

REGULATION OF THE MANAGEMENT BOARD
MOSTOSTAL WARSZAWA SPÓŁKA AKCYJNA



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Chapter I General Provisions

§1.

The Management Board of the Company operates on the basis of:

1. Commercial Companies Code (CCC) and applicable legal provisions.
2. Company's Articles of Association.
3. Resolutions of the Shareholders Meeting.
4. Corporate Governance Rules.
5. This Regulation.

§2.

1. The Management Board of the Company is its executive and management body, it manages its operation and overall activities.
2. The members of the Management Board perform their duties in person.
3. The Management Board consists of the President of the Board and other Members of the Board.

§3.

1. The President of the Board:
 - 1.1. directs the works of the Management Board;
 - 1.2. calls and presides the meetings of the Management Board;
 - 1.3. directs the overall activities of the Company and represents the Company outside;
 - 1.4. issues internal directives, regulations and other provisions that govern the operation of the Company. The President of the Company Management Board may authorize other persons to issue internal regulations of the Company.
2. During the absence of the President of the Board, he is replaced by appointed Member of the Board.
3. Members of the Board represent the Company outside and administer the business of the Company according to the division of tasks assigned by the President of the Board.

§4.

1. The method of appointment and dismissal of Members of the Board is governed by the Company's Articles of Association.
2. Appointments of the same person as a member of the Management Board shall be allowed, but not earlier than one year before the expiry of the current term of office.
3. Dismissed members of the Board cannot use confidential information (being a Company's business secret).
4. In case of changes in the composition of the Management Board, the resigning Member of the Board is obliged to hand over all of its casework together with all documentation as a signed protocol.
5. The person taking over the matters and documentation is the President of the Board or appointed Member of the Board.

§5.

1. The term of the Management Board is regulated by the Company's Articles of Association.
2. The term of office of the Member of the Board appointed before the end of the term of office of the Management Board expires at the same time as the term of office of other Members of the Board.

3. The term of office of a Member of the Board shall expire at the latest as of the day of the General Shareholders Meeting approving the financial statements for the last full business year during which the Member of the Board performed his/her duties.
4. The term of office of the Member of the Board shall also expire as a result of death, written resignation in form of notice of termination of the mandate contract or dismissal from the Board.

Chapter II

Scope of competencies and duties of the Company's Management Board

§6.

1. The Company's Management Board is obliged to administer the property and interests of the Company and fulfil its obligations with due diligence, in strict compliance with the Company's Articles of Association, Company's internal regulations and applicable law, and represent the Company before its other bodies.
2. The Management Board, being driven by the interest of the Company, defines the strategy and main objectives of its operation and submits them to the Supervisory Board, while remaining responsible for their implementation and execution. The Management Board task is to ensure transparency and efficiency of the Company's management system, as well as managing its business in compliance with the law and good practice.
3. When making decisions concerning the Company's business, the Members of the Board should act within the limits of justified economic risk, i.e. upon examination of all information, analyses and opinions, which in reasonable opinion of the Management Board should be considered in such case due to the Company's interest, and when determining the Company's interest, one should take into consideration interests of the shareholders, creditors, employees of the Company as well as other entities and persons which cooperate with the Company in scope of its business, as well as interests of local communities, justified in the long term.
4. A Member of the Board of the Company is obliged to refrain from representing the Company in cases when there is a conflict of interests between the Company and this Member of the Board.
5. All cases related to managing the Company's business not reserved by the provisions of law or Articles of Association for the competencies of the General Shareholders' Meeting or the Supervisory Board are within the scope of operation of the Management Board.

§7.

1. The Management Board represents the Company in legal court and out-of-court activities of the Company.
2. The right of the Management Board to represent the Company covers all the court and out-of-court activities related to management of the company except for issues which require a resolution of the General Shareholders' Meeting or the Supervisory Board.
3. The Members of the Board are obliged to demonstrate due diligence when performing their duties at a level exceeding the generally required diligence.
4. The Management Board is authorized in particular to:
 - 4.1. administer the Company's assets;
 - 4.2. make and receive declarations of will on behalf of the Company, in particular in scope of property rights and Company's obligations, incurring obligations and signing contracts;
 - 4.3. grant and recall powers of attorney and other authorizations; to appoint a proxy requires the consent of all Members of the Board, made by unanimous resolution; the power to dismiss

the proxy has any Member of the Board;

- 4.4. adopt the Regulation of the Management Board as well as regulations applicable to its employees; the Regulation binds the Management Board and is an internal document of the Company; the determinations of the Regulation of the Management Board do not have any effect on third parties;
 - 4.5. issue directives and official orders applicable to employees of the Company, sign and terminate employment contracts with Company employees, determine their remunerations on the terms specified, in particular, in collective agreement and in work, organization, remunerations regulations;
 - 4.6. summon ordinary and extraordinary Shareholders' Meetings in the manner specified in the Code of Commercial Companies and the Company's Articles of Association, participation in Shareholders' Meetings;
 - 4.7. submit proposals for the Shareholders' Meeting, including proposals for the distribution of profit or losses of the Company;
 - 4.8. submission of motions for the Supervisory Board's consent to conclude significant transactions by the Company with an related parties, under the terms of the Act of 29 July 2005 on Public Offering and Conditions for Introducing Financial Instruments to the Organized Trading System and on Public Companies ("Offering Act");
 - 4.9. address the Supervisory Board with other proposals;
 - 4.10. preparation and updating of the Company's Management Board And Supervisory Board Remuneration Policy in accordance with the Offering Act;
 - 4.11. maintain a register of minutes from the Shareholders' Meetings as well as make relevant copies of it.
5. The decisions bearing risks for the operation of the Company, including financial liability:
- 5.1. taking up credits or loans;
 - 5.2. granting guarantees;
 - 5.3. placing the offers made by the Company with the individual value exceeding the amount 100 million PLN net;
- referred in points 5.1.-5.2. require a resolution of the Management Board adopted in the manner specified in §11 point 6 and 7, and referred in point 5.3 - a decision of the Management Board adopted in the manner specified in §11 point 8. of this Regulation or a resolution of the Management Board adopted in the manner specified in §11 point 6 and 7.
6. Moreover, resolution of the Board also requires making decision on corporate issues, in particular related to:
- 6.1. determining the Company's strategy and approval of long-term development programs of particular areas of its operation;
 - 6.2. approving the economic and financial plan of the Company and schedule of its implementation;
 - 6.3. determining the amount of investment outlays and sources of financing;
 - 6.4. Organizational Regulation of the Company, unless it is implemented by directive of the President of the Board;
 - 6.5. creating, transforming and winding up organizational units of Mostostal Warszawa S.A. and vacancies specified in the Organizational Regulation of the Company;
 - 6.6. terms of granting powers of attorney;
 - 6.7. determining personnel policy and policy of remuneration in the Company, except for the rules determining terms of contracts governing the employment or other legal relations of the Members of the Board with the Company;

- 6.8. approving policy and terms of cooperation with other market players;
- 6.9. applying to Company's statutory bodies in cases provided for in the Code of Commercial Companies and the Company's Articles of Association;
- 6.10. approving the annual balance sheet, profit and loss account and report on Company's operation with presentation of these documents to the Supervisory Board at required dates;
- 6.11. determining the terms of managing assets, however:
 - 6.11.1. the resolution of the Management Board is required for the acquisition of Fixed Assets (FA) and Intangible Asset (IA) for the benefit of Mostostal Warszawa S.A. (MW) or civil partnerships of which MW is a shareholder, when the amount of a single transaction of acquisition of a single or several FA, IA exceeds the net amount of PLN 100,000.00.
 - 6.11.2. the above applies to the acquisition of FA and IA regardless of the method of financing (including: purchase with own funds, purchase from a loan, purchase under finance lease, purchase under operating lease, short-term rental of a car fleet, office rental - as long as it meets the requirements of IFRS 16).
 - 6.11.3. the resolution of the Management Board is required for the sale of FA and IA if their unit initial value exceeds the net amount of PLN 100,000.00; in order to adopt such a resolution, initial bids for the purchase and a valuation of ST, IA are required; however, in exceptional situations, the Management Board may refrain from collecting bids or preparing a valuation if it would involve a significant cost for the Company (economically unjustified).
 - 6.11.4. the sale of FA or IA below the initial value of PLN 100,000.00 net may be made with the consent of the Company's representation.
- 6.12. Company's ownership changes and public trade of the Company's securities;
- 6.13. determining the principles and performing the ownership supervision over companies owned by Mostostal Warszawa S.A.;
- 6.14. participation in companies and other legal entities, except for associations and charitable organizations;
- 6.15. concluding and executing agreements between the Company and trade unions active in the Company;
- 6.16. negotiating and solving labour disputes.

§ 8

- 1. The Members of the Board directly operate the Company's business according to the division of works specified in the Management Board resolution or by the President of the Board in his/her directive or Organizational Regulation.
- 2. The company's business which was not entrusted for handling to any individual Member of the Board will be personally handled by the President of the Board.
- 3. The Members of the Board report to the President of the Board in matters specified in item 1 of this point.
- 4. In matters specified in item 1 of this point, the President of the Board:
 - 4.1. monitors and assesses the Members of the Board work result, and
 - 4.2. may determine by a directive, the scope and mode of preparing reports in scope of issues specified in section 1.
- 5. A resolution of the Management Board may grant to particular Members of the Board the handling of specific matters (projects) specified in the resolution, for individual handling.
- 6. The detailed mode of issuing directives and the scope of issues covered by these regulations is determined by the Organizational Regulation.

§9.

1. On behalf of the Company the following persons are authorized to make declarations of will signing contracts and incurring obligations:
 - 1.1. two Members of the Board or one Member of the Board together with a proxy;
 - 1.2. authorized persons within the powers of attorney granted to them.
2. General and specific powers of attorney referred to in §9 sec. 1 point 1.2. are granted by persons authorized to represent the Company, in accordance with the rules applicable in the Company governing the procedure and scope of granting powers of attorney.

§10.

The Management Board is obliged to:

1. Report Company's business requiring disclosure in the register of entrepreneurs maintained by the National Court Register.
2. Submit to the National Court Register all documents and declarations according to the provisions of the Code of Commercial Companies.
3. Maintain a register of minutes and resolutions of the Shareholders' Meetings, meetings of the Supervisory Board and meetings of the Management Board.
4. Present to the Shareholders' Meeting all explanations and documents of the Company's business.
5. Submit to the Supervisory Board all the reports on company's operations, as well as proposals for the distribution of profits, sources and methods of covering any losses and value of write-offs to special funds.
6. Prepare appropriate materials and information for the meetings of the Supervisory Board.
7. Complete post-control recommendations of bodies authorized to control the Company.
8. Call an Ordinary Shareholders' Meeting at least once a year, no later than by the end of June of each year.
9. Call an Extraordinary Shareholders' Meeting on one's own initiative or upon request of the Supervisory Board or of the shareholders holding at least 1/20 of the share capital, no later than within 14 days from the date of submitting such a request in writing, specifying the reasons for calling it.
10. Submitting the Company's financial statements to the National Court Register in accordance with the regulations.

Chapter III

Organization of the work of the Management Board and adoption of resolutions

§11.

1. The meetings of the Management Board take place at the dates determined by the President of the Board specified in the schedules or as needed, however no less than once a month.
2. The meeting shall be called by the President of the Board or a Member of the Board authorized by the President of the Board, at least 48 hours before planned meeting of the Management Board, unless all the Members of the Board agree to hold a Board meeting at an earlier date.
3. All the Members of the Board must be correctly informed about a meeting of the Management Board, in writing or by e-mail.
4. The participation of Members of the Board in the Management Board meetings is obligatory.
5. Members of the Board receive the draft resolutions together with necessary documents latest 48 hours before the meeting of the Board.

6. For the validity of the resolutions, more than 50% of the composition of the Management Board and the President of the Board is required, unless the President of the Board has given its written consent to hold the meeting without his/her participation.
7. The resolutions are adopted by simple majority of votes. In case of an equal number of votes for and against, the vote of the President of the Board is decisive.
8. The decisions of the Management Board are reported in form of minutes and signed by those Members of the Board present at the meeting. The minutes should be signed by all present Members of the Board. In the case of decisions made at meetings in the form of resolutions, the minutes should include:
 - 8.1. the agenda
 - 8.2. the names and surnames of the Board Members participating in the vote,
 - 8.3. the number of votes cast on individual resolutions,
 - 8.4. a record of any dissenting opinion expressed by a member of the Management Board together with a statement of reasons, if any,
 - 8.5. a reference to any conflict of interest.
9. When a Member of the Board believes the minute does not reflect the course of the meeting, he/she may require rectification, by reporting on the case dissenting opinion. The final contents of the minutes shall be decided by the Management Board by way of resolution adopted at the next meeting after the submission of the request.
10. In matters exceeding the scope of ordinary management, the decisions are made in form of resolutions of the Management Board.
11. The Management Board decides on which matters should be decided by way of resolutions of the Management Board.
12. The resolution should be adopted in a way specified in the Code of Commercial Companies or in the Company's Articles of Association, in accordance with the procedure adopted by the Company.
13. The resolutions are adopted in open ballot. At the request of at least one member of the Management Board, the resolutions shall be adopted in secret ballot.
14. The resolutions of the Management Board should be sequentially numbered, dated and signed by Members of the Board and should contain a note on the result of the vote.
15. The resolutions are separate documents intended for further submission for execution or information.
16. The Member of the Board who voted against the resolution cannot refuse to sign the contents of the minutes.
17. Failure to adopt a valid resolution, i.e. not adopted by the Management Board or contrary to the procedures, may result in invalidity of the legal act taken by the Company in execution of such an invalid resolution.
18. A Member of the Board may subject any issue within his/her scope of duties to be resolved by the Management Board.
19. A Member of the Board may request that an issue within the scope of duties of another Member of the Board was resolved by the Management Board.
20. If any of the Members of the Board opposes the method of handling the Company's business by another Member of the Board and informs him/her of this in writing, the Member of the Board concerned by the opposition is obliged to suspend any decisions in the questioned matter and submit it for discussion of the Management Board, which shall decide on it in form of a resolution.

§12.

1. The Management Board may adopt a resolutions by circulation, ie not at the Management Board meeting.
2. The resolution shall be deemed to have been adopted if all Board Members have been informed of its contents in advance. The content of the resolution must indicate that it was adopted by circulation.
3. If resolution is adopted by circulation, a minute of the resolution is created, which should contain:
 - 3.1. the names of the Board Members participating in the vote,
 - 3.2. the number of votes cast on each resolution,
 - 3.3. the content of dissenting opinions submitted by a member of the Management Board together with a possible justification thereof,
 - 3.4. a possible reference to the occurrence of a conflict of interest.
4. The resolution adopted by circulation shall be considered adopted on the day on which the President of the Board or any other Member of the Board receives the required number of written votes for the resolution, unless the content of the resolution provide for otherwise.

Chapter IV Final provisions

§13.

1. The Company is represented by the Supervisory Board in contracts between the Company and the Member of the Board.
2. Without the consent of the Supervisory Board, a Member of the Board cannot handle any competitive business or participate in a competitive legal person as a member of its: Management Board, Supervisory Board or partner in case of holding at least 10% of shares or stock.
3. The obligation of non-competition applicable to the Members of the Board may be revokes only when the Member of the Board receives from the Company's Supervisory Board an applicable permission to a specific activity. The permission of the Company must be explicit.

§14.

These regulation shall enter into force on the date of their adoption by the resolution of the Mostostal Warszawa S.A. Management Board.

Consolidated text of the Regulations of the Management Board of MOSTOSTAL WARSZAWA S.A. made on 24 October 2023 was prepared based on:

- Resolution no. 59/2023 of the Management Board 24 October 2023