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## The Management Board of Grupa Azoty S.A. Decides to Sign an Integration Agreement Among Group Companies

The agreement to be signed between Grupa Azoty S.A. and all companies within its Capital Group strengthens and standardizes the principles of cooperation on areas such as integration processes, joint project management, restructuring, cost optimization, and information exchange. The Management Board of Grupa Azoty S.A. has resolved to approve the signing of this integration agreement, initiating the process of formalizing the document between Grupa Azoty S.A. and each of its affiliated companies.

The decision to enter into an integration agreement marks an intensification of efforts in the integration and consolidation of processes and ownership structures within the Group. Signing this agreement is a key step in advancing the AZOTY BUSINESS Program, which focuses on building the Group's position around business segments rather than individual plants.

*"The corrective actions we are implementing require us to accelerate the integration process within the Group. This agreement means more efficient circulation of critical information and greater cost synergies. It paves the way for consolidating various areas, streamlining the management of joint projects, and achieving strategic goals. Our objective is to build a robust position for Grupa Azoty around business segments, rather than, as previously, centering on specific plants,"* emphasizes Adam Leszkiewicz, President of the Management Board of Grupa Azoty S.A..

Key objectives of the integration process outlined in the agreement include:

- Enhancing market competitiveness by increasing the quantity and quality of products, services, human capital, and financial capacity.
- Achieving maximum business synergies and cost optimizations.
- Unifying the operational approach of support areas.
- Strengthening negotiating positions in business relations, particularly with suppliers and customers.

The scope of the document covers areas such as the execution of strategic projects and goals, corporate governance, development and investment initiatives, coordination of production, maintenance, and modernization efforts, and raw material procurement.