Update of the Development Strategy of Coal Energy S.A. for the years 2026-2028

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The Board of Directors of Coal Energy S.A. (the "Company") announces that it has adopted a resolution approving the updated Development Strategy for 2026–2028. This document represents an evolution and revision of the objectives set out in the strategy for 2025–2027 (published in Current Report No. 21/2025). The new strategy responds to macroeconomic, market and geopolitical changes, accelerating the Company's transformation from a traditional owner of mining assets into an engineering and energy group. At the same time, the Company is not abandoning its plans for mineral extraction, but is shifting the timeframe for their implementation. Under the strategy, over the coming quarters the Company will focus on an "Asset-Light" model and investments in sustainable energy projects capable of generating cash flows quickly.

The implementation of the strategy is based on three key pillars:

PILLAR I: MINING ENGINEERING AND CONSULTING

The Company is monetising the unique expertise and many years of experience of its in-house engineering and technical team (including, in particular, mining engineers, process engineers, mine surveyors, geologists, mineral processing engineers, including specialists in industrial waste processing, underground construction engineers, mechanical engineers, economists and financial analysts). The "Asset-Light" model is based on providing high-margin services without the need for the Company to incur capital expenditure (CAPEX) on mining infrastructure.

Current operational status: The Board of Directors reports that the Company has already entered the active implementation phase of the new model and is currently conducting advanced negotiations aimed at securing its first engineering and consulting service contracts in Central Asia.

1. Global consulting services market

- **Growth of the global consulting services market:** The Company's transition to a service-based model reflects current trends, in particular the expansion of the global market for mining engineering consultancy solutions. According to a report by DataIntelo, the global Mining Consultancy Solutions market reached USD 12.8 billion in 2025. It is expected to grow to USD 22.6 billion by 2034 (a CAGR of 6.5%). The Asia-Pacific region leads this sector, accounting for 36.2% of global revenue (approximately USD 4.6 billion in 2025), and is forecast to record the fastest growth, at a CAGR of 7.1% over the coming decade.

2. Overview of target Asian markets

The Company's strategic expansion is focused on countries where mining is a cornerstone of the economy and where substantial technological modernisation is currently under way:

- **Kazakhstan:** The largest and most modernised market in Central Asia. The government has adopted a strategy for 2026–2030 aimed at attracting as much as USD 20 billion in investment into the mining and metallurgical sector. Kazakhstan was the first country in the region to join the World Bank's Metals and Minerals Compact initiative, which drives the adoption of Western standards and attracts foreign capital. Owing to ageing mine infrastructure, the market is generating demand for the digitalisation of geological data, optimisation of OEE (Overall Equipment Effectiveness) and implementation of ESG standards.
- **Uzbekistan:** Mining is a cornerstone of the national economy, accounting for approximately 17% of GDP and generating around 25% of total export revenues (approximately USD 15.8 billion annually). The country has introduced new regulations governing mineral resources, based on digital licensing and transparency, which facilitate access for foreign investors. The government is implementing multibillion-dollar programmes to modernise state-owned mining companies (e.g. Navoi MMC and Almalyk MMC), including a USD 4.2 billion critical minerals development programme. The country has a substantial Soviet-era geological legacy (the GKZ system), which now requires rapid digital conversion and certification to Western standards (JORC, NI 43-101) in order to secure financing.
- **Mongolia:** In the first eight months of 2026 alone, mining industry output increased by 68.2% year on year, reaching approximately USD 4.7 billion. Mineral commodities account for more than 90% of the country's total exports, while mining contributes approximately 25% of GDP. Mongolia plans to raise and allocate USD 2.7 billion for mining investments in 2027 alone (USD 1.8 billion for ongoing projects and USD 900 million for new initiatives). Major projects attracting capital include Oyu Tolgoi (copper and gold, with Rio Tinto) and Tavan Tolgoi (coal). The scale of these undertakings generates sustained demand for EPCM services (engineering, procurement and construction management), 3D deposit models and independent technical consulting.

3. Scope of services offered

- **Mineral resource auditing and certification:** Estimation of mineral resources in accordance with international stock-exchange reporting codes and standards (JORC, KAZRC, NI 43-101), as well as the digital conversion of historical geological data for Western investors and banks.
- **Digital modelling and optimisation (Smart Mining):** Development of 3D geological models and efficient deposit exploitation plans, including solutions to optimisation problems based on parameters specified by the client (initial investment level, payback period, production volume, deposit operating life, etc.), in-depth geotechnical stability analyses and operational efficiency (OEE) audits.
- **Process consulting:** Comprehensive due diligence of a business, followed by the development and practical implementation of measures to improve its operational and financial performance. The Company does not limit itself to preparing recommendations; it

directly participates in implementing the proposed solutions or supervises their implementation, including business process optimisation, cost reduction, productivity improvements and the development of the client's business.

- **Design of mines and mining facilities:** Preparation of a full range of design and technical documentation at various stages of a mining project, including concepts and pre-feasibility assessments, feasibility studies, basic engineering designs, detailed/working designs, construction or reconstruction designs, execution documentation, documentation for individual processing facilities and infrastructure, as well as designs for technical modernisation, expansion and mine closure/decommissioning. Design services may cover underground and open-pit mining works, deposit access and development, mining methods, ventilation, dewatering, transport, power supply, mechanisation, surface infrastructure, mineral processing and associated facilities.
- **Investment and transaction advisory:** Development of comprehensive technical and economic models for third-party assets and raising capital for those assets. Preparation of mining assets for sale and transaction support.
- **ESG consulting:** Environmental impact assessments, optimisation of water management, and development of mine closure and post-mining land rehabilitation plans.
- **Mining services:** Maintaining the existing portfolio of contracts carried out by the subsidiary Advanced Industrial Technologies Sp. z o.o. in Poland and in foreign markets, including Central Asia.

PILLAR II: NEW ENERGY (SPAIN)

The second strategic priority is to develop sustainable forestry operations and biomass production and processing activities in Spain. To implement this project, Coal Energy S.A. established a special-purpose company, Ecoforge Energy, S.L., under a notarial deed dated 22 October 2026. The procedure for registering the company with the Spanish Commercial Register (Registro Mercantil) is ongoing.

1. Market and regulatory conditions

- **Climate and regulatory pressures:** Due to extreme droughts, average annual economic losses caused by forest fires in the EU amount to EUR 2.5 billion. Fire prevention has become a stringent legal requirement in Spain, subject to significant administrative penalties, imposing a year-round obligation on forest owners to remove dead biomass from their land.
- **Fragmented ownership:** More than 72% of Spain's forest area (over 20 million hectares) is privately owned by a highly fragmented group of owners who lack sufficient capital or equipment to carry out logging operations independently.
- **Untapped potential and availability of raw material:** In the key operating regions (the Principality of Asturias, Galicia and the province of León), the combined average annual volume of sales of timber harvesting rights in 2024–2025 amounted to approximately 12.2–12.9 million m³. This provides the project with a fully stable raw material base. The entire process of acquiring rights and harvesting timber is strictly compliant with EU standards and is based on a certified supply chain (PEFC/FSC).

2. Financial and operational parameters of the project (Stage I)

During the first phase of development, the business model focuses on acquiring standing timber rights, harvesting and selling wood products (roundwood and wood chips). The Company's management estimates the following key parameters for this undertaking:

- **Investment amount (initial CAPEX):** EUR 1.23 million
- **Target annual harvesting and sales volume:** 227,000 m³ of wood products per year. This includes the production and sale of 136,000 m³ of roundwood and 91,000 m³ of wood chips. The average monthly sales volume is planned at 19,000 m³.

The Company expects to generate its first revenues from this activity in the first half of 2027.

3. Stage II (Improving profitability)

At the next stage of the strategy, the Company plans to expand the value chain by investing in its own sawmill and a pellet production line. This will enable high-margin processing of roundwood into sawn timber and wood chips into high-calorific-value pellets.

PILLAR III: STRICT CAPITAL DISCIPLINE AND ASSET REVIEW

The transition to a flexible "Asset-Light" model requires rigorous financial discipline and the suspension of expenditure on capital-intensive exploration projects until the Company's financial position has stabilised.

- **Romania and Albania:** The Company is suspending the allocation of its own funds to exploration and concession projects in Romania and is completely suspending projects in Albania. The projects in Romania remain promising; however, their implementation has been temporarily put on hold in favour of projects with shorter implementation timelines.
- **Bobrek Miechowice Project (Poland):** The Company maintains its strategic interest in this mining project; however, all work aimed at commencing its operations has been suspended. Such work may resume only after sufficient cash reserves have been accumulated from Pillar I (engineering services) and Pillar II (Spain).

Legal basis: Article 17(1) of the Market Abuse Regulation (MAR) – inside information.