

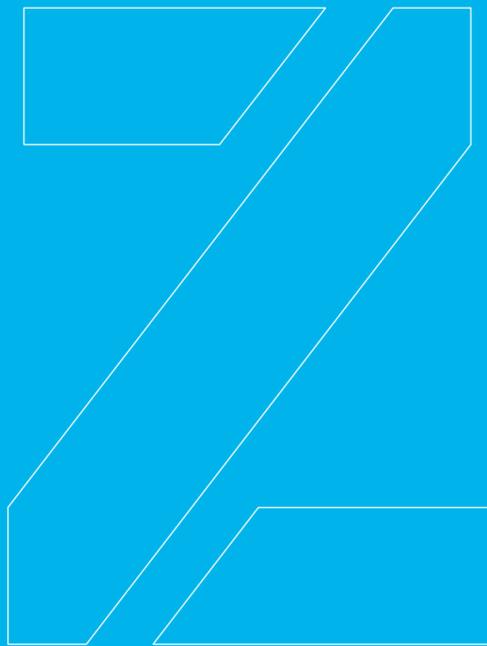
zortrax

CREATIVITY IS OUR
SUPERPOWER

**ZORTRAX GROUP
STRATEGY FOR 2026-2028**



CREATIVITY IS OUR SUPERPOWER – ZORTRAX GROUP STRATEGY FOR 2026-2028

The Zortrax logo, consisting of the word "zortrax" in a white, lowercase, sans-serif font, set against a solid blue rectangular background.

The Management Board of Zortrax S.A. based in Warsaw (the "**Company**") announces the ZORTRAX Group Strategy for 2026-2028 (the "**Strategy**") under the name "Creativity is our Superpower". Effective implementation of the strategic initiatives adopted by the Company as part of the Strategy, shall allow for the transformation of the ZORTRAX Group towards an integrated, diversified and flexible organization, assuming that 2026 is a transitional year after the completion of two formal restructuring proceedings involving the Company and after the business, internal restructuring of the Company and the reorganization of the ZORTRAX Group. As such, the year 2026 therefore serves the strategic reconstruction of the Company after numerous management errors of the previous Management Board of the Company.

The ambition of the ZORTRAX Group is to strengthen the ZORTRAX brand on the Polish and foreign markets and to restore profitability as well as to ensure a steady profit growth.

THE *CREATIVITY IS OUR SUPERPOWER* STRATEGY IS BASED ON THE FOLLOWING GROUNDS:

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- A. using (maximization) the strength of the ZORTRAX brand and its international recognition;
- B. using of the intellectual potential of the ZORTRAX Group, including especially the rebuilt R&D Team, whose leaders created all the key devices of the ZORTRAX brand, with Mr. Rafał Tomasiak, co-founder of the ZORTRAX brand, as its leader, thanks to whose contribution the ZORTRAX brand achieved commercial success at the very beginning of its establishment – also in areas not yet covered by the Company/ZORTRAX Group, such as in particular sectors (segments): health, biotechnology and defence;
- C. concentration of production processes within the ZORTRAX Group in Europe, in particular in Poland, but looking for partnerships around the world;
- D. expanding the portfolio of products offered by the ZORTRAX Group by introducing two new devices in 2026 as well as through the acquisitions of other companies from the 3D printing industry or related industries;
- E. preparation of the Company and the ZORTRAX Group for the process of obtaining external financing in the first half of 2026 and continuation of this process in subsequent periods.

REALIZACJA STRATEGII *CREATIVITY IS OUR SUPERPOWER* OPARTA JEST NA NASTĘPUJĄCYCH FILARACH:

A.

Maximization of the value of the intellectual property of the ZORTRAX Group

B.

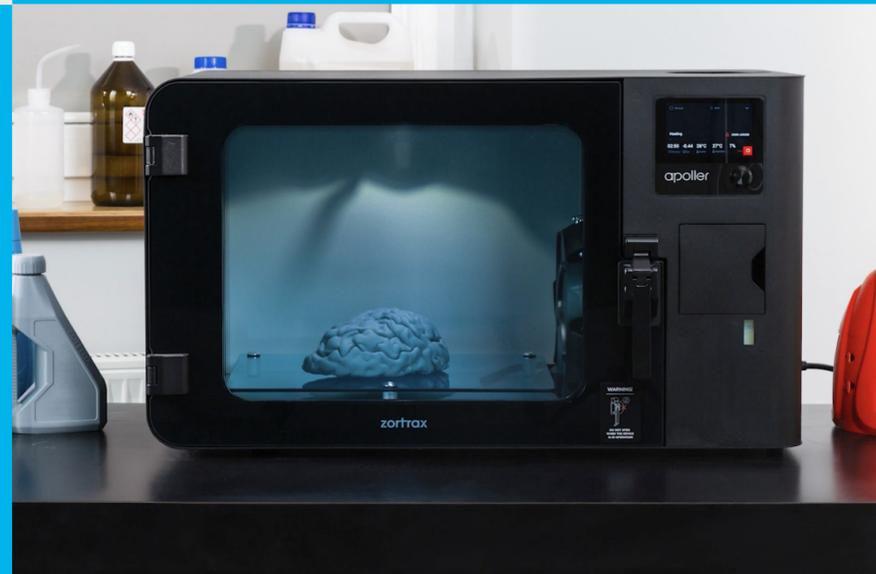
Innovative and sustainable product portfolio, based on a key group of recipients – the industrial segment

C.

Capital management – a disciplined approach to managing capital expenditures and development of business partnerships to reduce investment risk

D.

Diversification of the ZORTRAX Group's activities within the Company's subsidiaries



E.

Active communication of the Company with the market, investors and the users' community as well as with recipients of ZORTRAX products

STRATEGICZNĄ AMBICJĄ GRUPY ZORTRAX JEST:



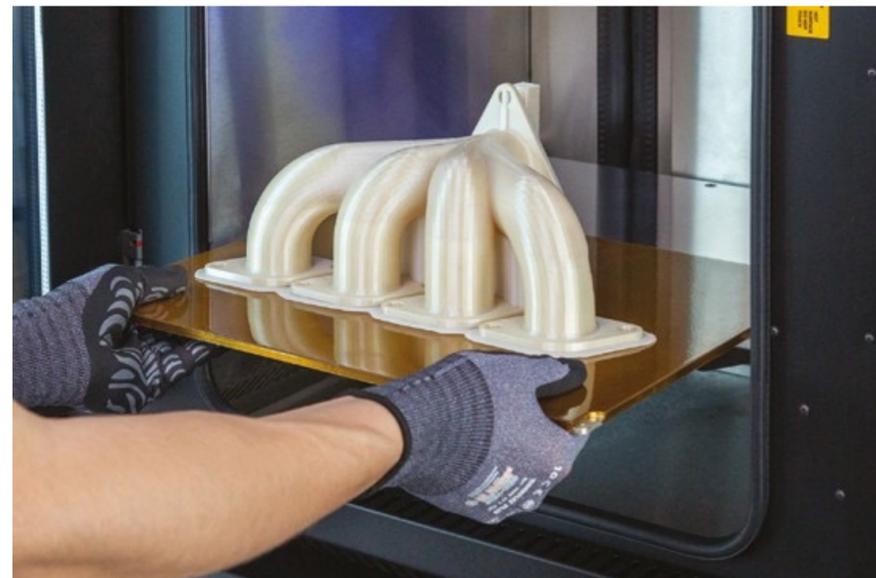
A.

consolidation of the 3D printing market through acquisitions of Polish and foreign entities that are attractive in the Company's opinion



B.

creating the 3D printing market by systematical expansion of the portfolio of products offered by the ZORTRAX Group



C.

constant, consistent expansion of the market in which the ZORTRAX Group operates by new segments through dedicated Company's subsidiaries (SPVs)



Currently, the ZORTRAX Group has adopted capital allocation criteria for investment projects taking into account minimum rates of return through the following business lines: sales (Zortrax Stores sp. z o.o.), production (Zortrax S.A.), security and defense (Zortrax Defence sp. z o.o.).

In the nearest future, the Company is ready to open further business lines. In the current time horizon, the Company will pay particular attention to the security and defense sector.

At the same time, the Management Board of the Company identifies the medical and space sectors as prospective and strategically complementary to the Group's existing competencies, which in the following periods may constitute an important direction for capital allocation and development of operational activities within the ZORTRAX Group.



**AFTER 2026 AND THE IMPLEMENTATION OF
PLANNED CAPITAL EXPENDITURES,
THE COMPANY EXPECTS POSITIVE CASH
FLOWS AND A GRADUAL REDUCTION
OF THE NET DEBT/EBITDA RATIO
TO A LEVEL NOT HIGHER THAN 4X IN 2030.**

Maximum
extruder
temp. 480 °C

Maximum
chamber
temp. 200 °C

Maximum
platform
temp. 220 °C



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