

Janusz Niedźwiecki

Janusz Niedźwiecki is an electrical engineer and economist by education, a graduate of Gdańsk University of Technology and Nicolaus Copernicus University (management and marketing). He has been associated with Apator S.A. since 1989, where he started working in the design department, later moving to the sales department, where he held increasingly senior positions (manager, then director). In 1998, he joined the Management Board, simultaneously serving as Marketing Director, and in 2000 he became its head as President of the Management Board - CEO, a position he held for 13 years. Mr Janusz Niedźwiecki specialises in management, business strategy development and acquisition processes. Under his leadership, Apator S.A. underwent dynamic growth, based on the expansion of its product range, expansion into new markets and the acquisition of new companies. Between 2004 and 2012, he transformed the Apator Group into an international capital group of manufacturers of measuring devices and systems. In 2013, Forbes magazine awarded Mr Janusz Niedźwiecki the title of best CEO of listed companies.

Janusz Niedźwiecki has been the Chairman of the Supervisory Board of Apator S.A. for 12 years. In addition, he has many years of experience in supervisory functions:

- in 2005-2024 as a member of the Supervisory Boards of companies belonging to the Apator Group (Apator Metrix S.A., Apator Telemetria Sp. z o.o., Apator Powogaz S.A.),
- in 2013–2021, Chairman of the Supervisory Board of Elektrociepłownia Będzin SA,
- from 2014 to the present – Chairman of the Supervisory Board of TROPS SA,
- in 2015–2016 – member of the Supervisory Board of Radpol SA,
- in 2019–2024 – member of the Council of the Nicolaus Copernicus University.

Mr Janusz Niedźwiecki does not conduct any activity competitive to Apator SA, does not participate in a competitive company as a partner in a civil law partnership or a partnership, is not a member of a body of a competitive capital company, nor does he participate in any other competitive legal entity as a member of its body.

Mr Janusz Niedźwiecki is not entered in the Register of Insolvent Debtors maintained pursuant to the Act on the National Court Register.

Mariusz Lewicki

Mariusz Lewicki graduated from Nicolaus Copernicus University with a degree in economics and production organisation, as well as tax and commercial law. He is an expert in accounting, financial accounting and management accounting. He gained his experience in industrial companies (Spomasz, Reuther Polska sp. z o.o., Rotar Poland sp. z o.o.). From 1993 to February 2013, Mr Mariusz Lewicki worked as Chief Accountant at ZPDZ Nagro, and also served as a financial advisor at Z.P.H.U. Walter (2007-2013) and Wimplast Sp. z o.o. (2012-2014).

From 1991 to 1999, he was associated with Apator S.A., where he headed the Accounting Department, and then from 2001 to 2007 he was the Financial Director of one of the subsidiaries. Mariusz Lewicki has knowledge and 25 years of experience gained while performing supervisory functions in numerous entities of the Apator Group, including:

- since 2000, he has been a member of the Supervisory Board of Apator SA, and since 2010, he has also served as Deputy Chairman of the Supervisory Board of Apator SA,
- in 2009-2015, he was Chairman of the Audit Committee of Apator SA, and then a member of the Audit Committee (to date),
- since 2005, he has been Chairman of the Supervisory Board of Apator Mining Sp. z o. o. (a company belonging to the Apator Group),
- since 2007, he has been the Chairman of the Supervisory Board of Apator Metrix SA (a company belonging to the Apator Group),
- since May 2020, he has also been a Member of the Supervisory Board of Apator Powogaz SA (a company belonging to the Apator Group).

Mr Mariusz is also a long-term stock market investor and a significant shareholder of Apator S.A. In addition, he has been associated with the Hydrotor capital group for many years, where he has been the President of the Management Board of the listed company PHS Hydrotor S.A. since 2018, holding the following positions over the years:

- in 2008–2014 – Deputy Chairman of the Supervisory Board of PHS Hydrotor SA, then in 2014–2018 – Chairman of the Supervisory Board of PHS Hydrotor SA,
- in 2009–2017 – Chairman of the Audit Committee of PHS Hydrotor S.A., then in 2017–2018 Member of the Audit Committee of PHS Hydrotor S.A.,
- in 2015–2018 – Deputy Chairman of the Supervisory Board of Agromet ZEHS Lubań SA, then from 2018 to the present – Chairman of the Supervisory Board,
- from 2019 to the present – Chairman of the Supervisory Board of Więcborskie Zakłady Metalowe

Wizamor Sp. z o.o., previously in 2010–2014 Business Development Director, in 2014–2023 Financial Advisor.

Mr Mariusz Lewicki does not conduct any activity competitive to Apator SA, does not participate in a competitive company as a partner in a civil law partnership or a partnership, is not a member of a body of a competitive capital company, nor does he participate in any other competitive legal entity as a member of its body.

Mr Mariusz Lewicki is not entered in the Register of Insolvent Debtors maintained pursuant to the Act on the National Court Register.

Janusz Marzygliński

Mr Janusz Marzygliński has a higher technical education. He graduated from the Faculty of Electrical Engineering at Gdańsk University of Technology, completed postgraduate studies in Organisation and Management for Enterprise Management Staff, and a course in Management and Marketing in Chicago (USA). Janusz Marzygliński has been associated with Apator since 1971. He worked, among others, as the head of the design department, company director, and in the years 1993–2000 he held the position of President of the Management Board of Apator SA. Mr Janusz led the company through the process of privatisation, change of business model and organisational culture. On 24 April 1997, he rang the famous bell at the Warsaw Stock Exchange, and Apator S.A. made its debut as the 102nd company on the stock exchange. This was the beginning of the transformation and dynamic development of Apator S.A.

Mr Janusz is also a long-term shareholder of Apator S.A. with many years of experience as a member of the Supervisory Boards of Apator Group companies:

- from 2000 to the present - Member of the Supervisory Board of Apator SA, at the same time in 2003-2013 he served as Chairman of the Supervisory Board of Apator SA,
- from 2008 to 2022 - Member of the Supervisory Board of Apator Powogaz SA (a company belonging to the Apator Group),
- from 2008 to present – Chairman of the Supervisory Board of Apator Rector Sp. z o.o. (a company belonging to the Apator Group),
- from 2024 to present – Chairman of the Supervisory Board of Vobacom Sp. z o.o.

In addition to his supervisory functions, he is also a Proxy of Asco Co Ltd. based in Toruń and is its co-owner. The aforementioned entity does not conduct any activity competitive to Apator SA.

Mr Marzygliński does not conduct any activity competitive to Apator SA, does not participate in a competitive company as a partner in a civil law partnership or a partnership, is not a member of a body of a competitive capital company, nor does he participate in any other competitive legal entity as a member of its body.

Mr Janusz Marzygliński is not entered in the Register of Insolvent Debtors maintained pursuant to the Act on the National Court Register.

Kazimierz Piotrowski

Kazimierz Piotrowski holds a degree in economics and a postgraduate degree in organisation, management and finance from Nicolaus Copernicus University.

Kazimierz Piotrowski has been associated with Apator for many years and has experience in finance, management and business transformation. Between 1993 and 2000, as a member of the management board (and simultaneously as Administration Director, then Financial Director) he co-created the history of Apator in terms of privatisation and stock exchange debut, laying the foundations for a strong capital group. In 2005-2008, he also served as President of the Management Board of the acquired company Apator Metrix S.A. – a manufacturer of gas meters.

Mr Kazimierz also specialises in supervisory functions, with over 20 years of experience gained in companies belonging to the Apator Group:

- from 2001 to the present day, Member of the Supervisory Board of Apator Mining sp. z o.o. (a company belonging to the Apator Group),
- from 2009 to 2013 – Chairman of the Supervisory Board of FAP Pafal SA (a company belonging to the Apator Group),
- from 2013 to the present – Member of the Supervisory Board of Apator Metrix SA (a company belonging to the Apator Group),
- from 2015 to present – Member of the Supervisory Board of Apator SA and Member of the Audit Committee of Apator SA.

Kazimierz Piotrowski is also a long-term shareholder of Apator S.A.

Mr Kazimierz Piotrowski does not conduct any activity competitive to Apator SA, does not participate in a competitive company as a partner in a civil law partnership or a partnership, is not a member of a body of a competitive capital company, nor does he participate in any other competitive legal entity as a member of its body.

Mr Kazimierz Piotrowski is not entered in the Register of Insolvent Debtors maintained pursuant to the Act on the National Court Register.

Monika Guzowska

Ms Monika Guzowska holds a law degree from the Faculty of Law and Administration at Nicolaus Copernicus University in Toruń.

Ms Monika Guzowska passed the state exam for Members of Supervisory Boards of State Treasury Companies and completed an internship at the Department of Ownership Supervision II of the Ministry of the Treasury in Warsaw. She has participated in numerous training courses, including in the fields of accounting, stock exchange operations and negotiation.

Ms Monika has been associated with Apator SA for many years and has extensive experience in serving as a member of supervisory boards of capital companies:

- in 2001-2004 - Secretary of the Supervisory Board of Apaform Sp. z o.o. in Toruń
- in 2005-2019 - Member of the Supervisory Board of Apator Control Sp. z o.o. in Toruń (a company merged with Apator S.A.)
- from 2020 to the present - Member of the Supervisory Board of Apator Metrix S.A. in Tczew and Pafal S. A. in Świdnica (companies belonging to the Apator Group),
- from 2020 to present - Member of the Audit Committee and Supervisory Board of the listed company PHS Hydrotor S.A.

Ms Guzowska does not conduct any activity competitive to Apator SA, does not participate in a competitive company as a partner in a civil law partnership or a partnership, is not a member of a body of a competitive capital company, nor does she participate in any other competitive legal entity as a member of its body.

Ms Guzowska is not entered in the Register of Insolvent Debtors maintained pursuant to the Act on the National Court Register.

Tadeusz Sosgórnik

Tadeusz Sosgórnik holds a master's degree in mining electrical engineering. In 1989, he graduated from the Silesian University of Technology (specialisation: Mine Electrification and Automation) and completed postgraduate studies in business management.

Tadeusz Sosgórnik has long been associated with Apator S.A., where he worked as Commercial Director from 1992 to 2000. At the same time, from 1996 to June 2020, he held the position of President of the Management Board of Apator Mining Sp. z o.o. based in Katowice (a company belonging to the Apator Group), and currently holds the position of Commercial Director of that company.

Mr Tadeusz has extensive experience in management, sales and restructuring. In addition, he has many years of experience in supervisory functions, including:

- in 2000–2003 – Chairman of the Supervisory Board of Apator SA, then from 2020 to the present – Member of the Supervisory Board of Apator SA,
- from 2005 to the present – Chairman of the Supervisory Board of FAP Pafal SA (a company belonging to the Apator Group),
- from 2008 to the present – Member of the Supervisory Board, and since May 2020 – Chairman of the of the Supervisory Board of Apator Powogaz SA (a company belonging to the Apator Group),
- from 2013 to 2016 – Member of the Supervisory Board of Indos SA,
- from 2019 to 2020 – Member of the Supervisory Board of Energoaparatura SA,
- since June 2025 – Member of the Supervisory Board of Apator Rector Sp. z o.o. (a company belonging to the Apator Group).

Mr Tadeusz is a long-term shareholder of Apator S.A. and is also a well-known manager and investor.

Mr Tadeusz Sosgórnik does not conduct any activity competitive to Apator SA, does not participate in a competitive company as a partner in a civil law partnership or a partnership, is not a member of a body of a competitive capital company, nor does he participate in any other competitive legal entity as a member of its body.

Mr Tadeusz Sosgórnik is not entered in the Register of Insolvent Debtors maintained pursuant to the Act on the National Court Register.

Grażyna Sudzińska – Amroziewicz

KEY COMPETENCIES:

- KNOWLEDGE OF THE SPECIFICS OF MANAGEMENT AND SUPERVISION IN COMPLEX ORGANISATIONAL AND PRODUCT-DISTRIBUTION STRUCTURES
- MANAGEMENT BASED ON THE EVALUATION OF RESOURCES AND PROCESSES
- FINANCIAL AND RISK MANAGEMENT
- KNOWLEDGE OF FINANCE, INCLUDING THE SPECIFICS OF INSURANCE FINANCE
- EVALUATION OF PROCESS EFFICIENCY, ANALYSIS OF PERFORMANCE INDICATORS BASED ON FINANCIAL AND OPERATIONAL MEASURES
- CHANGE MANAGEMENT
- OPENNESS TO CHANGING THE STATUS QUO BASED ON RESULT MONITORING OR EVALUATION OF POSSIBLE DIRECTIONS FOR DEVELOPMENT
- BUILDING TEAM VALUE BY CREATING DEVELOPMENT OPPORTUNITIES FOR THEIR MEMBERS
- ENTREPRENEURIAL APPROACH TO TASKS
- WILLINGNESS TO LEARN

SUMMARY

DURING MY PROFESSIONAL CAREER, I HAVE GAINED EXPERIENCE IN MANAGEMENT, ADMINISTRATION, SUPERVISION AND PROJECT MANAGEMENT IN SPECIALISED UNITS AND THOSE WITH AN EXTENSIVE STRUCTURE.

I HAVE EXPERIENCE IN MANAGING COMPLEX PROCESSES AND ORGANISATIONAL STRUCTURES I HAVE EXPERIENCE IN MANAGING COMPLEX PROCESSES AND ORGANISATIONAL STRUCTURES OF VARIOUS LEVELS OF COMPLEXITY.

I GAINED MY EXPERIENCE IN THE INSURANCE INDUSTRY FIRST AS AN AUDITOR, AND THEN IN MANAGEMENT AND EXECUTIVE POSITIONS IN FINANCE, OPERATIONS, PRODUCT FUNCTIONS AND GENERAL MANAGEMENT.

MY PROFESSIONAL CAREER WAS SHAPED BY EXTENSIVE LEGAL REGULATIONS, WHICH REQUIRED CLEAR AND TRANSPARENT SOLUTIONS WITH THE NECESSITY TO ENSURE THEIR FLEXIBILITY AND EFFECTIVENESS. I HAVE LEARNED THAT RISK MANAGEMENT INVOLVES BOTH ACTIONS TO PREVENT UNDESIRABLE EVENTS AND LIMITING THEIR NEGATIVE IMPACT IF THEY DO OCCUR BY BEING CONSCIOUSLY PREPARED.

BEING RESPONSIBLE FOR THE RESULTS AND BALANCE SHEET OF THE ORGANISATION I MANAGED, I LEARNED TO RECOGNISE THREATS EARLY ON, INTRODUCE MECHANISMS FOR DETECTING INEFFICIENCIES AND PROPERLY IMPLEMENT A CULTURE OF SHAPING AND COMMUNICATING GOALS, TASKS AND ASSESSMENTS, WHICH IS THE BASIS FOR BUILDING TEAM ENGAGEMENT AND SUCCESS IN ACTIVITIES.

I AM AWARE OF THE IMPORTANCE OF FINANCIAL MANAGEMENT AT THE LEVEL OF ENSURING CONTINUOUS EFFICIENCY IN THE USE OF FUNDS AND DEVELOPING THE OPTIMAL WAY OF FINANCING A PROJECT.

I VALUE THE FOCUS ON LONG-TERM SECURITY OF THE ORGANISATION'S OPERATIONS THROUGH THE IDENTIFICATION OF OPPORTUNITIES AND THREATS, TEAM BUILDING AND MOTIVATION, AND EFFECTIVE RESULTS, WHICH ALLOWS FOR THE DEVELOPMENT OF CAPITAL AND INTELLECTUAL POTENTIAL FOR GROWTH AND MEETING THE REQUIREMENTS OF A CHANGING ENVIRONMENT.

BUSINESS EXPERIENCE

- MEMBER OF THE SUPERVISORY BOARD OF LINK4 TU S.A. DELEGATED TO TEMPORARILY PERFORM THE DUTIES OF THE PRESIDENT OF THE MANAGEMENT BOARD (V – VIII 2024)

- MEMBER OF THE MANAGEMENT BOARD, ACTING PRESIDENT OF THE MANAGEMENT BOARD AND THEN PRESIDENT OF THE MANAGEMENT BOARD OF LINK4 TU S.A. (FROM AUGUST 2024)

Experience gained:

Managing an organisation in a demanding regulatory environment. Transforming an organisation in all business-related aspects: management structure, strategic priorities, organisational structure, key operational tools, cooperation with the business and regulatory environment

- MEMBER OF THE SUPERVISORY BOARD OF SANOK RUBBER (SINCE JUNE 2019) MEMBER OF THE AUDIT COMMITTEE AND THE NOMINATION AND REMUNERATION COMMITTEE

Experience gained:

Specifics of the functioning of a multi-product manufacturing company using advanced and modern technical and technological solutions, functioning of an organisation operating in different countries on different continents, in very diverse cultural and legal conditions

- MEMBER OF THE SUPERVISORY BOARD OF VRG SA (2017-2020) MEMBER OF THE AUDIT COMMITTEE AND THE NOMINATION AND REMUNERATION COMMITTEE

Experience gained:

Specific nature of the clothing and jewellery market; challenges related to company mergers, assessment of processes and their unification while maintaining efficiency advantages, functioning of an organisation in conditions of very high dynamics of organisational changes and competence structures; organisation and implementation of the Executive Search process

- MEMBER OF THE SUPERVISORY BOARD OF PCM SA (2018-2019)

Experience gained:

Specifics of the functioning of the leasing market and the car fleet management services market, review of strategic options for the company, resulting in the involvement of a new investor

- VICE-PRESIDENT OF THE MANAGEMENT BOARD (CHIEF EXECUTIVE OF PROPERTY INSURANCE IN POLAND) – AVIVA TUO SA (DECEMBER 2007 – SEPTEMBER 2016)
Management and development of property insurance in all product lines operated by AVIVA.
Integration of the entrusted company with other aggregates operating within the Group in Poland
Responsibility for the company's full balance sheet and income statement.

Experience gained:

Management of a diversified business unit comprising six product lines, operating among individual and corporate customers, using five significant distribution channels – operating in a multiproduct – multichannel environment. Communication with traditional distribution networks (agents, multi-agencies, brokers); learning about and utilising the specifics of direct distribution (call centres, comparison websites, own website, sales applications, etc.); business redefinition process for the entire organisation, resulting in increased operational efficiency, launching new product, service and technological solutions, redesigning processes and organisation to ensure business integration of managed business branches with other entities of the group in Poland, crisis management, preparation and evaluation of acquisition projects. Cooperation with foreign company managers in the implementation of property products and their servicing in a cross-border and hybrid model.

- DIRECTOR DS. DATA ANALYTICS AND BUSINESS PREDICTIVE INFERENCE (BIG DATA ANALYTICS) - AVIVA SP. Z O.O. (IV 2014 - IX 2016)
Developing the concept and implementing organizational solutions, and then supervising the implementation of tasks in the field of effective analytics and predictive inference.

Experience gained:

Acquisition of external sources of data and information, development of principles and possibilities for the use of internal databases, use of data mining techniques, considerations arising from legal protection of personal data, development of predictive models of sales for all products and claims for selected products using the experience of the British, Canadian and Italian markets; increasing the effectiveness and efficiency of customer outreach through the use of developed multi-point behavioral models leading a team of highly qualified expert mathematical and statistical analysts.

- VICE-CHAIRMAN OF THE BOARD (CFO/COO) - COMMERCIAL UNION PTE BPH CU WBK SA (XI 2006 - XI 2007)

Responsibility for all financial and operational matters of the company, excluding investment portfolio management.

Supervision of service processes for 2,500,000+ customers and 2,000+ representatives

Experience gained:

Operating the company in a highly regulated business environment and the requirement for daily external reporting; preparing the process for major changes to IT solutions, along with overseeing implementation; developing incentive systems for the acquisition network, communicating results, plans, goals and remuneration system rules directly with the network of 2,000+ representatives; presenting financial issues to non-financiers.

- BOARD MEMBER (COMPANY FINANCIAL DIRECTOR/ CU GROUP FINANCIAL CONTROLLER) - COMMERCIAL UNION SP. Z O.O. (I 2002 - XI 2006)

Responsibility for statutory, regulatory and intra-group reporting, consolidation of financial and operational information, development of budgeting principles to enable strategic intent, development of preliminary budget assumptions meeting requirements for expected level of business and its profitability, supervision of implementation of budgeting processes and monitoring of results including measurement of efficiency based on cost carriers.

Experience gained:

Detection and analysis of cost carriers in business processes, management of communication in the processes of determining and implementation of budgets at the level of cost centers, departments, divisions, companies and the entire group in Poland, communication with the structures of ownership and financial supervision by shareholders, setting financial and operational targets and co-determination of bonus systems for all organizational levels

- DIRECTOR DS. REAL ESTATE MANAGEMENT - CU TU NA ŻYCIE SA (II 2004 - XI 2006)

Supervision of the management of real estate leased for the distribution network, as well as the use and management of CU's own real estate - the office building at the Cherry Business Park.

Experience gained:

Knowledge of the principles of the business real estate market, the process of negotiating the terms of relocation of the group's companies, participation in the planning of the size and organization of office space for the entire group of CU companies in Poland, taking into account ergonomics and ensuring flexibility to adapt to future functional or organizational changes; preparation of the sale transaction of an office building with an area of more than 5,000 sq m and a high standard of workmanship and finish.

- DIRECTOR IN FINANCIAL DEPARTMENT - CU TU NA ŻYCIE SA (I 1999 - XII 2001)

Supervision of financial reporting processes in accordance with Polish regulations and international standards, implementation of financial information consolidation processes and responsibility for their implementation.

Experience gained:

methods and tools to ensure the quality and completeness of financial information, functioning of human teams in demanding and changing business and organizational conditions, designing functional and organizational changes concerning the financial function, reorganization of the capital, operational and internal reporting structure for most CU companies in Poland - creation of a functional capital group.

- CONSULTANT, EXPERIENCED CONSULTANT, SENIOR - ARTHUR ANDERSEN SP. Z O.O. (IX 1994 - I 1999)

Participation and conducting of audit projects and in the field of Business Consulting

Experience gained:

functioning and specifics of institutions operating in the financial market (specialization in servicing insurance clients), organizational and business conditions of financial services companies, but also companies offering material services; business consulting projects included reengineering of manufacturing processes and implementation of controlling systems. Conducting audit projects both exhausting regulatory requirements for auditing financial statements, as well as those conducted on behalf of clients to meet specific information or control needs.

Social involvement

Mentor for a group of Leon Kozminski Academy students on postgraduate studies Professional Supervisory Board,

Participation in the work of the Association of Independent Supervisory Board Members,

Conducting a development group for teenagers aimed at creating conditions for building social skills, building self-awareness of young people, strengthening the ability to identify and assess social opportunities and risks, raising awareness of the importance of personal values

Working to secure the needs of the school's operation in conditions of limited availability of funds (organizing charitable activities, organizing and conducting unit extracurricular activities, membership in the competition committee for the position of school director, participation in school council bodies),

Serving as an independent data protection supervisor for a legal entity that is a church, in accordance with the RODO. Member of the Council for Cooperation with Churches and Religious Associations in Matters of Their Data Processing, appointed by the Minister of Digitization.

Education

- UNIVERSITY OF GDAŃSK - ECONOMICS AND ORGANIZATION OF FOREIGN TRADE

Additional Programs:

London Business School - Leadership and Business Development Programme

Institut Européen d'Administration des Affaires - GM Programme

Postgraduate Interdepartmental Studies at the UW Center for Forensic Sciences

Mrs. Grażyna Sudzińska-Amroziewicz does not run any competitive activity to Apator SA, she is not a partner in any competitive civil law partnership, she is not a member of the body of competitive capital company and she is not in other competitive legal person as member of its body.

Mrs. Grażyna Sudzińska-Amroziewicz is not registered in the Register of Insolvent Debtors kept based on the Act on National Court Register.