

Corporate Social Responsibility Report

MakoLab
2024



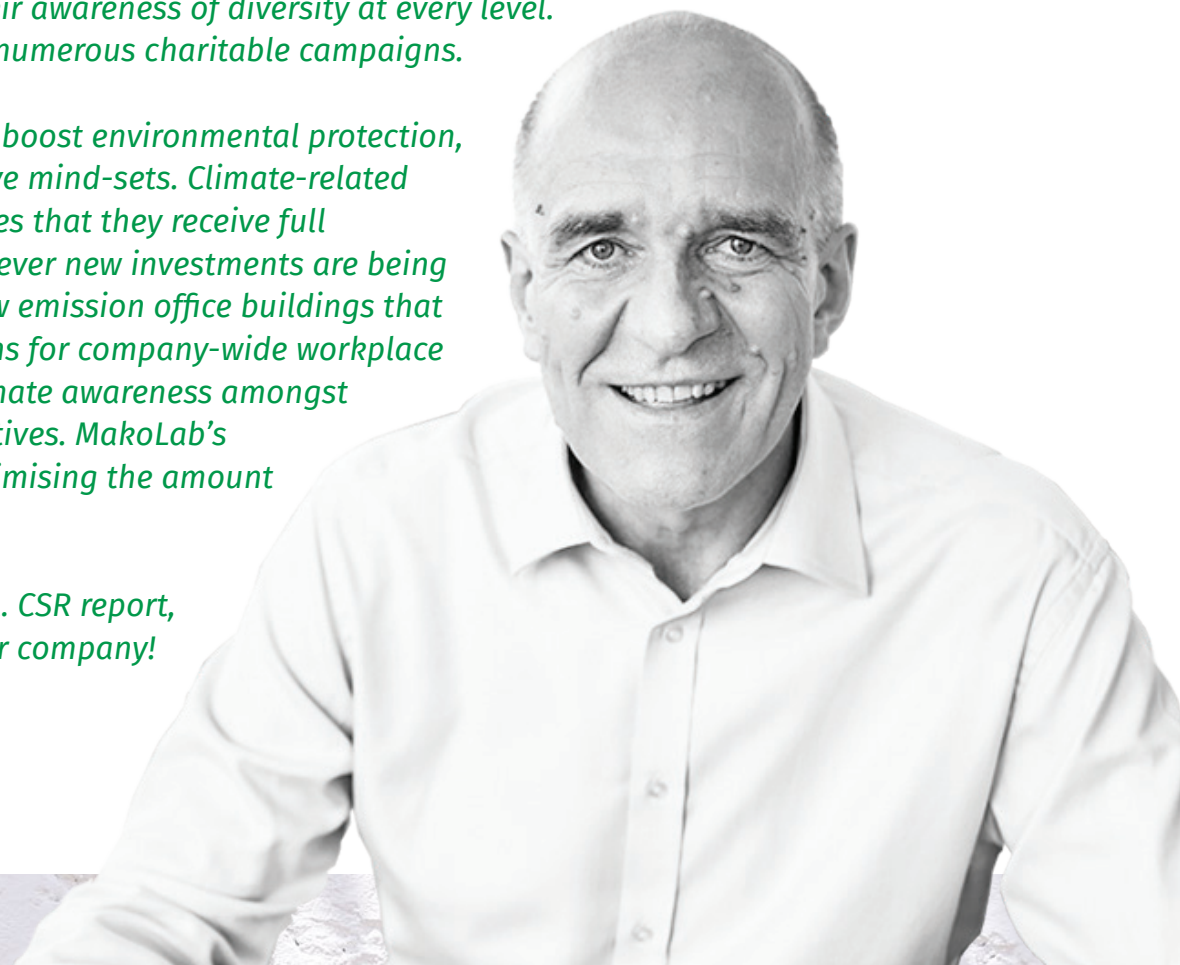
Foreword

The environmental, social and economic impact a company has is directly related to its size and the scope of its operations. In the case of MakoLab S.A., this impact is potentially considerable. However, sustainable development has always been one of our strategic linchpins; indeed, the management board sees this as a vital facet of our market success. Our business profile dictates the aspects of sustainable development we pinpoint. They are primarily the social concerns of employment, human rights and diversity management. MakoLab's authorities are committed to this. We firmly believe that compliance with the relevant standards is a critical part of managing the company's human resources properly, safeguarding its prospects for long-term development and sustaining its competitive advantage. When we speak of sustainable development, we are referring to continually improving management quality and procedures and to the soft motivational factors that have such a vital role to play. Our view of sustainable development also encompasses the promotion of physical and cultural activities amongst our staff, along with working to heighten their awareness of diversity at every level. In addition, we consistently support local social initiatives and numerous charitable campaigns.

MakoLab S.A. has an open-ended programme of initiatives that boost environmental protection, keep our staff informed and nurture their ecologically supportive mind-sets. Climate-related concerns are a priority for the management board, which ensures that they receive full consideration not only in our current operations, but also whenever new investments are being planned. This is demonstrated, for instance, by our choice of low emission office buildings that feature energy-efficient solutions and by our internal regulations for company-wide workplace organisation. At the same time, we work constantly to build climate awareness amongst our staff, propagating and supporting pro-environmental initiatives. MakoLab's ecological priorities include reducing our carbon footprint, minimising the amount of waste we generate and maximising our recycling levels.

It gives me great pleasure to present this, the third MakoLab S.A. CSR report, to you, the reader. I hope you enjoy the insights it offers into our company!

Wojciech Zieliński, President of the Board, CEO



Part 1.

General

About MakoLab

MakoLab is a catalyst for innovation, a digital project house specialising in AI, human-centric design and digital transformation services. We have been providing comprehensive business and IT consulting, product design, software development and 24/7 operational support since 1989.

We currently handle millions of operations daily for more than 100 markets around the world.

We apply our pioneering concept of intelligence amplified to creating our IT solutions. Our developers are empowered and their skills are

enhanced by using tools like machine learning, language models and artificial intelligence techniques. Our innovative, profoundly intuitive work is the outcome of uniting state-of-the-art technology with immense human expertise and insight.

As a developer of custom-designed software, we offer our clients a one-stop-shop service rooted in our wide technology stack, outstanding user experience and the impeccable standards of quality that are attested to by the certificates we hold.

The parent company of the Group is MakoLab S.A., which has its registered office in Łódź.

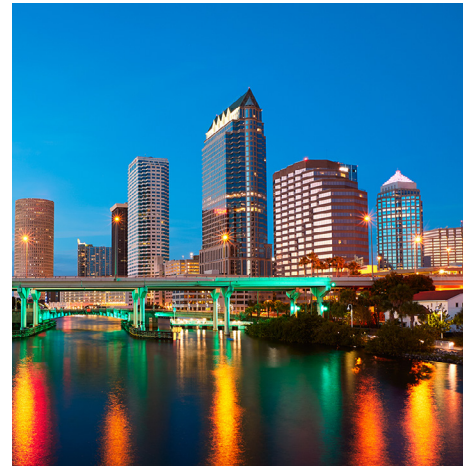
Subsidiaries



MakoLab Consulting Sp. z o.o., which has its registered office in Łódź, Poland. The company provides consultancy services in the sphere of strategic, change and project management, process optimisation and managing large quantities of data.



MakoLab UK Ltd., which has its registered office in London. MakoLab UK Ltd. provides digital agency services throughout the United Kingdom.



MakoLab USA Inc., which has its registered office in Tampa, Florida. The company provides digital agency services, including the promotion of the LEI.INFO solution on the American market.



MakoLab DE GmbH, which has its registered office in the Unterföhring district of Munich. The aim of MakoLab DE is to strengthen the company's presence and increase its sales in the DACH region, which is to say, Germany, Austria and Switzerland.

Company details

Company name:	MakoLab Spółka Akcyjna
Legal form:	Spółka Akcyjna (joint-stock company)
Country of incorporation:	Poland
Registered office:	Łódź, Poland
Address:	ul. Ogrodowa 8, 91-062 Łódź
National Court Register number:	KRS 0000289179
REGON*:	471343117
VAT number:	7250015526
Registering court:	District Court for Łódź-Śródmieście, 20th Department of the National Court Register
Telephone:	+48 42 683 74 60
Fax:	+48 42 683 74 99
e-mail	info@makolab.com
Website:	http://www.makolab.com

*National Official Business Register number

Financial results

A summary of the results obtained by the company for the reporting period is shown in the table below. The values are given in PLN thousands.

		2024	2023	Percentage change
Total sales:	PLN k	72 332.3	72 298.1	0%
Profit from sales:	PLN k	4 925.0	4 626.4	6%
Profit from operational activities:	PLN k	4 801.0	4 080.4	18%
EBITDA:	PLN k	5 946.2	5 376.4	11%
Profit (loss) gross:	PLN k	5 168.4	2 928.1	77%
Profit (loss) net:	PLN k	4 049.5	2 173.7	86%
Fixed assets:	PLN k	3 479.6	3 546.4	-2%
Current assets:	PLN k	37 338.2	33 355.7	12%
Equity:	PLN k	29 033.0	25 822.0	12%
Payables and reserves:	PLN k	11 784.8	11 080.1	6%
Net cash flow:	PLN k	1 191.6	3 142.9	-62%
Cash as at the end of the year:	PLN k	16 646.5	15 454.9	8%

The full financial results are available in Polish at <https://makolab.com/pl/relacje-inwestorskie>.



Risk

Following *The Global Risks Report 2025*, published by the World Economic Forum, the company has categorised its identified risk factors as economic, environmental, geopolitical, societal and technological.

Risk factors associated with the company's operating environment

ECONOMIC

Macroeconomic risk

The Polish and global macroeconomic situation has an impact on the company's financial results. It is shaped by a number of crucial factors, such as the GDP growth rate, the dynamics and level of inflation, the investment growth rate, interest rates, the level of unemployment, the level and growth rate of personal income in the population, the debt level of economic units and budgetary units and the economic situation in individual sectors of the economy in a given country.

A worsening economic situation may have adverse repercussions for the number of orders for the company's products and services and for its financial situation. A deterioration in Poland's macroeconomic situation could have a negative impact on the growth rate of the domestic IT market and demand for MakoLab's products and services. A decline in the GDP growth rate in countries where those products and services are distributed may exacerbate the financial situation of foreign companies and reduce their investment budgets for IT solutions, including those we offer. The company makes every effort to limit the risk in question by working to diversify its client portfolio, expand the services it provides and control its operating costs.

Interest rate risk

The company currently has an overdraft facility and short- and long-term leasing liabilities based on a variable interest rate. The company's total financial costs therefore depends on interest rate levels. A rise in interest rates will result in an increase in financial costs. However, it should be noted that the company's debt level and the resulting financial costs remain relatively low in relation to its size and financial results. Unfavourable fluctuations in interest rates would increase financial costs. If the company were to extend its debt financing involvement in the future, its greater exposure to a decline in financial results caused by a rise in interest rates cannot be ruled out. The company does not use hedging instruments to offset the risk of interest rate changes.

Exchange rate risk

In recent financial years, the share of foreign currencies in the company's sales revenues has reached a level of approximately 75% to 80%, mainly in euros. Part of the company's operating costs is also incurred in foreign currencies, again primarily in euros. The significant share of exports in the company's sales revenues causes exchange rate risk; differences in currency rates may affect both the company's total revenues in Polish zlotys and its profitability. The company makes every effort to limit exchange rate risk by negotiating short payment terms with foreign contractors and reinforcing control over the payment of receivables. Moreover, in order to limit

the risk of rapid exchange rate changes, the company enters into futures contracts for the sale and purchase of euros. An increase in the value of the euro could contribute to a negative valuation of futures contracts which have been entered into and, in extreme cases, to exceeding the settlement limit granted by the bank. This may necessitate the company's simultaneous settlement of some futures contracts and covering of the financial loss. The company limits the risk of incurring losses by monitoring the EUR/PLN exchange rate and adjusting its portfolio of futures contracts in line with the market situation.

Legal risk

Changes made to the Polish or European legal system or to the legal systems of the countries where the company operates and where it sells its products and services may pose a risk to its business activities. This applies, in particular, to regulations in the areas of personal data protection law, intellectual property law, commercial law, tax law, regulations governing business activity, labour law and social security regulations, securities law and regulations concerning the conduct and settlement of projects subsidised by the European Union and the state budget. Changes in these areas of law could impose new obligations on the company and have a negative impact on its operations and development plans. In addition, they might create problems as regards the correct interpretation of legal provisions that may be ambiguous or divergent.



The company makes every effort to reduce legal risks by working with an experienced law firm on a permanent basis.

Tax risk and the instability of the Polish tax system

The Polish tax system is characterised by highly variable regulations, which are sometimes imprecisely formulated and often lack clear interpretation. Interpretations of tax regulations are subject to frequent changes. At the same time, there is often a lack of unified positions in terms of the tax authorities and court decisions in respect of taxes. This means that Polish entities are exposed to greater risk than companies operating within more stable tax systems. If the tax authorities adopt an interpretation of tax regulations that differs from the one which has been adopted by the company and is the basis for calculating the company's tax liability, this may involve consequences such as the need for the company to pay overdue tax and penalties. This may affect the financial result and the company's liquidity.

The company makes every effort to limit this risk by outsourcing its accounting and tax settlements to a specialist company.

Competitive risk

The company operates on the IT services market, which is characterised by a high and constantly intensifying level of competitiveness. On the one hand, interactive agencies, leading integrators, international IT corporations and global and domestic consulting companies offering the implementation of IT solutions and IT outsourcing all number among the company's competitors. On the other

hand, competition also comes from small enterprises and freelancers offering services at very attractive prices. The company monitors price pressure and global IT service providers' attempts to enter the markets on which it operates.

Furthermore, the largest players are further strengthening their market position as a result of the ongoing consolidation processes in the sector. The company cannot rule out the emergence of an entity with the capability of producing products of similar technological and functional solutions. The situation described here could result in a loss of clients, significant revenue loss and, as a consequence, a deteriorating financial situation.

The company makes every effort to limit the risk related to intensifying competition by building long-lasting relationships with key clients and constantly improving the quality and efficiency of its software development work and service provision.

ENVIRONMENTAL

Force majeure risk

Should unforeseeable events connected with pandemics, extreme weather, non-weather-related natural disasters and so forth occur, this could give rise to unfavourable changes in the economic situation and financial markets, which may have a major negative impact on the company's financial situation. Furthermore, random events such as fires, floods and other extraordinary natural forces might cause failures of, or destruction to, essential tangible assets belonging to the company and disruptions to its provision of services and delivery of products, which

may negatively affect its financial results. The Company also identifies the risk of the sudden exclusion of a significant number of staff members from performing their work owing to *force majeure*. In order to minimise the *force majeure* risk, the company has developed a business continuity plan covering lack of access to key resources and has implemented remote work procedures.

GEOPOLITICAL

State-based armed conflict risk

The occurrence of unpredictable events such as armed conflicts, acts of terrorism and so on could give rise to unfavourable changes in the economic situation and financial markets. One critical factor affecting the macroeconomic situation in Europe is the war in Ukraine, the effects of which could give rise to a deterioration in the general economic outlook and a perception of Poland as a country with a heightened risk of armed conflict. This could have a critical impact on the company's financial situation. In addition, events of this kind might prevent companies from investing and clients from entering into long-term contracts.

With a view to reducing this risk, the company diversifies its services and clients. This includes operating in a range of different areas.

TECHNOLOGICAL

Technological change risk

The company offers products and services in the sphere of technological solutions. The IT sector is an arena for significant changes in terms of innovativeness,

technology and new solutions. Given the rapid pace of technological development in the sector, the solutions offered by the company could prove to be outdated and technologically unequal to the needs of the market. This might translate into a loss of clients or difficulties in acquiring them and have an adverse impact on the company's financial results.

To avoid this risk, the company monitors the directions in which the market is moving and endeavours to adapt its offerings to current technological trends. At the same time, it is committed to developing innovative solutions, particularly in the field of machine learning. It identifies no risk attached to technological change greater than that generally associated with the specific nature of the IT sector.



Risk factors associated with the company's operations

ECONOMIC

Risk associated with personal data protection and information security

The applications deployed by the company and the services it provides frequently involve processing clients' personal data, sensitive data and sensitive information. There is a risk that, in the event of the defective operation of an application we have installed on a client's premises or of a service being incorrectly performed, a penalty may be imposed on the company or the client. As well as potential financial consequences, clients can face the disclosure or loss of essential data and information. As a result of situations like these, the company may incur the costs of penalties or of damages enforced by the client. This could have a negative impact on the company's finances. Indeed, the very act of paying penalties or existence of a claim being lodged by a client could have a negative effect on our brand image.

MakoLab S.A. is ISO 27001 and TISAX certified. These standards ensure the protection of information and personal data. The company's work to attain these standards and its compliance with them reflect its rigorous efforts to limit this risk, as does its use of security clauses in contracts with clients and its conclusion of insurance contracts covering the aforementioned risk.

Risk associated with the possibility of losing key clients

The source of the majority of the company's revenues is a group of several

key clients, primarily in the automotive, financial and related sectors. There is a greater risk of either losing orders from clients in these sectors or of seeing them significantly decline as a result of their purchasing policies, cost-cutting exercises and so forth. A situation of that kind could result in significant revenue loss, shrinking profitability and, as a consequence, a deteriorating financial situation.

Recognising this risk, MakoLab S.A. is taking steps to diversify its revenue sources further. As regards its key clients, the company is reducing the risk by collaborating with a number of the clients' departments and branches which have their own budgets. We offer a diverse range of services relating to our clients' various budget lines and to branches in parts of the world where development is being observed.

Risk associated with client insolvency

MakoLab S.A. offers its clients deferred payment terms for the products and services it delivers. The company recognises the risk of its clients' permanent or temporary insolvency, which could have an impact on its own financial liquidity and, in the event of a client's permanent insolvency, on its financial results. The company limits that risk by verifying new clients' creditworthiness, continually monitoring the status of receivables and maintaining an appropriate level of funds on its bank accounts.

Risk associated with increasing operating costs

The company's financial results are influenced by a range of factors over

which it has no control, with some having a crucial impact on its operating costs. They include a rise in remuneration for IT and other experts and inflation-induced changes in the prices of the goods and services the company purchases. At present, personnel costs constitute the largest component of the costs borne by the company. As a result, a rise in remuneration for IT experts poses the greatest threat to the company in this area. Should this kind of increase in costs occur without a simultaneous rise in the company's revenues, there would be a risk of its financial situation deteriorating.

Risk associated with seasonal sales

The company is observing some seasonality in sales, with sales revenues increasing in successive quarters of a given year. In the company's opinion, this relates to clients' cost budget management processes and to the settlement period for the work we perform. The measure of the seasonality we have observed is not significant. The phenomenon of seasonality might affect businesses' liquidity.

We have not recorded any problems with liquidity and therefore assess the risk of a deterioration in liquidity triggered by the seasonality of its our operations to be minimal. In the event that MakoLab S.A.'s quarterly results are interpreted without referring to the figures from other quarters, the phenomenon of seasonality could also give rise to an incorrect evaluation of the profitability of the company's operations.

Risk associated with the loss of key and qualified staff

An appropriate number of staff and their suitable skills and experience are



crucial to the company's business and its development. A high demand for programmers and IT consultants with extremely strong skills and experience can be seen on the market, complicating the recruitment process and creating a risk that staff, including key personnel, will leave. This could lead to the company's failing to complete orders it has undertaken, the need to withdraw from potential orders and, in an extreme case, the loss of know-how.

The company makes every effort to prevent this by collaborating with HEIs in terms of work experience and internships, offering attractive employment conditions and non-salary benefits and maintaining a high percentage of staff on permanent contracts of employment. Our documentation and archiving systems are another important solution, enabling us to minimise the risk of losing know-how.

Risk associated with carrying out projects co-financed with European Union funding

MakoLab runs projects for which it receives funding from the European Union and the state budget. The company also intends to apply for grants for further projects in the future. Working on projects of this kind carries the risk of failing to achieve the planned indices, which might make it necessary to return some or all of the grant. The regulations on running and accounting for projects of this nature could be amended. They could also be interpreted in various ways by the institutions responsible for awarding grants and controlling how they are spent. In addition, grants can be received late, rather than in line with the schedules set out in the project.

These factors create a risk for the company's short- and long-term financial situation in terms of its financial results and liquidity. The company limits this risk by planning its schedules for expenditure on projects of this kind with great care and employing staff with experience in running projects and accounting for them, as well as collaborating closely with the institutions awarding the grants and supervising their accounting.

Risk associated with the repayment of debt

The company makes use of debt financing. Every financial obligation requires repayment in accordance with the agreed financing terms and conditions, meaning that company must either have sufficient funds when the repayment is due or the capability of extending the financing over a longer period. The company currently has an overdraft facility and liabilities arising from leasing agreements. Loans are used to manage working capital in the course of normal operating activities and the leasing agreements include a repayment schedule which assumes the gradual repayment of capital. In addition, the company maintains a safe level of debt in relation to its size and financial results.

TECHNOLOGICAL

Risk associated with implementing new products or services or modifying existing ones

One specific aspect of the information technology sector is the very rapid evolution of the technologies and IT solutions in use and the short lifecycle of products and services on offer which this

gives rise to. For MakoLab, this makes it essential to change our own products and services and constantly train in outside technologies and products. There is a risk that, despite our continuous work on adapting what we offer, we may not be able to provide the solutions that will best meet clients' expectations. The emergence of new solutions on the market could render the products and services in our portfolio unattractive to potential clients, meaning that they may not provide the revenues anticipated during their creation and development. Our financial results and liquidity may deteriorate as a consequence.

The company makes every effort to reduce this risk by monitoring current market and technological trends on an ongoing basis and adapting its products and the way they are created accordingly.

Risk associated with delivering crucial applications and systems to clients

A major aspect of the projects carried out by the company involves implementing applications or providing services that regulate or even facilitate vital business processes for our clients and determine their proper functioning. There is a risk that, in the event of the defective operation of an application we have installed on a client's premises or of a service being incorrectly performed, the client might incur additional costs or even suffer financial losses. As a consequence of situations like these, clients may well try to reduce the remuneration payable to the company for the deployment of the application or performance of the service and may also attempt to enforce the payment of damages by the company. This could have a negative impact on the





company's finances. Indeed, the very act of claims being lodged and existence of a dissatisfied client could have a negative effect on our brand image.

The company makes every effort to reduce this risk by ensuring that the processes for analysing requirements, creating applications and deploying them and for performing services are properly organised. For instance, we deploy test solutions at our clients' premises and present prototypes for acceptance. We also ensure that contracts with clients include clauses restricting the company's liability. The clauses comply with the applicable law and business practices, particularly in the IT sector. In addition, the company is covered by professional liability insurance.

Risk associated with the failure of key resources used in the course of business


The company is exposed to the risk of IT system, software and computer equipment failure, which might cause delays and significant problems in carrying out orders involving the deployment of IT solutions for clients. MakoLab S.A. also offers services in connection with its data centre, which is designed to provide clients with permanent, risk-free access to their data. Given the nature of this service, the company's data centre is particularly well secured against failure. Even so, a failure which causes the loss of access to those data could trigger a loss of trust on the part of our clients.

The company makes every effort to ensure that the systems exposed to the risk of failure are thoroughly protected, especially since reliability is a crucial demand made of us by our clients.

MakoLab respects the shared vision of the future and plan of action where governments, industry, non-governmental organisations and citizens work together for a better world. We implement improvements at every step along the way, proving that our company is acting to drive the transformation to universal respect for the environment is respected, while the needs of present generations are met sustainably and those of generations to come are given full consideration.

Part 2.

Environment



Our guiding principles

In respecting the natural environment, we begin with ourselves, observing nine fundamental principles both within the company and beyond.

1

Comply with the law and international rules designed to protect the environment.

2

Rationalise in order to reduce the use of raw materials and natural resources, achieving the lowest possible level of water, energy, fuel and paper consumption.

3

Manage waste responsibly by minimising the quantities generated, using selective collection and maximising recycling and neutralisation.

4

Educate and encourage staff members to get involved in environmental protection activities and pro-ecological management.

5

Promote the concepts of environmental protection among clients by implementing innovative solutions in the field and by using pro-ecological insurance offerings and active marketing strategies.

6

Actively promote sustainable transport, including cycling and taking public transport to commute to work and the use of video conferencing for daily business operations.

7

Nurture natural diversity both within the company and beyond.

8

Hold an open dialogue with our stakeholders as a way of seeking innovative, pro-ecological business solutions.

9

Communicate responsibly and ethically about our impact on the environment, via the channels we use in our business operations.



We make every effort to minimise our impact on the natural environment and rigorously track our carbon footprint. We nurture our relationship with our city, Łódź, and we commit to a range of local environmental activities. For example, we have sponsored one of the beds of flowers and shrubs outside our building, helping to build a greener cityscape and combat the erroneous image of Łódź as a sea of concrete. We also care about forestation. We plant trees and we keep our use of paper to the bare minimum.

We are proud to be EcoVadis certificate holders and have been undergoing the rigorous audits of our operations since 2012.

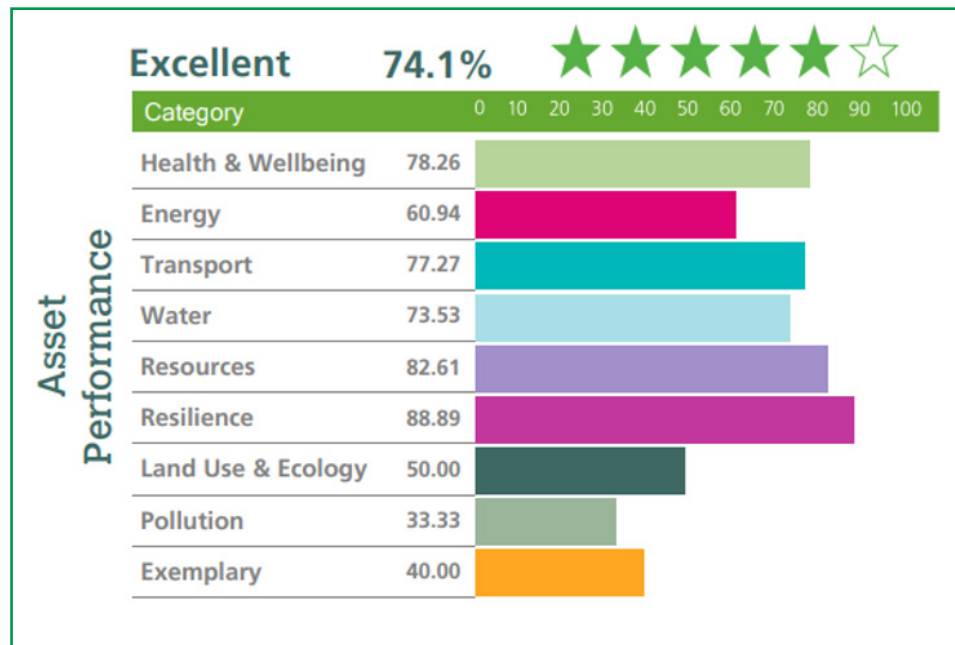
38/100 (2012)	60/100 (2021)
44/100 (2014)	64/100 (2023)
55/100 (2016)	69/100 (2024)
58/100 (2019)	

Climate

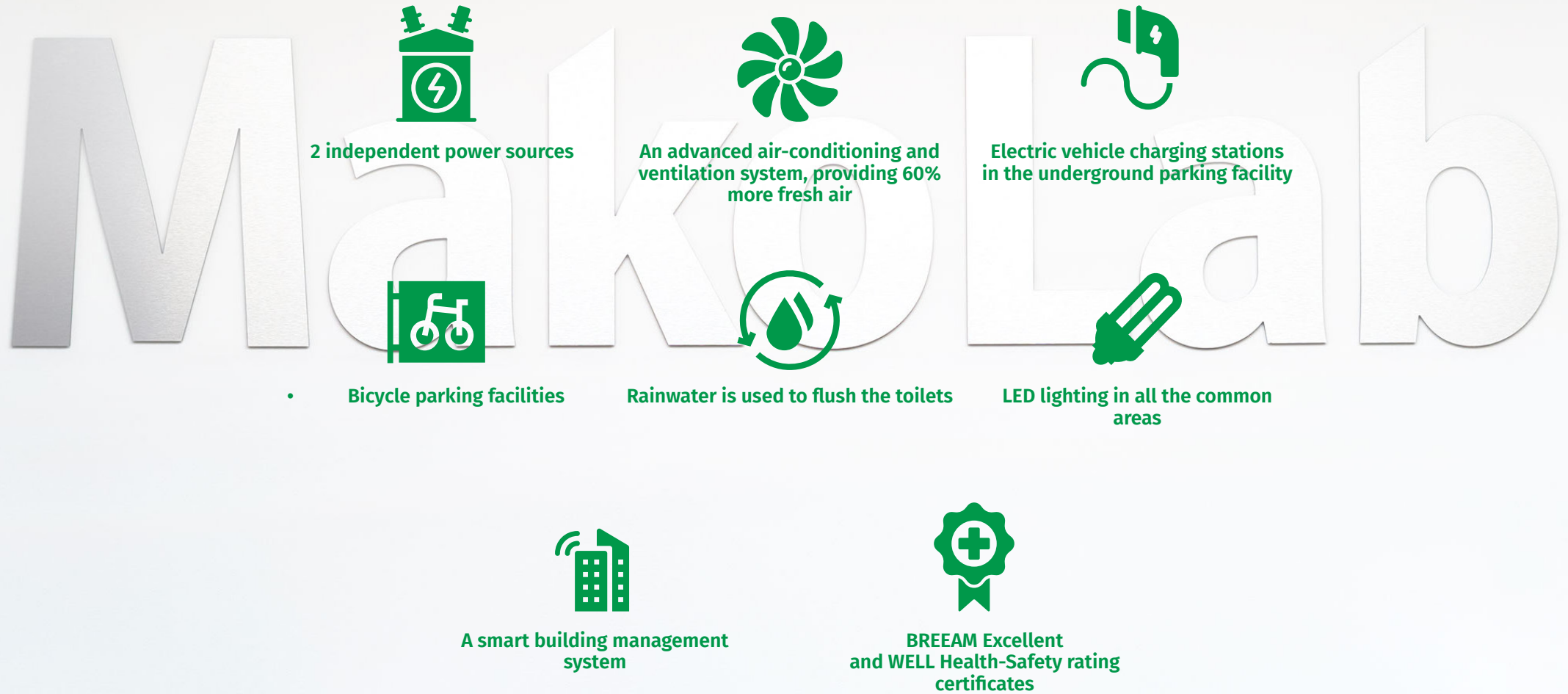
When we were hunting for a new HQ a few years ago, we were determined to select a place that accorded with our values, which is why we settled on the Ogródowa Office building at ulica Ogródowa 8. It was designed to incorporate state-of-the-art construction technologies in line with the principles of green building and sustainable development. This is attested to by the **BREEAM** certificate awarded to it. These certificates are

only granted to buildings where modernity and the highest levels of comfort go hand in hand with effective care for the natural environment. We have the use of electric vehicle charging stations and parking for one hundred and fifty bicycles.

The **BREEAM** audit chart for Ogródowa Office, where MakoLab has its HQ. The chart shows the ratings scored in each category for the **BREEAM** audit, which is valid until 2026.



Energy efficiency is another of the many environmentally friendly features. As well as green roofs, the building has a roof covering that helps to reduce the occurrence of urban heat islands.



A Carbon Risk Real Estate Monitor (CREEM) audit has been carried out on the Ogródowa Office building. The CREEM initiative provides a transparent, science-based pathway to decarbonisation in line with the provisions of the Paris Agreement on limiting global heating to 1.5°C.

The data from 2022 show that the Ogródowa Office building has a carbon emissions intensity of 25 kilos of CO₂ per square metre per year, which accords with the carbon reduction pathway for the real estate sector. According to the prognosis, the building's current status guarantees compliance with the decarbonisation level until 2035.

The following table shows the energy source structure for the Ogródowa Office building for 2024.

Energy source	Percentage share
Renewable energy sources, as follows:	27.66
● Biomass	4.19
● Biogas	5.22
● Geothermal energy	0.00
● Wind energy	8.25
● Solar energy	8.76
● Large-scale hydropower	1.03
● Small-scale hydropower	0.21
Non-renewable energy sources, as follows:	
● Bituminous coal	38.52
● Lignite	25.16
● Natural gas	7.57
● Nuclear energy	0.00
● Other	1.09
Total:	100.00

Pollution

The measurements for operational characteristics crucial to environmental aspects are monitored and taken regularly within the organisation, including the indicators and parameters stemming from the law.

The monitoring primarily involves:

- *analysing data;*
- *verifying compliance with standards/decisions;*
- *verifying the compliance of parameters with legal requirements;*
- *monitoring the progress on implementing the environmental objectives established.*

Managing risks and environmental issues is a crucial responsibility for the MakoLab S.A. Management Board, which monitors the identified risks on an ongoing basis and puts every possible measure in place to minimise the occurrence of events that might have a negative impact on the climate and the natural environment.

The company has both verified the risks and compiled a list of environmental aspects that it monitors as necessary.

Ogródowa 8, Łódź

- electricity consumption
- other fugitive emissions (dusts)
- emission of gases into the air (R407C refrigerant)
- emission of gases into the air (R407A, R32 refrigerants)
- electricity consumption
- water consumption
- wastewater production
- municipal waste (20 30 01)
- paper consumption (20 01 02)
- toner and cartridge consumption (16 02 16)
- electromagnetic radiation emissions
- wear and tear on computers: WEEE (16 02 14)
- batteries and accumulators (20 01 33)

Demokratyczna 46, Łódź

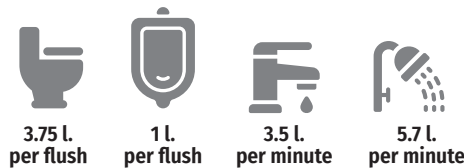
- electricity consumption
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- municipal waste (20 30 01)
- paper consumption (20 01 02)
- toner and cartridge consumption (16 02 16)
- electromagnetic radiation emissions
- wear and tear on computers: WEEE (16 02 14)
- batteries and accumulators (20 01 33)
- electromagnetic radiation emissions
- wastewater production/water consumption
- emission of harmful gases into the atmosphere
- other fugitive emissions (dusts, PAHs)
- fuel consumption
- noise emissions
- potential oil, brake fluid and fuel leaks
- solid and liquid waste, including hazardous waste
- emissions into the air
- post-fire water
- debris and other post-fire waste

Water and marine resources

Our operations do not involve using water for technological purposes. Our water supply is provided solely by the municipal water company and is used in the staff facilities for hygiene and catering. MakoLab neither draws surface or groundwater directly nor discharges wastewater into waters or the ground. We urge our staff to use water rationally.

The building features several solutions for minimising water consumption, namely:

- a rainwater collection and reuse system;
- a leak detection system;
- a smart building management system;
- water-efficient fittings.



Biodiversity and ecosystems

We take responsibility for our activities and decisions and for minimising our impact on the environment. We are vigilant about protecting the natural environment, follow measures designed to reduce our carbon footprint and promote sustainable practices in all our operations.

We encourage our staff and suppliers to act responsibly towards organisations, stakeholders and society, taking into consideration the impact of their activities on the environment at the same time.



2021

We funded flower beds at the heart of the city, where the Łódź authorities then planted 66 shrub seedlings, 54 ornamental grass seedlings and 152 flower bulbs



2022

Working with the posadzimy.pl (let's plant) initiative, we planted 50 trees in Ogrodzieniec, in southern Poland



MakoLab

2023

We sponsored the World Henri Capitant Days; the theme that year was environmental responsibility



2023

We ran an in-house 'create a miniature forest and adopt some reindeer lichen' (*Cladonia rangiferina*) campaign for our staff



2023

We began using ballpoint pens made with recycled ABS plastic, which is obtained from sources like old electrical devices and household appliances and cars at the end of their useful life



2023

Working with posadzimy.pl, we planted 100 trees in Łódź



2024

We adopted a sandbar shark (*Carcharhinus plumbeus*) at Orientarium ZOO Łódź. The species is listed as 'Endangered' on the IUCN Red List.

Resource use

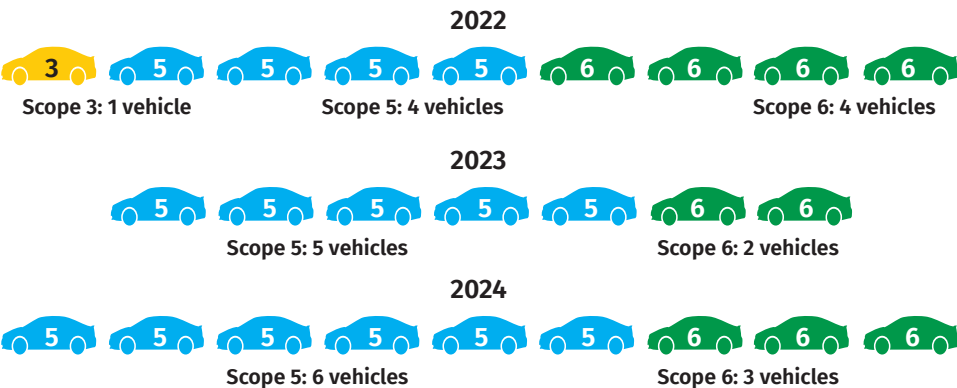
Water consumption at MakoLab



Energy consumption at MakoLab



Managing our carbon footprint



Fuel consumption

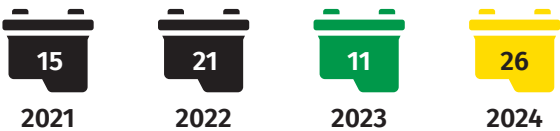


Purchase of paper for multifunction devices



1 ream: 500 sheets of paper

Used printer cartridges



Electronic waste quantities

2023



2024



Part 3. **Social**

The background of the slide is a close-up, high-angle photograph of sand dunes. The sand is a light, warm beige color. The dunes are characterized by numerous parallel, wavy ridges and valleys that create a strong sense of texture and depth. The lighting is soft and even, highlighting the fine details of the sand's surface.

Own workforce

We believe that health, fulfilment and a private life are important to the well-being of all of us and one of our priorities is providing a safe and friendly work environment which supports the balance between people's professional and personal lives and promotes physical, mental and emotional health. We nurture the development and knowledge of our staff, stakeholders and organisation alike.

In particular, the following procedural principles are our guidelines:

- 1 We do not employ people who are younger than the minimum working age** and we require the same of our suppliers.
- 2 We comply with the occupational health and safety laws applicable in each of the countries where our staff work.** If we delegate staff to work at our contractors, we abide by each contractor's OHS rules and procedures.
- 3 We do not tolerate any form of harassment or bullying whatsoever.** At MakoLab, we consider this to encompass, in particular, physical or verbal abuse, sexual harassment and any other kind of harassment, threats or intimidation.
- 4 We respect the free time of all our staff,** along with their family and other commitments and activities outside of the workplace. We comply with the applicable law as regards working outside the established working time, overtime and working at night, on public holidays and non-working days. We only permit this when it stems from the nature of the job in a given position or in exceptional, essential and justified cases.
- 5 We encourage, and create the conditions for, ongoing learning, innovation and continual**

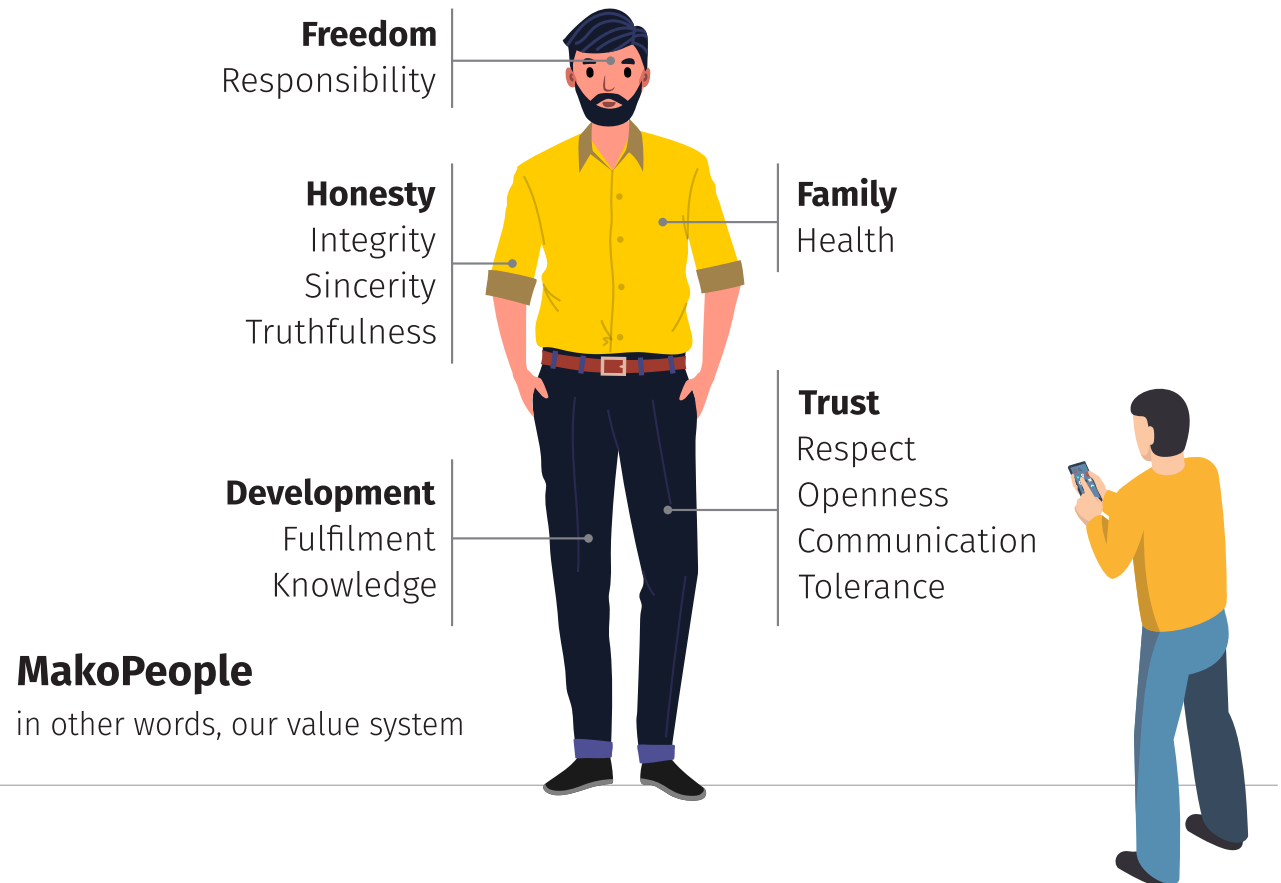
improvement, supporting our staff members' personal and professional development.

What do MakoPeople value?

- **Freedom** (responsibility)
- **Family** (health)
- **Trust** (respect, openness, mutual communication, tolerance)
- **Development** (fulfilment, knowledge)
- **Honesty** (integrity, sincerity, truthfulness)

What are MakoPeople like?

- They want to **develop professionally**
- They are **engaged in what they do**
- They are **skilled and capable**
- They **have wide horizons**
- They like **communicating**, integrating and talking to other people
- **Family values** are dear to them
- They are **committed to their leisure activities** and want to develop them



Staff numbers

Human resources are a fundamental factor in holding back production capacity. In order to carry on investing in our new offerings and information technology,

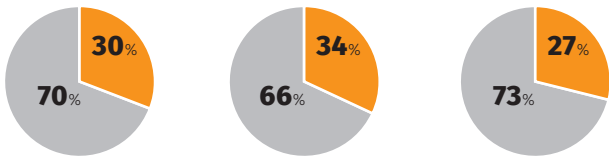
MakoLab needs staff members with the right educational background and a wide range of skills. We apply a flexible approach to managing our teams,

continually optimising the allocation of our resources to current commercial projects and our R&D, which is focused on driving innovative new solutions and

services and taking existing software not directly related to our contracts with clients to new levels.
To do this, we use proprietary IT solutions.

Metrics

The following tables present our staffing diversity status as at 31.12.2024.

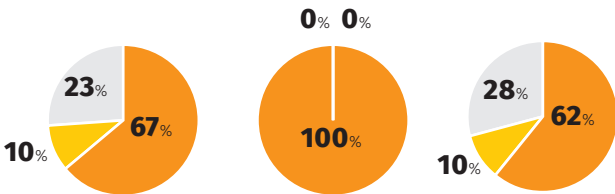


Sex	All staff	Managers	Technical staff
Women	79	11	57
Men	184	21	156
Total	263	32	213

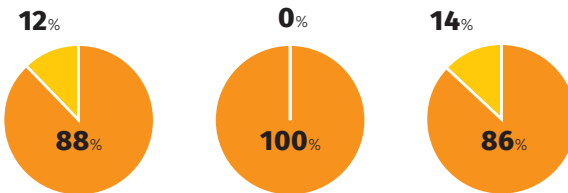
Seniority, in years	All staff	Managers	Technical staff
Women	6.05	9.86	5.45
Men	6.45	8.96	6.17
Average	6.33	9.27	5.98

Age, in years	All staff	Managers	Technical staff
Women	37.50	43.84	35.07
Men	37.80	44.48	36.68
Average	37.75	44.26	36.25

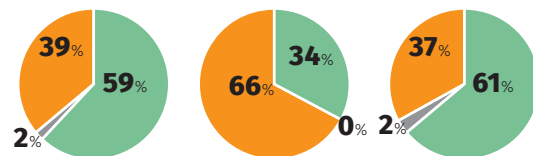
Age groups	Under 20	20-29	30-39	40-49	50-59	60 and over
Women	0	18%	51%	23%	3%	5%
Men	0	19%	43%	31%	5%	2%
Overall	0	19%	46%	29%	4%	3%



Education	All staff	Managers	Technical staff
Tertiary	177	32	131
Secondary	25	0	22
No data	61	0	60
Total	263	32	213

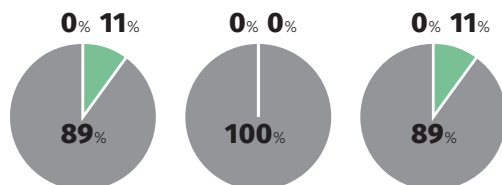


Education (lack of data spread proportionally)	All staff	Managers	Technical staff
Tertiary	230	32	182
Secondary	33	0	31
Total	263	32	213

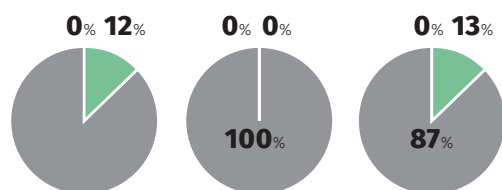


Type of contract	All staff	Managers	Technical staff
Contract of employment	156	11	130
Other	4	0	4
B2B*	103	21	79
Total	263	32	213

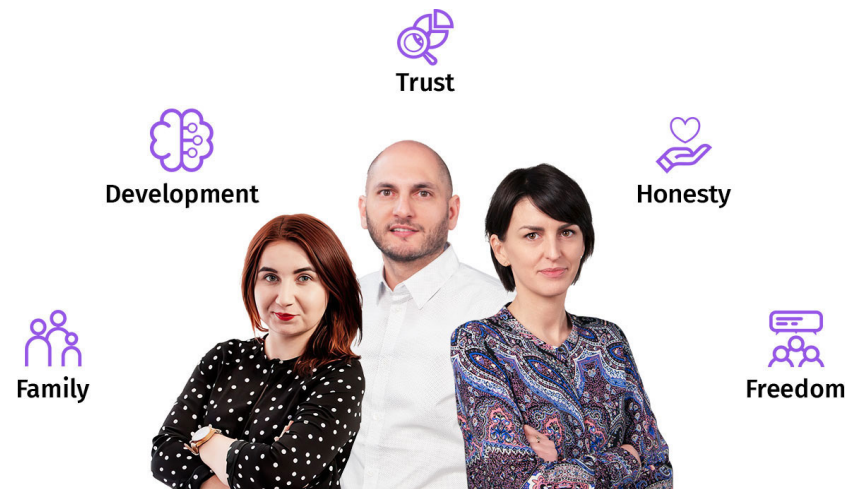
* Contracts with self-employed professionals



Contract duration	All staff	Managers	Technical staff
Fixed term	28	0	23
Open ended	235	32	190
Trial period	0	0	0
Total	263	32	213



Contract duration (taking into account that commission contracts are temporary)	All staff	Managers	Technical staff
Fixed term	32	0	27
Open ended	231	32	186
Trial period	0	0	0
Total	263	32	213



We prize diversity

A diverse work force is a source of success and measurable benefits for an organisation. In managing diversity, our primary goal is to create working conditions and an organisational culture where people have the opportunity of learning together and sharing their knowledge. This results in better use being made of their talents and skills.

We promote diversity. In order to build a team which learns and shares its knowledge to the full, we make sure that every candidate is given an equal opportunity during our recruitment process. As an organisation, we stand guard over equal rights and equal opportunities and we provide a sense of social justice. Equal employment rights and the prohibition of discrimination are fundamental values at MakoLab and we require absolute compliance with them.

We also promote the employment of women in IT, emphasising diversity in



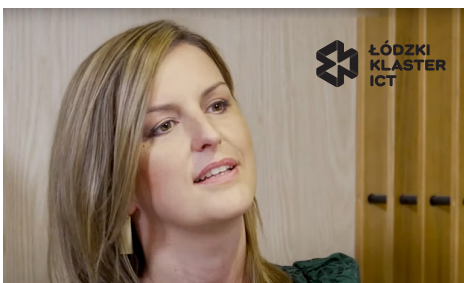
specialist posts and in leadership and management positions alike.

Women from MakoLab took part in the 2023 'Join IT in Łódź' initiative, which was launched to promote our city for its high-end technology, first-class HEIs and cutting-edge IT companies and as a place where women can forge a career in a wide range of positions, both technical and managerial.

To watch a video on women at MakoLab, visit https://youtu.be/D_gm9unKbLo.



The 2023 Join IT in Łódź video is available at https://youtu.be/3aDT_hWkwkU?si=ZxzkcVQDrTmTc_SV.



In 2024, the initiative promoted parents in IT. At MakoLab, we're proud of the fact that our staff come back to us after their parental leave. Watch our 'Parents in IT' video at <https://youtu.be/zURjX0poTFg?si=sSQvYrYp80LwfmTu>



Our door is always open to people who want to broaden their professional horizons while they are still in tertiary

education. Every year, as an active member of the International Association for the Exchange of Students for Technical Experience (IAESTE), we work to build international ties by hosting interns from abroad as part of the association's programme, giving them a chance to experience Poland as they work with us. For an article on our 2024 IAESTE programme, visit <https://makolab.com/insights/iaeste-2024>

Age diversity is also something we value and our staff members are representative of every age group, from students to professionals approaching retirement.

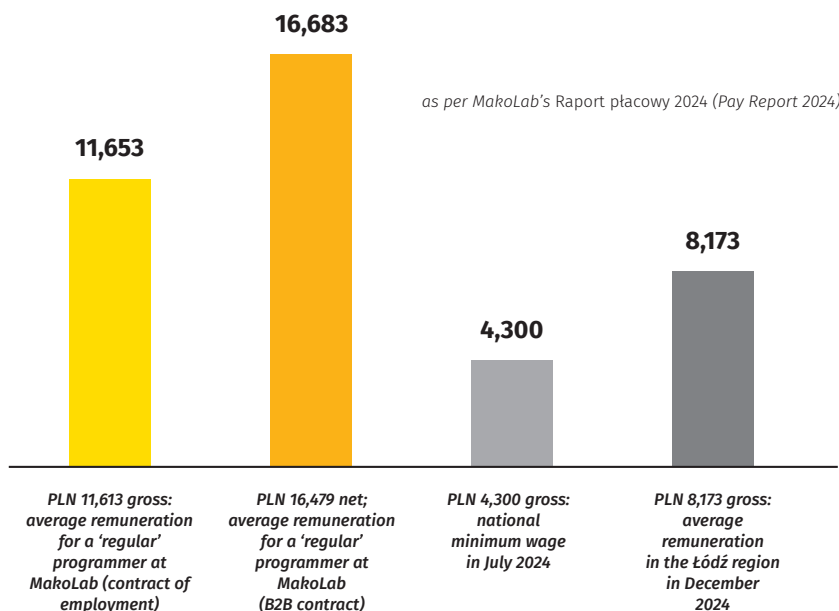
Fair pay at MakoLab

There is zero tolerance for discrimination at MakoLab and pay within our company

can never depend on a staff member's gender. When it comes to remuneration rates, the market value of given skill sets and abilities plays the major role.

As of 1st January 2024, the statutory minimum monthly wage was PLN 4,242.00 gross. On 1st July 2024, it rose to PLN 4,300.00 gross. Data from Statistics Poland show that, in December 2024, the average monthly remuneration in the business sector in Łódź, where our HQ is located, was PLN 8,173.66 gross.

The Ogólnopolski Badania Wynagrodzeń (Polish Earnings Survey) carried out by Sedlak & Sedlak in 2024 gives the median remuneration for working people in Poland in 2024 as PLN 7,920.00. According to the report, on average, a regular programmer earns PLN 12,813 gross on a contract of employment or PLN 16,471 net on a B2B contract.



The data from Sedlak and Sedlak are very similar to those published in a report from Organizacja Pracodawców Usług IT (IT Services Employers' Organisation; SoDA), which shows a regular programmer as earning an average of PLN 12,964 gross on a contract of employment or PLN 16,483 net on a B2B contract



Rates in the IT sector are the outcome of the laws of supply and demand, which are also influenced by market and technological trends. At the moment, there's practically no project that would be carried out without using cloud solutions. So it's hardly surprising that DevOps and cloud computing experts are at the top of the remuneration pyramid. When it comes to programmers, in addition to experience, technological specialisations have a huge impact on rates. The companies with the strongest bargaining chip are those offering not only high remuneration, but also working on interesting projects with prospects of development. In short, this is a case where cash isn't king!

Piotr Subko
Human Resources Manager
MakoLab S.A.



Professional and personal development at MakoLab

The all-round development of our staff is important to us, which is why we have a wide range of pathways in place for the acquisition of knowledge. One example is the Developers' Community of Practice. It meets once a fortnight and is enormously popular.

In 2024, the MakoLabbers spent over 1,066 hours on in-house training. They also took part in external training courses and conferences. In total, seventy-three outside initiatives were registered and were financed by MakoLab.

In addition, we hold regular meetings with interesting practitioners and theoreticians for our managers.

Workers in the value chain

One of MakoLab's strengths is our acceptance of variability and diversity. Our staff feel at home in international and multicultural environments and working on projects across various time zones. Given our company's openness to working internationally, we have built, and continue to build, a multicultural, multilingual staff community. We also offer internships to students internationally. Skillswise, our staff can be divided into a number of fields.

BACK-END

Our back-enders create tools to support online sales for global leaders in the automotive industry and the aviation sector. The technologies they use in their daily work include C#, .NET Core, PHP, Java, Spring, Spring Boot and Hibernate.

FRONT-END

Our front-end team engages with all MakoLab's business areas. They work on the entire spectrum of our projects, from in-car type solutions, via financial simulators, to integrated platforms for constructing sales offers. Their day-to-day technologies include React, Angular and Vue.

QUALITY ASSURANCE

Our QA engineers also work for all MakoLab's business areas. They look after the whole process of producing software, from the design, via the entire production process, to the release. The QA team is actively involved in optimising the automatization of tests, creating our proprietary tools and nurturing ongoing development.

DEVOPS

The DevOps teams stand guard over our clients' security and their uninterrupted access to their resources. They monitor, automate and develop not only infrastructures, but also cloud services in the Microsoft Azure, Amazon Web Services and IBM environments.

R&D

The R&D team is building AI skills on a company-wide scale. The areas they are involved in include AI, semantic networks, graph databases, ontologies and blockchain.

PROCESS AUTOMATION

Our experts in this field are highly knowledgeable and technically skilled in the XML, XSLT, HTML, CSS and JavaScript standards. They are also fluent in at least one object-oriented programming language like Java, C# or .Net.

DIGITAL MARKETING

This field includes our UX/UI and web analytics teams, as well as our SEO and SEM experts. Responsible for building the user experience for websites and applications, their skill sets encompass not only building interfaces and conversion paths, but also conducting audits and examining customer behaviours, creating designs and prototypes and implementing changes. In addition, they analyse trends, create reports and support our clients.

SUPPORT UNITS

Our HR, marketing, finance, compliance and IT teams constitute our company's support structure.

Affected communities

As a company, we are well aware of our impact on the societies we operate within. We engage in an ongoing dialogue with all the stakeholders in local communities in order to listen to them and take their views into account in the business activities we conduct. We firmly believe that local problems are best solved at the local level. In addition, we are involved in creating new opportunities for economic development and social well-being in those communities by way of a wide range of initiatives suited to a given sphere.

All of our practices involving the use of land, forest and water resources are grounded in our awareness of the absolute imperative of protecting local communities' rights to those resources. At the same time, our business activities have never involved any kind of forced eviction of people whatsoever and we have no intention that they ever will. We do not employ public or private security

forces at any of our sites and have no plans ever to do so. We oppose any and all attempts to deprive local communities of their land, forest and water rights, forcibly evict them or use any other kind of force whatsoever against them. We expect the same attitude from our clients, subcontractors, associates and suppliers.

MakoLab is involved with local community activities and organisations contributing to the development of Poland's IT sector. We leverage the potential offered by the Central Poland ICT Cluster and SoDA as a means of contributing value as an aware employer and further enhancing our market growth.

We are proud to be able to share our knowledge and be involved in the activities of the Central Poland ICT Cluster. Established at the initiative of the Łódź University of Technology on 1st July 2012, it brings together ICT businesses, institutions providing business support and the HEIs of Łódź, including the project coordinator, the University of Technology. The cluster's activities serve to

integrate the organisations in the sector and build social awareness relating to the potential for education, work and further development in the region's IT industry as a whole. They also create conditions for the implementation of new information technologies, a field which includes the commercialisation of research results.

<https://www.ictcluster.pl/>

The SoDA* team supports member companies in promoting Polish programmers and software both in Poland and internationally. The organisation holds training courses and events for experts and managers, providing opportunities for networking and exchanging information freely.

As part of our fundamental principle of exchanging knowledge, we regularly publish articles and interviews sharing our know-how and our thoughts on our sector.

*Software Development Association, Poland

<https://sodapl.com/>



Łódź IT Days 2024



Scholarship for a graduate of the Łódź University of Technology 2024



SoDA 2024

JOIN IT IN ŁÓDŹ

In 2024, we took part in the fifth version of Join IT in Łódź. This time, the theme was 'Parents in IT'. We are always delighted to promote Łódź as a high-tech city with excellent HEIs and outstanding IT companies that are open to parents. This allows parents to forge ahead in their careers without compromising their family life, finding fulfilment in both challenge-filled areas.

YOUNG PEOPLE IN ŁÓDŹ

In 2024, we once again gave our support to the Young People in Łódź grant programme, which awards grants to the most outstanding students at the Łódź University of Technology and the University of Łódź. The programme is run by the city's Office of Economic Development and International Relations in conjunction with the city's largest HEIs and leading local employers.

A TASTE OF WORK IN ŁÓDŹ

We committed ourselves to 'A Taste of Work in Łódź' again in 2024. The initiative is intended not only to encourage

young people to envisage their future in Łódź by raising their awareness of the city's potential and job prospects, but also to help them plan their careers.

ŁÓDŹ IT DAYS

We stepped into another of our annual roles in 2024 when we took part in the careers fair held during Łódź IT Days to help young people decide on their career paths. Continuing our contribution from previous years, we ran workshops and provided a programme of talks and lectures. Łódź IT Days is the largest ICT event in the Łódź region. Launched in 2017 and held on the campuses of Łódź University of Technology and the University of Łódź, it offers an array of free lectures, workshops and careers fairs devoted solely to the IT sector.

THE FINTECH COMMUNITY INITIATIVE

We are involved in the FinTech Community, a city initiative related to the need to integrate the FinTech sector. The primary purpose is working together in order to promote the enormous potential of the region as a place where FinTech projects are already being successfully

accomplished and partners can be found to carry out ventures of that kind.

THE INVEST IN ŁÓDŹ PROGRAMME

MakoLab is active in supporting this initiative, which is intended to acquire investors for Łódź. 'Invest in Łódź' is the operational name for the Office of Economic Development and International Relations team, which is responsible both for promoting the city and economic collaboration and for attracting investment.

We support the local community and our door is always open to everyone; there are no divisions that we recognise. We organise periodic campaigns for young and mature talents and not only finance grants for talented students, but also invite them to visit our offices so that they can take a deeper dive into life at MakoLab. We promote women working in IT and support parents returning to us after parental leave. Our staff come from backgrounds ranging from major cities to tiny hamlets. Only one thing counts at MakoLab... the person!



Join IT in Łódź 2024



A taste of work in Łódź 2024



Young people in Łódź 2024

Consumers and end users

The company's long-standing presence on the market and experience in providing online solutions enable us to respond to our clients' needs in terms of formulating their digital operations strategies and implementing them effectively. In particular, we support our clients in identifying digital signals and relevant data from a wide range of external and internal sources and then collecting and processing those data so that they deliver business value. This approach allows us to

establish lasting relationships with clients at varying degrees of sophistication in leveraging digital tools as they run their businesses.

MakoLab offers customised services that deliver:

- 1. business value** that responds to a client's defined need and include means for measuring the solution's usefulness and efficacy;
- 2. creative value** that gives the solution end-user appeal and makes it intuitive to use;

- 3. technological value** that ensures the solution is feasible, effective and scalable.

These three areas interact. Technology, for instance, provides all kinds of possibilities for carrying out a business process and boosting a product's attractiveness, while user expectations can be met in a range of ways, depending on the technical solutions employed.

MakoLab focuses on foreign markets and consistently develops the skill sets essential to a digital project house, namely:

- technological expertise;
- UX-oriented design;
- process agility;
- quality assurance.

Our main drive is towards growing our portfolio of the large global companies we primarily collaborate with and for which we deploy customised, end-to-end solutions. One of our major advantages here is our high proficiency at adapting our solutions to a client's current needs and budget, while incorporating the latest trends in their sector. Hand in hand with this goes our ability to work in an international environment.



MakoLab. Safeguarding human rights

The MakoLab human rights policy sets out the activities designed to serve the protection of human rights as widely understood. Our implementation of the policy takes into account both the fact that we are subject to the laws of the various countries we operate in and our obligation to comply with those laws. The internal documents in force in our organisation constitute the detailed solutions and regulatory mechanisms we apply in respect of human rights.

When our policy, procedures and obligations relating to other parties are more restrictive than provided for by local laws, we comply with our standards. Where local laws are less restrictive than the Universal Declaration of Human Rights, we make every effort to develop suitable rules in each case, with our policy as our guideline.

The MakoLab Human Rights Policy covers the following areas:

1. Respecting human rights
2. Creating a safe working environment
3. Ethical recruitment
4. Working time, remuneration and additional benefits
5. Freedom of association and collective bargaining

6. Eliminating unlawful discrimination in the workplace
7. Eliminating harassment and violence
8. Promoting diversity and observing women's rights
9. Eliminating slavery, forced labour and human trafficking
10. Abolishing child labour
11. Respecting the rights of minorities and indigenous peoples
12. Avoiding forced eviction
13. Practices for the use of land and water resources
14. Reporting and explaining resolving irregularities

For more information about our human rights and other procedures, please visit <https://makolab.com/governance>.



Occupational health and safety

We are rigorous in our concern for occupational health and safety (OHS) and about ensuring that our staff's rights are not violated and that they feel comfortable at work.

Safety is constantly monitored at MakoLab and OHS training is provided on a regular basis. In line with the Labour Code, every new person who joined us in 2024 was required to take a course, while our existing staff all underwent refresher training.

Number of OHS training courses
in 2024

**22 initial OHS courses
+ 10 periodic OHS courses**

Number of workplace accidents
in 2024

0

In the interests of our staff's well-being, we have introduced clear OHS procedures:

- **PRO#124#** Procedure for assessing planned purchases of devices, machinery and workstation equipment in respect of compliance with OHS and ergonomic requirements
- **PRO#125#** Procedure for handling hazardous and non-hazardous chemical substances
- **PRO#126#** Procedure for reporting and handling workplace accidents
- **PRO#127#** Procedure for handling used printer cartridges
- **PRO#128#** Procedure for assessing compliance with OHS and ergonomic workstation requirements
- **PRO#129#** Procedure for conducting and documenting OHS training
- **PRO#130#** Procedure for the completion of OHS training

The MakoLab S.A. whistleblower channel

Any violations whatsoever concerning MakoLab staff can be reported at any time by way of our anonymous whistleblowers' channel. More information about this can be found in the *Governance* chapter, on page 32.

Number of violations reported via
the whistleblowers' channel in 2024

1



Part 4. **Governance**

Declaration on compliance with the principles of corporate governance

Information regarding the current status of compliance with the principles of corporate governance is set out in a document entitled **Best Practices for NewConnect Listed Companies**.

The model adopted by the company should take into account shareholders' expectations and meet stakeholders' needs. In so far as is appropriate to the nature and scale of the business, it should also include questions of ESG.

The company works to a transparent and reliable information policy, ensuring that communication with investors and analysts is carried out appropriately and systematically.

The supervisory board and management board are vital to the proper functioning of the company and to its long-term development, attainment of its strategic goals and achievement of satisfactory

results. The decision-makers selecting the members of the supervisory and management boards take the highest standards of company management and supervision into account and strive to maintain the versatility and diversity of both bodies. This includes consideration of the potential board members' educational background, specialist knowledge, professional experience and sex, in order to ensure that the appointees have the qualifications, skill sets and experience crucial to enabling the boards to perform their duties and tasks properly.

The members of the two boards should act in the company's interests, maintaining their independence of opinion and judgement.

Effective internal control, risk management, supervision of compliance and internal audit solutions appropriate both to the company's size and to the nature and scale of its operations, are indispensable tools in terms of the hands-on supervision of the company.

The document is available in full, in Polish, at <https://makolab.com/investor-relations/komunikaty/>.

The MakoLab S.A. Management Board

As at 31.12.2024, the company's management board comprised:

- **Wojciech Zieliński**, President of the Board
- **Marek Wodzisławski**, Vice President of the Board
- **Piotr Adamkiewicz**, Vice President of the Board
- **Piotr Ignaczak**, Vice President of the Board

It consists of one to five members, including the president and vice presidents, who are appointed for three years.

Shareholders

The company's share capital is PLN 698,698.00 and it is divided into 6,986,980 series A shares with a nominal value of PLN 0.10 per share. The company's series A shares, numbering 2,486,980 (two million, four hundred and eight-six thousand, nine hundred and eighty) are listed on the Alternative Trading System (NewConnect market) run by Giełda Papierów Wartościowych w Warszawie S.A. (the Warsaw Stock Exchange Company; GWP).

The shareholder structure as at 31. 12. 2024 is shown in the table below.

Shareholder	Total number of shares	Number of free float shares	Share of votes at the Shareholders' General Meeting
Krzysztofa Sopek	2,134,362	24,362	30.55%
Mirostaw Sopek	2,134,362	24,362	30.55%
Others	2,718,256	2,088,378	38.90%
Total	6,986,980	2,486,980	100.00%

The MakoLab S.A. Supervisory Board

As at 31.12.2024, the company's supervisory board comprised:

- **Sybilla Anna Graczyk**, Chair of the Supervisory Board
- **Sławomir Jarecki**, Deputy Chair of the Supervisory Board
- **Jacek Michalak**, Member of the Supervisory Board
- **Jerzy Marek Rudziński**, Member of the Supervisory Board
- **Krzysztof Kulig**, Member of the Supervisory Board

It consists of three to seven members, including the chair and deputy chair. At the same time, half of the members are independent and, when one shareholder owns a block of shares giving them more than 50% of the total number of votes, the supervisory board has at least two independent members. Its members are elected by the Shareholders' General Meeting, with the exception of the first supervisory board, which was established by the founders.

The content of the resolutions adopted at the Shareholders' General Meetings are available in Polish on our website, at <https://makolab.com/investor-relations/wza>.

MakoLab plays fair

Our honesty, our work ethics and the consistency between our declared intentions and our actual operations make us a reliable and credible organisation in the eyes of internal and external stakeholders alike. Open, constructive dialogue and the respect we show to all our business partners build our reputation, which is a vital factor of long-term success.

MakoLab S.A. Code of Ethics

I. CONCERN FOR PUBLIC INTEREST

Members of staff bring concern for public interest to bear when working on behalf of the employer.

II. CONCERN FOR THE EMPLOYER'S AND CLIENTS' INTERESTS

Members of staff act in a way which is in the best interests of the employer and its clients and, at the same time, in line with public interest.

III. HIGH-QUALITY WORK AND ITS OUTCOMES

Members of staff make every effort to ensure that their work and its outcomes meet the highest possible professional standards.

IV. HONESTY AND INDEPENDENCE

Members of staff maintain honesty and independence in their judgements, professional opinions and activities.

V. ETHICAL MANAGEMENT

Staff members performing management functions comply with, and promote an ethical approach to managing the development and maintenance of products and services.

VI. PROFESSIONAL ACTIVITY

Members of staff support and promote the employer's ethical operations and its reputation for professionalism, in line with public interest.

VII. RESPECT FOR CO-WORKERS

Members of staff treat their co-workers with respect, are fair towards them and support them in performing their tasks and duties.

VIII. IMPROVING QUALIFICATIONS

Members of staff add to their knowledge and develop their skills of their own accord in terms of the work and tasks they perform.

The full document can be found at <https://makolab.com/governance>.

MakoLab S.A. Code of Conduct

FREEDOM AND EQUALITY

We believe in respecting every person's freedom and freedom of choice. We also promote equality and tolerance, irrespective of sex, race, health, age, ethnic origin, affiliation to organisations or other characteristics. We prize diversity and recognise how important it is to enable freedom of expression for our staff and stakeholders. We also continually work to build and develop an environment which is conducive to respect and tolerance for everyone.

RESPONSIBILITY AND ENVIRONMENTAL PROTECTION

We take responsibility for our activities and decisions and for minimising our impact on the environment. We comply with the laws and regulations concerning privacy, the confidentiality of information and combating negative practices. We are vigilant about protecting the natural

environment and follow measures designed to reduce our carbon footprint and promote sustainable practices in all our operations. We encourage our staff and suppliers to act responsibly towards organisations, stakeholders and society, taking into consideration the impact of their activities on the environment at the same time.

HONESTY, INTEGRITY AND SINCERITY

We believe that we are honest, truthful, upright, sincere and transparent in all our activities. We expect high standards and ethical conduct from our staff in this respect. We make every effort to proceed appropriately and fairly in all our interactions and to communicate openly and honestly and be truthful and accurate in all our operations and decisions.

HEALTH, PRIVATE LIFE AND DEVELOPMENT

We believe that health, fulfilment and a private life are important to the well-being of all of us and we work to provide a safe and friendly work environment which supports the balance between our staff members' professional and private lives and promotes physical, mental and emotional health. We nurture the development and knowledge of our staff, stakeholders and organisation alike.

TRUST, RESPECT AND OPENNESS

We believe in building trust and positive relationships with our staff, with stakeholders and with society. We promote mutual respect and understanding and we encourage open communication, active listening and constructive feedback, while simultaneously appreciating different points of view and opinions.

The full document can be found at <https://makolab.com/governance>.

Our staff undergo annual training on both our code of ethics and our code of conduct. We also established the MakoLab S.A. whistleblowers' channel, enabling staff and people outside the organisation to report any concerns they may have anonymously, without incurring any negative consequences from the company.

MakoLab S.A. whistleblower channel



HR-related issues

Anyone can lodge a report anonymously about serious issues or their reasonable suspicions of such issues. They will incur no consequences from MakoLab for submitting a report of this kind.

Anonymous reporting of serious issues

This page enables you to submit information about reprehensible issues or report actions that are unethical or illegal or which violate the company's internal rules. The system has been introduced in order to reveal issues which would not have been brought to light otherwise.

You can report an issue of this kind confidentially, with the inclusion of your name and contact information or, if you wish, you can make your report in complete anonymity. Either way, there will be no negative repercussions from MakoLab S.A.

Every enquiry is treated confidentially and subject to rigorous security.

Issues relating to HR cannot be reported via this system. They should be discussed with the relevant manager or director or with the HR department.

This page is your starting point for lodging a new, secure report or following up on an existing one.

Following up on your reports can be essential for the following reasons:

- 1 when you want to check the status of your report and find out if action is being taken;
- 2 if you want to add further information to your report;
- 3 when the system administrators have requested additional information from you in order to help them resolve the issue or take the appropriate action.



Report confidentially

You can choose to report confidentially. Your identity will be kept strictly confidential by the people handling your report and will only be known to them. You will be anonymous to any others involved in processing the report.

Your identity will not be disclosed to anyone else within the organisation without your consent, which will only be requested if it is essential to processing the report internally.

When you use this whistleblower channel confidentially, you and your report will be registered. This means that you can document any right to protection under whistleblower legislation as of the first time you make contact.



Report anonymously

You can choose to report anonymously if you prefer not to provide your identity to anyone at all during the process.

When you report anonymously, it may be difficult for you to invoke protection under whistleblower legislation at a later date.

If you choose to report anonymously, you should make sure that you leave no electronic traces during the process. Do not use this system on a PC or mobile phone provided by your employer and check any files you upload for meta-data. This will give you the best protection as an anonymous whistleblower.

However, reporting confidentially is recommended, since this will ensure you the best possible protection. Choosing the confidential reporting option is always recommended, because it ensures that your report is processed in the best way and that you are as fully protected as possible.

At MakoLab, we value our staff's opinions, which is why we set up our virtual Q&A box in 2021. Any member of staff can use it to ask a question and receive an answer or share an idea with complete anonymity.

What we demand of ourselves we also expect of others

At MakoLab, business is very much more than providing services and solutions. Our approach to our clients, partners and associates is distinctive. We build lasting relationships which are grounded in an ethical attitude towards others and mutual respect, values that we work to promulgate amongst our staff and which help us to operate effectively, continually opening the door to talks about new projects.



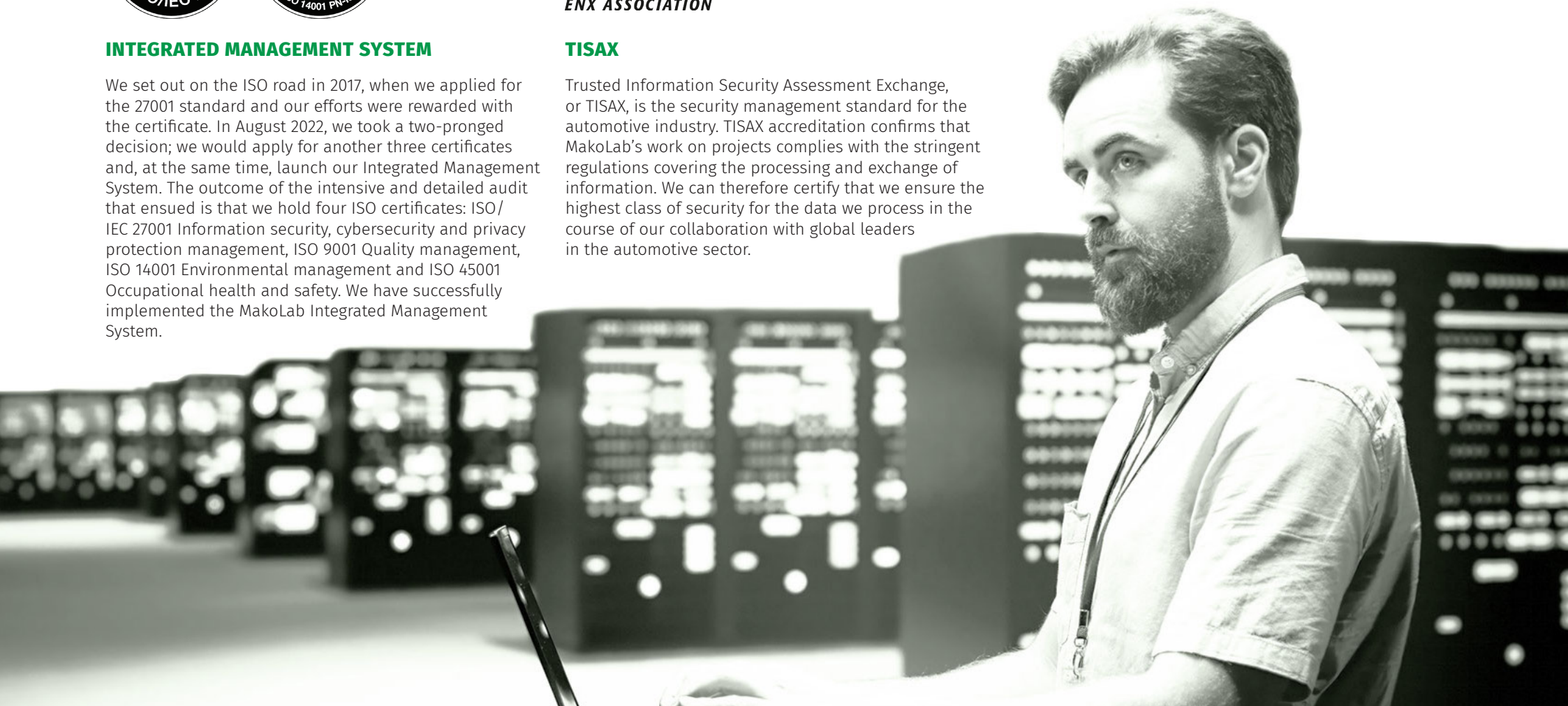
INTEGRATED MANAGEMENT SYSTEM

We set out on the ISO road in 2017, when we applied for the 27001 standard and our efforts were rewarded with the certificate. In August 2022, we took a two-pronged decision; we would apply for another three certificates and, at the same time, launch our Integrated Management System. The outcome of the intensive and detailed audit that ensued is that we hold four ISO certificates: ISO/IEC 27001 Information security, cybersecurity and privacy protection management, ISO 9001 Quality management, ISO 14001 Environmental management and ISO 45001 Occupational health and safety. We have successfully implemented the MakoLab Integrated Management System.



TISAX

Trusted Information Security Assessment Exchange, or TISAX, is the security management standard for the automotive industry. TISAX accreditation confirms that MakoLab's work on projects complies with the stringent regulations covering the processing and exchange of information. We can therefore certify that we ensure the highest class of security for the data we process in the course of our collaboration with global leaders in the automotive sector.



MakoLab S.A.

Code of Conduct for Partners

HUMAN RIGHTS AND WORKERS' RIGHTS

Partners:

- 1 abide by human rights as protected under international law, including people's right to their faith, political convictions and personal views and the right to belong to and associate with any organisation permitted by law;
- 2 neither use nor tolerate forced, slave or compulsory labour;
- 3 do not accept, but combat any and every form of discrimination, unequal treatment and prejudice on account of sex, race, skin colour, ethnic origins, sexual orientation, disability, age, marital status, parental status, religion, political views, nationality, social status and affiliation with organisations;
- 4 do not employ people who are younger than the minimum working age permitted under the local law;
- 5 comply with the local law, including regulations in respect of remuneration and working time;
- 6 comply with occupational health and safety regulations everywhere where they conduct their business;
- 7 do not tolerate any form of bullying or harassment whatsoever, particularly

physical or verbal abuse, sexual harassment and any other kind of harassment, threats or intimidation;

- 8 are open to diversity;
- 9 respect the traditions, business customs and the social and cultural norms of every country they operate in and every country that their staff and stakeholders come from;
- 10 provide every member of their staff with the possibility, including anonymously, of lodging complaints or reporting information about irregularities without any negative consequences for doing so.

ENVIRONMENTAL PROTECTION AND SUSTAINABLE DEVELOPMENT

Partners:

- 1 comply with national and international standards and laws in respect of environmental protection and with the local laws everywhere where they conduct their business;
- 2 ensure that they work to minimise their energy consumption and carbon footprint, reduce all types of waste and ensure that their waste is correctly disposed of;
- 3 monitor their impact on the natural environment wheresoever that is possible;
- 4 comply with the applicable law on disposing of hazardous substances.

LAWS AND ETHICAL BUSINESS

Partners:

- 1 comply with national laws and the laws of the European Union and the United States of America in respect of the control of exports and with sanctions and trade restrictions imposed on countries, governments, organisations, business entities and citizens. They disclose any and all information in order to enable MakoLab to comply with the laws in question;
- 2 prevent the occurrence of conflicts of interest and disclose any and all information which might lead to a real or potential conflict of interest with MakoLab or its staff;
- 3 neither use nor tolerate bribery and corruption;
- 4 neither bribe MakoLab's staff nor give them illegal or inappropriate benefits and gifts. In each case, they should check with MakoLab as to whether the benefits in question are appropriate;
- 5 comply with the applicable national laws on tenders and public procurement when engaging in business with governments, public institutions, state enterprises, government departments, local authorities and quasi-governmental bodies. In places where giving any kind of benefit whatsoever to public officials is prohibited, they refrain from doing so;
- 6 comply with fair competition and anti-trust laws and regulations;

- 7 settle their financial obligations on time;
- 8 document and communicate their economic situation honestly and transparently;
- 9 adhere to ethical business practices;
- 10 disclose any and all information which might threaten MakoLab's interests;
- 11 oblige their staff to comply with the principles of the Code and ensure that they work to improve in terms of ethical standards;
- 12 undertake to notify MakoLab of any and every suspected violation of the Code;
- 13 ensure compliance with the Code and promote its principles among their business partners and the organisations they collaborate with.

The full document can be found at <https://makolab.com/governance>.



Our Supplier Relations Management Policy consolidates the principles for collaboration and meeting requirements for quality management, environmental management, occupational health and safety, sustainable development, including human rights, and ensuring appropriate information security in relationships between MakoLab S.A. and its contractors and/or suppliers. What follows are excerpts from the policy.

Occupational Health And Safety

- 1 MakoLab S.A. is committed to maintaining a workplace which is safe and healthy for all its staff, contractors and visitors. We are well aware of the fact that our suppliers play a vital role in keeping to that goal and we work together with them in order to ensure that occupational health and safety standards are maintained throughout our supply chain.
- 2 Each time we select a supplier and before we place an order, we identify, analyse and assess not only the risks and hazards which arise from the contractors' operations and may have an impact on our company or other stakeholders on our premises, but also the aspects of our activities and operations which could have an impact on our contractors' staff.
- 3 Similarly, suppliers are obliged to notify MakoLab about any incident or accident which might have an impact on our company.

- 4 The OHS requirements stemming from the integrated management system in place at the company are presented to suppliers in order to ensure that they are understood. Suppliers undertake to comply with those requirements and to ensure the compliance of their staff and suppliers.
- 5 The asset or process owner is obliged to ensure that arrangements are consistent with the requirements of the relevant laws.
- 6 In addition, every time a supplier performs work on our premises, they will be given a leaflet containing basic information about the relevant health and safety requirements.

Environmental management

- 1 MakoLab S.A. is committed to promoting sustainable development and reducing its negative impact on the environment and we expect our suppliers to share our commitment in both areas.
- 2 We recognise the crucial part played by our suppliers and collaborate with them for the purposes of promoting responsible environmental practices and driving forward to a sustainable future.
- 3 We require our suppliers to save natural resources, including energy and water, and to minimise waste and pollution.
- 4 The environmental management requirements stemming from the integrated management system in place at the company are presented

to suppliers in order to ensure that they are understood. Suppliers undertake to comply with those requirements and to minimise their negative impact on the environment.

- 5 The asset or process owner is obliged to ensure that arrangements are consistent with the requirements of the relevant laws.
- 6 Suppliers should continually be seeking ways to improve their results in terms of reducing their negative impact on the environment and protecting it. This includes determining the relevant goals, targets and tasks, tracking progress and implementing measures designed to achieve the aims.

The principles of sustainable development

- 1 As a company, we believe in complying with human rights and promoting sustainable practices throughout our operations and right along our supply chain. Understanding the impact that our suppliers have on our achievement of these goals, we collaborate with them in order to ensure that our products and services are created and provided ethically and sustainably. This enables us to build a supply chain which not only reflects those values, but is also beneficial to everyone involved.
- 2 We expect our suppliers to observe human rights in relation to their staff and other people affected by their activities.

- 3 For the sake of clarity, the requirements arising from MakoLab's commitments in terms of observing human rights and adhering to the principles of sustainable development are set out in our Procedural Code for MakoLab S.A.'s Partners. Our suppliers undertake to comply with those requirements.

- 4 We also expect transparency from our suppliers as regards their observance of human rights and adherence to the principles of sustainable development. This includes enabling us to monitor the relevant activities, as necessary, in order to ensure that they comply with our policies and the abovementioned code. To this end, we might carry out an on-site visit, request records and talk to suppliers with a view to understanding their practices and determine any areas which may need improvement.

- 5 We are well aware of the fact that human rights and sustainable development are ongoing commitments which require constant work in order to progress. We expect our suppliers to continue to analyse and improve their practices in both spheres. We also encourage them to adopt similar principles and practices in respect of not only their organisation, but also their own supply chain.

MakoLab S.A. Personal Data Protection Policy

The personal data protection policy in place at MakoLab S.A. is designed to be a map of requirements, rules and regulations for the company's protection of personal data.

Conclusion

We are committed to running MakoLab S.A. in harmony with nature and in line with what our staff expect. In fact, during recruitment and onboarding, we are observing a steady increase in how frequently candidates and new members of staff are expressing an interest in CSR as a critical aspect of our operations. Our long-term relationship with our local community continues to bear fruit in both planned and spontaneous activities which resonate widely in Łódź and beyond.

Our CSR work can be followed at

<https://makolab.com/governance/corporate-social-responsibility>

and our activities can also be observed on our social media channels:



<https://www.youtube.com/@MakolabPL>



https://www.instagram.com/makolab_digital/



<https://www.facebook.com/MakoLab.SA>



<https://www.linkedin.com/company/makolab/>

MakoLab S.A. Corporate Social Responsibility Report 2024

Compiled by the MakoLab S.A. Human Resources Department and Marketing Department, in conjunction with the staff of the Compliance Department and Finance Department.

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