

Magdalena Komaracka

Dear All, Welcome to the conference dedicated to discussing the PZU Group's performance in the first half of the year and, in particular, in the second quarter of 2025. The presentation will be conducted by Mr. Tomasz Kulik, Member of the Management Board of PZU and PZU Życie, CFO of PZU Group, and Mr. Jan Zimowicz, CEO of PZU Zdrowie, Member of the Management Board of PZU. Mr. President, I am passing the floor.

Tomasz Kulik

Thank you very much. We welcome you to a summary of the results achieved in the first half of the year, in the second quarter in particular, because this is what the focus will be on today. And with a fairly standard agenda we would first go through the main achievements, plans, development of the business against the background of the market, and this is the moment when we will change the language a bit

and we will switch from international standards to local ones, in order to be able to speak the same language our competitors speak when reporting market data. Later, we will summarize the financial results for the second quarter, see where we ARE with our strategy, and I assume that after that we will begin a question & answer session. And given what the agenda is, and given that we have Jan with us, who is the CEO of PZU Zdrowie, I propose that we go through some things that are quite generic very quickly, and that this time regained should just be spent on what we see today as a particularly promising area, an area of further growth, which both on the insurance side and on the non-insurance, fee-for-service subscription side should build value in PZU, as Jan will tell us. Turning to the bottom line, however, we are growing year-on-year, both on a half-year and quarterly basis. These are comparable dynamics, in terms of value, an additional nearly PLN 1 billion generated in the first half of this year with high profitability measured by return on equity, this adjusted return on return on equity, more than 21%, with a result of 3.2 billion. Strong equity position, one of the higher dividends that will be payable this quarter, so those of you who have believed, perhaps with the strategy, perhaps you are our regular investors, I hope this will be an attractive rate of return. Dynamic growth, where was it and how was it generated? What is gratifying above all is that quite strong growth on the insurance side, 50% year-on-year, on the banking side these increases correspondingly lower. On the other hand, if we look at such a context of service results, profitability, investment portfolio result, core business profitability on the life insurance side, CI group margin, and the blended ratio when it comes to assets, it can be said that a fairly strong improvement in each of these four dimensions. The result from insurance services is 2,155 billion, that is 555 million more than in the same period last year. The result on the investment portfolio also quite strong gains. With a very strong operating margin when it comes to life products, a blended ratio of less than 90%, therefore all the time in the strategic target. In terms of scale, here we are growing and show those areas that have contributed the most to this growth. So, as usual, these are property insurance in this non-motor insurance part, given also the situation in the motor insurance sector. Year-on-year growth of more than 11%, revenues from individual, protective insurance, also double-digit value of more than 12%, the health pillar, which we will talk more about in a moment, also external customer assets under management by Group TFIs, of which TFI PZU is still number one among non-bank TFIs in terms of net sales, with an incremental value of almost PLN 2 billion. We all know that high rating, very safe investment portfolio with closed currency position, effective reinsurance protection. This is what built our balance sheet and our capital position, in terms of this Solvency 2 capital position, 225 (%) at the end of the second quarter. Thus it can be said that this market is not the easiest and the

market is testing the reliability of insurance on a continuous basis. We are presenting a story that has received considerable media coverage, but just like last year, this year we have also tried to win over our customers in these difficult times by showing them that wherever they need our help, we are there practically the next day, and the damage is repaired without undue delay. On the other hand, coming a bit under what we will talk about in a moment, Q2 is not only fire damage, much of which is written about in the newspapers, it is also weather damage. Poland is a unique country with quite interesting weather patterns throughout the year, where the second quarter, especially May and June, is characterized by fairly heavy rainfall, capricious weather, and so on. This time, the holidays were also quite unpredictable for those who stayed in Poland, especially in terms of weather. However, all this means additional costs and additional payments, which had a negative impact on the second quarter. What is our situation in individual segments and what was it like in the second quarter? And now is the moment when we switch to Polish standards, which means we no longer talk about insurance revenues, but about written premiums, starting with property insurance. Here, you could say that we are flat. Slowdown in the observed dynamics in terms of this measure, gross written premium. The corporate segment is largely responsible for this slowdown. In Q2 2024 we benefited from several larger accounts with longer coverage periods, which can be seen if we convert the narrative from written premiums to insurance service revenues. And these insurance service revenues show how much better they are as a measure, describing actual exposure and change over time. Because regardless of when the payment is made, when the date of sale occurs, when the insurance is recognized in the portfolio, then we see certain movements on the side of the premium written, but regardless of when these flows occur, when the policy is assigned, how the exposure changes and how the insurance service is provided and consumed, this is a much better method of showing the dynamics of revenue. And that's how this new standard, the SSF-17, handled it. As for group insurance, in this non-motor insurance part, here the increments are solid, almost 8.5%, so the context is important, so as not to draw far-reaching wrong conclusions from it. On the other hand, the motor insurance sector records decreases. Decreases primarily concern a more price-sensitive customer, a customer who is more likely to use

Link 4 logo, more often buying in the multi-channel, which has been a headache for us for a long time from a profitability standpoint. This topic is slowly being dealt with. We are coping in a way, well unfortunately also one that you can see in the top line, because this portfolio was not a forward-looking portfolio everywhere, and therefore required a certain response. Consequently, here we show values that are lower year-on-year, while this is precisely dictated by the emphasis placed more than before on profitability when it comes to motor insurance. Moving on, the life insurance portfolio. In this quarter, you could say a two-speed world. One speed we see is quite different in group insurance individually continued, where we have repricing on the one hand, especially when it comes to health insurance, changes in tariffs, acquisition of new entities, while on the rest of the portfolio just working with the customer to sell were the things that built year-on-year dynamics. The individual insurance sector, on the other hand, records very strong gains, 36%, gains that remain dictated by one-time investment products. Of course, this is where the market helps, creating quite a good sentiment and encouraging customers to use these products. Whether it's investment products, whether it's life-and-death products, these quasi-deposit products, given the all-time supportive macro environment. We are able to create value for the customer, it is perceived very positively and hence the large increments. On the other hand, what is even more gratifying, despite the fact that these increases are lesser perhaps, 21%, is the growth in the area of protective life products, which are products that are less cyclical, less correlated with the capital markets and allow us to create lasting relationships with customers. As for the new products and what is happening in our offer, two products PZU Dom, PZU Rowerzysta with more

coverage in the standard product, broader coverage at an attractive price, also we encourage those of you who want to buy, wondering where either succumbed to fashion or cycling passion. PZU is an excellent choice for you, so that we invite you to take advantage, to get acquainted. And at this point I would forward Jan to you.

Jan Zimowicz

Thank you very much. Jan Zimowicz, CEO of PZU Zdrowie. This six-month period in health can be summed up briefly in this health pillar. More business, 14% more revenues. This is more or less the market rate, but what we are very pleased with is that this growth has been achieved at virtually flat costs. As a result, with this rate of revenue growth, top line we have a significant improvement in EBITDA profitability. It improved from about 4 to 11% year-on-year. So we have 2.5 more profitability from this business both, the subscription insurance business that we do in health. This is also already beginning to be a noticeable contribution to the Group's health EBITDA result. After half a year, it has already exceeded PLN 100 million. What makes this possible? It is possible due to the fact that we still have reserves in the organization as to cost efficiency. This can be seen in those appointments we make electronically. This level of 43% less than full is something we can certainly still work on. These are appointments made by apps, by our bot in our call center. Well, and these are the kind of topics where there are absolutely still cost reserves, which we will work to improve. And on the other hand, this graph on the right is the manageability. This is something that results in us being able to serve our customer base with a lower medical cost. The higher this lower curve, the more patients we are able to treat and consult, diagnose in our facilities, the lower the medical cost, the higher the profitability of the health segment. And these are the kind of two areas we are focusing on, namely revenue growth. We will also be doing this through growth in the scale of our network by the end of next year, in order to cover, among other things, white spots, but also in places in large metropolitan areas where we see potential for expansion, such as the facility in Poznań on the left. We will be opening more offices there, additional specializations, like dentist's office in Poznań. By the end of next year, as I said, 14 points. We also want to return to acquisitions. We are working at the moment to strengthen the capital, and also to change the way PZU Zdrowie is financed, so that the cash this company will be able to allocate to growth will be greater. So this is certainly a growth element, certainly a prospective element for the Group. We want to push ourselves. We estimate that this health segment will be worth more than PLN 50 billion in two years. I'm talking about the private, medical market. We will also be doing this by improving products, by looking for synergies with other sales channels through which we reach PZU customers. Both through our own channels, through agency channels, but also through closer cooperation with banks. We want to be a company that stands out for quality. Hence the new service, where we target the affluent customer, the VIP customer. We are able, at our flagship facility today in one day, to perform a set of examinations under such occupational medicine in the VIP version. We are also working to ensure that these synergies we are making go both ways and to customers of our health, subscription and medical services. We also offer travel products in order to make the most of this customer base of ours. A few words from me. While serving on the Management Board of PZU S.A., I also supervise the bank assurance area. Here, despite the fact that we are the clear market leader in this sales channel, we also seem to maintain much higher dynamics than the market has in this channel and the life market in general. Tomek showed the dynamics we see in life. Year-on-year, quarter-on-quarter more than 18%. What especially helps us here to have this dynamics so positive are very good sales of investment and savings products. We offer these products through our PKO and Alior group banks, but also through Velo bank. And in the latter we have a year-on-

year growth rate of 80%, so we praise and thank our sales partners in this area very much here. We are also developing, this is such a strategic area, important for us, which has very high potential, that is the sale of unrelated products, protection products. We have been doing this for over a year now with PKO S.A. At PKO S.A. you can purchase a motor policy, insure your car. Well, and there we have a year-on-year doubling of business scale. So that this business is developing very dynamically there. We are very happy with this segment, because if you look at the blended ratio at PZU S.A., for example, we have a blended ratio from this area of the xxx bank, we have a core of less than 70%. So very good dynamics, with very good low damage. Well, and this is the kind of area that we will absolutely invest in here. Our ambitions for the sale of non-affiliated products at Group banks are much greater. We are working to have stand-alone products, both at Alior Bank and PKO S.A. Bank launched by the end of next year, by the end of the first half of next year.

Tomasz Kulik

Concluding this section, two words on assets under management. Dynamic growth, as we have already said. We were talking about this part of TFI, while here I will only add that also a very strong position when it comes to PPK. Currently, assets at nearly 8.5 billion, more than 40% year-on-year growth, and this is another area, after health, that should be a growth beachhead for us in terms of strategy. New products. This time we are talking about a product that will have exposure to the price of gold, a product that invested in shares of mining companies. The story of the latter, the former should have its inauguration in a few days, so you are cordially invited if you have been looking for a similar offer on the market. On the other hand, this is not the only product that will be coming out at this time. If you, in particular, have an appetite for a slightly higher risk profile, perhaps a non-obvious instrument, keep an eye on us, also soon on the PZU platform, quite an interesting offer for those of you who have just such an investment profile. Let's now turn to a summary of the results. Again, we are back to that international standard. We are talking about consolidated results, and therefore in line with how public companies are obliged to tell the outside world about their results. Gross insurance revenues. We have already talked about this. Almost six-percent growth. Given a similar percentage of assignments when it comes to the reinsurance program. Almost six percent in terms of premiums, or revenues, being more precise, net insurance revenues after reinsurance. Where do we grow, how do we grow? First of all, the non-life, bulk insurance segment. Almost 7% year-on-year. Mainly the non-motor insurance sector recording double-digit increases. 12%. As for the corporate customer, it's another quarter with double-digit increases. Over 10%. And in the motor insurance sector, 12.6%, with more than 15% in the third-party liability insurance. Also here we observe a very solid growth. Flat on the side of group, individually continued insurance, which paradoxically is good news. I will return to this when discussing the various segments. Double-digit gains when it comes to individual insurance. This is something we have already discussed. Decent dynamics, given the situation in the Baltic countries, including Ukraine - 7.5% growth. As for insurance services, on the other hand, well, here the dynamics were somewhat different. It was a bit higher, especially when it came to compensation and benefits. 7.8%, and it can be said that two types of events were responsible for this quarter. The first are the already signaled events, mass, weather, hail, frost, flooding. There was a lot of that - late May, early June. With an impact of more than 250 million on the result in this segment. On the other hand, on the corporate customer side, we had several unit events of higher value. These were really a few that translated into a decline in profitability in this segment, while all the time very, very high profitability. On the other hand, costs. Costs, which are growing significantly slower than revenues, and as a result, cost efficiency is improving, both in terms of reaching customers, i.e., distribution, and administration, translating positively into cost ratios,

respectively, of acquisition and administration by 30 basis points in each of these dimensions. And what we would particularly like to emphasize is that this quarter confirms an improvement in the quality of the insurance business, and this improvement is reflected directly by the significantly declining year-on-year new loss component, which reflects the part of the business where we identify the risk of inadequacy of premium, and in accordance with the requirements of the standard, we have to recognize this situation here and now for the entire period of insurance. This is the important difference between the standards. In the Polish standard, this depreciation lasts 12 months. So because of this, and because we have historically recognized quite large problems, especially in bulk customer motor insurance products, their depreciation from previous years in this period causes us to recognize the positive effect of such a situation. Positive effect, both from the point of view of the impact on the result of a given quarter and value building, and therefore the contribution of the sum of these two elements to the result of this quarter in relation to the result of the second quarter of 2024, where this increment is more than PLN 80 million. All in all, we end with a Q2 result of more than 900 million, 904 (million) with a gain of more than 11%. Given a fairly performing portfolio to cover insurance liabilities, especially when it comes to equity instruments, Polish treasury instruments, we are closing year-on-year at 944 million, which translates into even greater growth when it comes to net income attributable to PZU S.A. owners, for now still excluding banks. Banks flatter, as we've already discussed. Year-on-year, this is admittedly a ten percent increase, while given the situation on the insurance side, a bit dilutive of these dynamics. The gain, which was mainly shaped by higher interest income, lower year-on-year write-downs related to loan vacations, so that we close with a combined net income on the whole, minus, of course, the minority shareholders' share of 1 billion four hundred and seventy, more than 23% year-on-year gain. What is important, and what we would like to leave you with, is first and foremost the profitability of capital. It is at almost 19%, despite these weather events. The good news, on the other hand, is its improvement of more than 200 basis points year-on-year, an improvement in virtually all components of the blended ratio, the one that describes the profitability of non-life insurance, with the margin level from individually continued group insurance well above 25%. We will now turn to a brief summary of what happened in each segment, starting, of course, with the bulk segment. Here we have already talked about how revenues are shaped and what these speeds are - in the motor and non-motor insurance sector. The motor insurance sector of course less, here third-party liability 4.1, own damage liability 3.2, given that we are growing, as far as the portfolio is concerned, this is not very worrying information yet. On the other hand, this is perhaps worrying information in the future, in the market context, and I will refer to it straight away. Double-digit growth rates of 13.5% in the non-motor insurance sector. On the cost side, these costs are rising modestly, 2.6% year-on-year. Despite what I have already mentioned, that is, the high liabilities on the damage side of the current year in the second quarter, in the context of just this above-normal number of weather damage, which affected the picture by a total of more than 250 million. Due to the fact that there has been a significant improvement in the quality of the portfolio, especially in the motor insurance sector, here the positive impact on the amount of about 55 million lower creation of a new loss component. A very difficult sentence, but correct in terms of its construction. We recognize the translation of this situation into operating results, which are growing very strongly, particularly in this particular motor insurance area. In the non-motor insurance sector, year-on-year improvement, while the non-motor insurance segment falls slightly below our such annual profitability target. Second quarter solo 95.7, the motor insurance segment similarly just under 95 with an improvement in third-party liability of more than 7.5 percentage points. What is happening in the market? And this is important, because what happens in the market translates into results in subsequent quarters, and here we change the language again, back to the PSR. The

first piece of information is that third-party liability insurance is losing momentum in average premium growth. The second piece of information is that in the case of third-party liability insurance we are already below zero, so there is an adjustment. This dynamic is negative minus 2.6%. That's still not much, considering what the profitability generated by the product was in Q1, Q3, Q4 last year. On the other hand, maintaining such a situation, with rising costs on the damage side, on the service costs side, and we all know that service costs are rising. We are a company whose cost account is largely driven by personnel costs, and personnel cost inflation in the market is a fact. It will be a very difficult situation that will perhaps lead to a return to the situation we faced last year. And please note that last year was a consistent decline in profitability in third-party liability. Minus 2.4, minus 2.7, minus 4.8, minus 6.8, as far as Q4 is concerned. Very strong improvement in the first (quarter). It was largely supported by the low incidence of damage. On the other hand, if it turns out that this information that is reaching us, which is also being reported in the mass media, about the price adjustment at the end of the second quarter and perhaps the growing appetite to allocate the emerging profitability to the price fight again, it would be an absolutely unfavorable situation in the following quarters. Let's try to go further. Property insurance, corporate segment. This is something we have already discussed. Another quarter with double-digit gains. On the motor insurance side, mainly third-party liability on the entire non-motor insurance sector 12.5, sorry, on the entire motor insurance sector 12.5%, on non-motor insurance sector 9.3% year-on-year growth. As for costs here, strong growth rate, almost 24%, while this rate is the result of two elements, so to speak. The first element, as I hinted at earlier, is a situation involving several damage events with higher unit values, one of which we have experienced at this time is a fire event. It is responsible for an increase in costs exceeding PLN 60 million. Therefore, it can be said that the gross of this growth is explained by a single event. On the other hand, the second area is a lower positive runoff compared to that observed in the Q2 of last year. All of this was also in a situation where we were trying quite hard to operate on a cost basis, so that this increase in costs is very small, and with the positive impact of this element, the loss component, we end up with a year-on-year increase in costs of 24%, which clearly translates into a decrease in profit. On the other hand, what's important is to say that the base was probably not very representative, because if we look at the corporate segment last year at this time and say that the combined ratio, the blended ratio, 58% is something that is replicable in the long term, well, I don't think that's a correct thing to say. So today, you might say, we have returned to normal levels, where both in the motor insurance and non-motor insurance sector, especially in the motor insurance sector, we are significantly below our strategic targets. In both cases, the motor insurance and non-motor insurance segments 84.8, 84.7 deliver very, very, very high yields. So despite the fact that it is a decline, you can say that we are all the time happy with this. As for group insurance, individually continued, here we are in a situation where, despite rising premiums on insurance revenues, we are flat, slightly below last-year result. On the other hand, how to understand it, how to read it? First of all, I would like to reassure you, there is nothing going on here, we are selling, we are growing, customers are paying and so on and so forth. We are in our natural growth corridor. It ranges between 3 and 4%. On the other hand, given a certain seasonality when it comes to the distribution of claims, especially mortality in a year. And you all remember that it is characterized by a completely different course at the beginning and at the end of the year, that is, Q4, Q1. The holiday, post-holiday period records very low frequencies of these events. We have adjusted the modeling of our expectations precisely according to their actual distribution. And as a result, by recognizing less of a premium to cover the expected costs of damage and benefits during this period, the CSM delivers us more value to recognize in the future. And that's the way to think about it. And the CSM itself and its depreciation, and therefore the measure of consumption of this insurance service is growing very decently. This is an almost 40

million year-on-year growth, so a double-digit figure is very, very gratifying. The cost of insurance services can be said to be rising against revenues, but this is an increase of less than two percentage points. And here it is the fallout of a lower loss component and higher compensation and benefits. So these are the two components that shaped costs with acquisition cost growth, which is correlated with portfolio growth. This translates into a slight adjustment of the operating result. On the other hand, the margin of this result at 25.6% can be said like this: we are falling, but we are very happy that we are falling like this. Style matters. As far as the distribution of mortality is concerned, it seems, based on the events we are recording, that we are probably post-Covid and Covid-alike issues. The second quarter, despite the fact that it is a seasonal decrease in the number of deaths, it is at the level of last year, at the level before the pandemic, and therefore we are probably in a period where the distribution of these events normalizes. On the other hand, considering the structural change on the portfolio, we are recording fewer death benefits. Therefore, despite the fact that population-wise there is no change here, from the point of view of what solutions our customers choose, we see a change in our portfolio that we are the beneficiary of from the point of view of precisely the lower frequency of these events. Individual life insurance, protection. There are two things I would like to mention here. Across this non-homogeneous segment, a double-digit growth in terms of CSM, almost 20% year-on-year. And it is shaped mainly by two groups of insurance. Individual, profit-sharing and individual, protection insurance. And they are responsible for the growth in this group, in this segment, both in terms of absolute values and in terms of the gross CSM that was recognized in this area. On the cost-of-service side, the growth rate, one might say, is fairly standard in this product group. It is the result of rising administrative costs. A little bit of pressure from how new solutions, new products were introduced, so a little bit of downtrading and acquisition costs, with a stable level of compensation and benefits, including the net loss component. This makes it possible to observe successively increasing results, both in relative and absolute terms. So the value is delivered. On the other hand, despite the fact that these are smaller volumes than in the case of group insurance, it is all the time a very promising and well-performing segment. In terms of contract margins on the whole, what is important is growing sales at high margins, supported consistently by resales, which can be seen especially when it comes to this group segment, individually continued, implemented policy in terms of cross-sell, up-sell and premium indexation. They allow us to systematically build value to be recognized in subsequent periods. So that this is very good news, especially since it is confirmed in each of the product groups. On the investment portfolio side, there are several speeds. While the structure of this portfolio has not changed significantly, a portfolio is all the time safe, with a similar share of debt instruments, treasury instruments, the profitability of this portfolio slightly lower than in the previous quarter, and is the result of rising interest income, higher valuation income very decent increases when it comes to equity instruments. Here we are mainly talking about stock market indices and our exposure to private equity. Here year-on-year increases of more than 80%, with small volumes all the time. On the other hand, unfortunately, the negative impact of the real estate portfolio, both in terms of valuations and the additional costs incurred for the commercialization of these facilities, cause these results to be slightly lower this quarter. Of course, this quarter we also have the unwinding of the positive effect related to foreign exchange differences associated with the valuation of the real estate portfolio. I will remind you, we operatively price this portfolio every second, fourth quarter. In each of the first and third we have a kind of fluctuation due to what rate applies to this portfolio, and what is with the liabilities at the same time in terms of matching these two positions from the point of view of the value of the rate. A high solvency level of 225%, an increase in equity of 600 million, with a slightly larger increase in terms of basic solvency requirement, here a 400 million increase, mainly in terms of catastrophe

risk and market risk. I, for one, would like to explain a bit why here there was a slight divergence between the two curves in terms of increases on the equity side and the growth of this basic requirement. It is especially in this catastrophe component that we are changing the reinsurance program, we have more appetite and more desire to be a beneficiary of a very profitable business. On the other hand, having this appetite, we need to allocate a little more capital to potentially cushion shocks should they occur. Consequently, here we see it in the form of just SCRA growth. When it comes to strategy, one would like to say in-line, while as you can see, gross insurance revenues remain a challenge for now, and that they will be a challenge is what we told you openly when we published the strategy, that this is the area where we see the biggest challenges, but we want to tackle it. What is gratifying is the all-time high profitability of both the total and, in particular, this insurance part. As you can see here, it is confirmed by the profitability of the various segments, both asset and non-asset. And I guess at this point I would put a pause and invite you, if you so wish and need, to ask questions. Thank you so much. So much for that presentation part and let's get to the questions.

Magdalena Komaracka

Maybe we'll start with questions from the floor, if you have any. Go ahead.

Kamil Stolarski

Good morning, this is Kamil Stolarski, Santander Bank. I have two more general questions. The first one is whether we should expect further PZU decision on Alior in September?

Tomasz Kulik

Is that the only question?

Kamil Stolarski

I'm going further then. I also have a question about the 2025 profit dividend. Congratulations, especially on that unit profit this quarter, it was great. Is there a scenario in which this dividend from the profit for 2026, sorry, for 2025 will go to the existing shareholders? Can we assume that it goes to PKO S.A. anyway? Taking advantage of the fact that the CEO of PZU Zdrowie is here with us. Here I see on the slide that in 2027 PZU revenues will amount to 3 billion. At the last conference, PZU was talking about 5 billion, if I remember correctly. The question is, which is closer to you, 3 or 5 billion in 2027, and what would the 5-billion digit potentially come from? As far as PZU Zdrowie is concerned, let me ask you, because these are anecdotes, not any facts, because I don't know the NPS, but when I talk to individual PZU Group employees, they very often complain about this very PZU Zdrowie. And this relates to exactly what is on the slides, that is, the inability to register appointments, the large number of these very external entities, the inability to cancel, change appointments. And so I'm wondering, you said you're going back to M&As, and isn't this company at a stage where you just have to take care of the quality of customer service there, clean up the IT processes, before you increase it further. So taking advantage of your presence, if these two questions then thank you. These are all questions.

Tomasz Kulik



Okay, then I will, of course, answer these first two, then I will pass the floor in health issues. As for Alior, here it can be said in this way. Alior is not a desert island, it is an integral part of the Group, and given that the final solutions also have to take into account the confirmation of Alior's role in the Group, we will probably have to wait a bit longer with a final answer to these questions. A little has happened on the PZU side in terms of reorganization and change, so in this regard, unfortunately, we are not able to tell you anything more today. As for the dividend, this dividend refers a bit to what the timetable of the whole process could look like. And I understand that this timetable should not be a topic of discussion and discourse in the public space, while here the CEO of PKO SA has already said a little, so I will use the fact that this door has been opened a little bit. All indications are that we will close this year as it is today. This means that we will close the year with PZU S.A. as the leading company in the conglomerate that is PZU, the PZU Group. Please keep it in mind, as this has also been discussed several times, that the entire process consists of two steps. The first step is to create a holding company, and this is the story that CEO Klesyk was still talking about when he released his 2024 results, where as part of this step we should do two things. We should consider what the structure of the various elements of the group should look like, given also the second step ahead. And here we are talking about the fact that those assets, which are from the point of view of this insurance regime the most dilutive in the future, should certainly become a directly suspended element under the holding company, and we have also talked about this a couple of times. And if this happens, well, it would happen later this year anyway. I don't think that could happen this year. Let's keep in mind that given what needs to happen, and today a certain change needs to happen, as far as the legal formula is concerned, and this formula, given the timetable of the various steps in it, it seems to me that it assumes the President's signature at the turn of the year. That is, I say this much. We will most likely arrive in the shape we know this year. The first step is to form a holding company. If this happens, any dividends will either already be in today's holding company, which is an integral part of PZU S.A., or will be transferred from that company to the new holding company, both by the banks and by the new PZU operating business, which will be the dividend payer. And I think that's the way to think about it. And after that, only the merger of the bank with the holding company will take place, and from then on, the bank will be the entity that will settle group dividend capital obligations to its shareholders within the entire Group. I think it will be hard to say more here. On the other hand, what I would like to emphasize very clearly here is that we realize that when thinking about the sequence of events, we must ensure that at no time will our shareholders suffer from this reorganization. And this is one of the key dimensions for us, so this is also a commitment. CEO Andrzej and CEO Cezary also mentioned this in their presentation some time ago. So assuming that this framework at that point will be close to the one we know, the FSC publishes some recommendations on the distribution of the result. They usually see daylight around mid-December. We will have to secure the dividend payer to the shareholders of either PZU S.A. or the holding company in such a way, as it will be more or less at this point, so that this obligation will be fulfilled without any negative history.

And this is a very important dimension that we keep in mind, think about, discuss with the regulator.

And now...

Jan Zimowicz

That first health question was: 3 or 5? In the strategy we agreed with shareholders on 3+. And that's what we're committed to and pursuing, increasing the scale of the network, making better use of the channels that distribute health products today, looking for cross-selling opportunities,

increasing rates effectively, and this is working out quite well for us, with the existing customers. In fact, Andrzej Klesyk mentioned 5 at a recent conference. Please note that he did not mention 5 in the horizon of the current strategy, which is 2027. Such opportunities opportunistically in this market may arise. As we've probably all guessed, these are non-organic opportunities related to acquisition opportunities, or entering segments where Zdrowie is not operating today, such as the hospital segment. We, for today, on such a horizon, I would say, for the next year, 12-18 months, we have no such acquisitions, nor such activities here to get somewhere close to that 5, but I think that the aspiration for the company in 5 years, to reach the level of 5 billion and to be at the level of today's market leader, that is Luxmed, is absolutely right, so I share it, while here we are talking about a rather longer horizon than this current 2027 strategy. It's that element 3 or 5. As for the second question, i.e. NPS, I would be wary of such a trap here, under the pretext of forming an opinion about the quality of the service based on conversations with a few customers. We have these customers, as we showed there, more than 3 million. We measure NPS, the kind of indicator that subtracts the number of promoters from detractors, that is, those who recommend a brand they say they don't recommend. It amounts, here I wrote down for myself the values for our hotline, this is an important channel of contact. They are plus 28, plus 17, which means there are more customers who recommend than those who think this service is bad. Just for the sake of embedding comparison, the insurance industry in Poland, as such, has a negative NPS. That is, more customers think the insurer is not doing a good job than doing a good job. So we stand out here. We still measure such a CSS indicator, Customers Satisfaction Score, which exceeds 80%. So I think that in terms of quality, there is no situation where we can say to ourselves, okay, it's great and we do nothing else about it. We do have to take care of this, take care that these customers have the right level of service, have availability, we monitor this. We monitor every morning, an automated machine is let loose to look at whether our SLA, we tell the customer that in two days he or she should have the service of a general practitioner, in five days that of a consultant. We monitor our systems in terms of what the capacity of the network is and whether this SLA and to what extent we realize it. So we have the tools and techniques for monitoring this availability. And quite frankly, as I'm looking at the storm I'm seeing on social media, on LinkedIn recently, as to the market leaders and as to the lack of accessibility and the different treatment of FFS patients, commercial-paying patients and subscription patients, I think we're doing quite well with this quality. This does not mean that we have places where we need to improve, where sometimes this service doesn't work out for us as we should, so of course we'll take care of that and improve. So I would not say that we are not ready for growth. I think we are and will continue to do so, but of course we will also be securing the back end, and operationally, and digitizing and doing. I didn't say about that, we want to make the best mobile application on the market, where customers will have both the ease of making an appointment and access to test results, but also functionality that no one has done for the medical patient so far in Poland.

Magdalena Komaracka

Do we have any more questions from the floor? Okay, then how about moving on to the questions that have arisen among those who watch us. And the first question is about weather damage from Jaromir Szortyka of PKO BP Securities. After almost two months of Q3 2025 can you already comment something about the magnitude of weather events in this quarter?

Tomasz Kulik

Yes, I will, of course, say in a moment. On the other hand, I am afraid of one thing, because I got exactly the same question a quarter ago. And it was the beginning of May. I will say, it's great, really. It would seem that the beginning of May is where all the gardeners are, or whatever they call it. And then I mean that I do not taste my own tie, especially its food, and I feel that I am being led into a similar story, perhaps, because we are trying to control many risks, while we do not yet know how to control nature, perhaps someday. So okay, I'll answer. No, today this is not a problem for us. No, and we do not see elevated stories of a mass nature. On the other hand, with full knowledge that this knowledge is incomplete when it comes to Q3. The part ahead of us, I don't want to say everything can happen, but the volatility of weather phenomena is increasing, and it is increasingly also a parameter that we have to take into account not only in these strictly property insurance, but increasingly in motor insurance segment, because it affects the risk profile. So I'll ask the next question.

Jan Zimowicz

A year ago, we had a flood in September, so I think this caution is more than advisable here, so as not to build up expectations that the weather will thwart us.

Tomasz Kulik

Yes, yes. Who knows what will happen, an absolutely correct point.  
Magdalena Komaracka

The second question, also from Jaromir Szortyka of PKO BP Securities, regarding the holding company.

What is the company's plan for higher capital requirements if the legal changes allowing the creation of a holding company had not taken effect?

Tomasz Kulik

Okay, then I will repeat how I understood the question in order to answer such an understandable question, especially since the person asking the question is not with us, so it can't possibly be elaborated.

I understand that we are talking about step one, we are not interested in step two, within which things happen. And we are saying what will happen if, as part of this first step, perhaps a situation arises in which there is no formal-legal possibility to implement this holding idea. Because we all know that there are bills being processed today, under one bill that aims to change four, concerning insurance activities, the distribution of the Law on Asset Management and the different treatment of PKO, as a strategic company, and the Banking Law and the possibility of a banking entity merging with a non-banking one. On the other hand, if the signing of these bills did not take place or anything else happened in this regard, we should first of all understand why. And this is important because there is perhaps then something we can do that everyone can agree on. This is the first part of the answer. The second part of the answer is, if there were no room for discussion here at all, and simply no, then this most relevant tool that we will use will be the internal model, which we plan to implement at the end of 2026. As a result, we will enter 2027 looking at our insurance risks, especially catastrophe risks, somewhat differently, not on a one-size-fits-all basis, but on a requirement basis that is tailored to our risk profile. And this is a model that I feel has at least two functions to perform. The first one, and here I won't talk about the capital requirement

at all, is to better match the price to the risk profile, this risk profile, not the overall risk profile, or not some standard model. And the other one, of course, well it's in correlation with the fact that we manage this risk better, a different translation of that into capital requirements. And I can say this much: given those very early estimates that we shared with you on the occasion of such a presentation "PZU through the eyes of the new CEO," they were very, very, very, very delicate estimates. So I see a possibility where our capital intensity will not be as high as what we thought in the strategy. I will remind you that in the strategy we thought we would fall with the Solvency ratio to below 200 level. Of course, we told ourselves, but we want to remain at approx. 190, because that's how our peers behave. I see the possibility that with the implementation of this model, with better insurance risk management, we will be a front two holder all the time.

Magdalena Komaracka

I have no more online questions at the moment. Are there any from the floor?

Andrzej Powierża

Good morning, Andrew Powierża, City Commercial. I would be the one to make a little reference to the presentation, a little to the plans to merge with PKO S.A. in the future. And I would like to ask about the prospects of bank assurance. To what extent does the bank assurance have prospects to develop faster in this new arrangement in relation to what is now and what will be in a moment, because I understand that here the situation is dynamically changing, improving in the sense that certain things are being changed. Thank you very much.

Jan Zimowicz

I think we believe that the model we are pursuing, which we have announced, that is, in a structure where the bank is the parent company and we operate as a banking and insurance group, offers some greater opportunities. Why do we think so? First, I think, you can answer from the perspective of the board of PKO S.A. or the board of Alior today. Their determination and motivation to grow the bank assurance business and from a profit and loss account perspective it comes down to de facto recognition of the commission income they have from insurance sales. This situation is changing somewhat positively. And we have examples from the Polish market, where JVs were formed between a bank and an insurer. It's probably from the organization where Tomek once also worked. This perspective changes quite significantly, if the bank is also a beneficiary, not only receives a commission, but is also a beneficiary in the technical result and the insurance profit we make, it's as if this reward is then double. So in such a model, where PKO S.A. bank consolidates both the commission pass-through, but also indirectly the technical result that we have recognized on the sale of such a product, we believe that it is then greater. The second aspect, which is easier in the kind of model we're talking about, where it's within a combined organization, is the easier exchange of data. We have examples, and it's from the Polish market, within a large group of another bank here, where it's simply easier to cooperate more closely, to share data and to be able to use bank data for positioning, to sell insurance products to the credit customer, to accounts and other products, given the transactional data, the rich data that banks have, in the model we're targeting. The opportunities for collaboration and cross-sell targeting then are much greater and these cross-sell, up-cell models work better. So we

can see that in this model we're talking about, which we're talking about as part of the project here with PKO S.A., they're just higher, and it gives the opportunity to realize more of this potential of such an integrated banking and insurance group.

Magdalena Komaracka

Are there any more questions from the floor? I also did not receive anything from the Internet, so that I thank you all for your participation. I invite you to join me for behind-the-scenes discussions, refreshments, and all of you are invited to the presentation of Q3 results in November. Thank you.

Tomasz Kulik

Thank you sincerely.

Jan Zimowicz

Thank you.