level of technological services and ensuring continuous data security and extended digital resilience of the Bank.

The Strategy and Management Committee states that it performed its mandate correctly in the year ended 31 December 2025.

Pursuant to § 2(2) of the Committee Regulations, the Strategy and Management Committee hereby submits this report to the Supervisory Board. This report will soon after be released to the shareholders on the Bank’s websites.

Sławomir S. Sikora
Chairman of the Strategy and Management Committee