



LUBAWA
GROUP

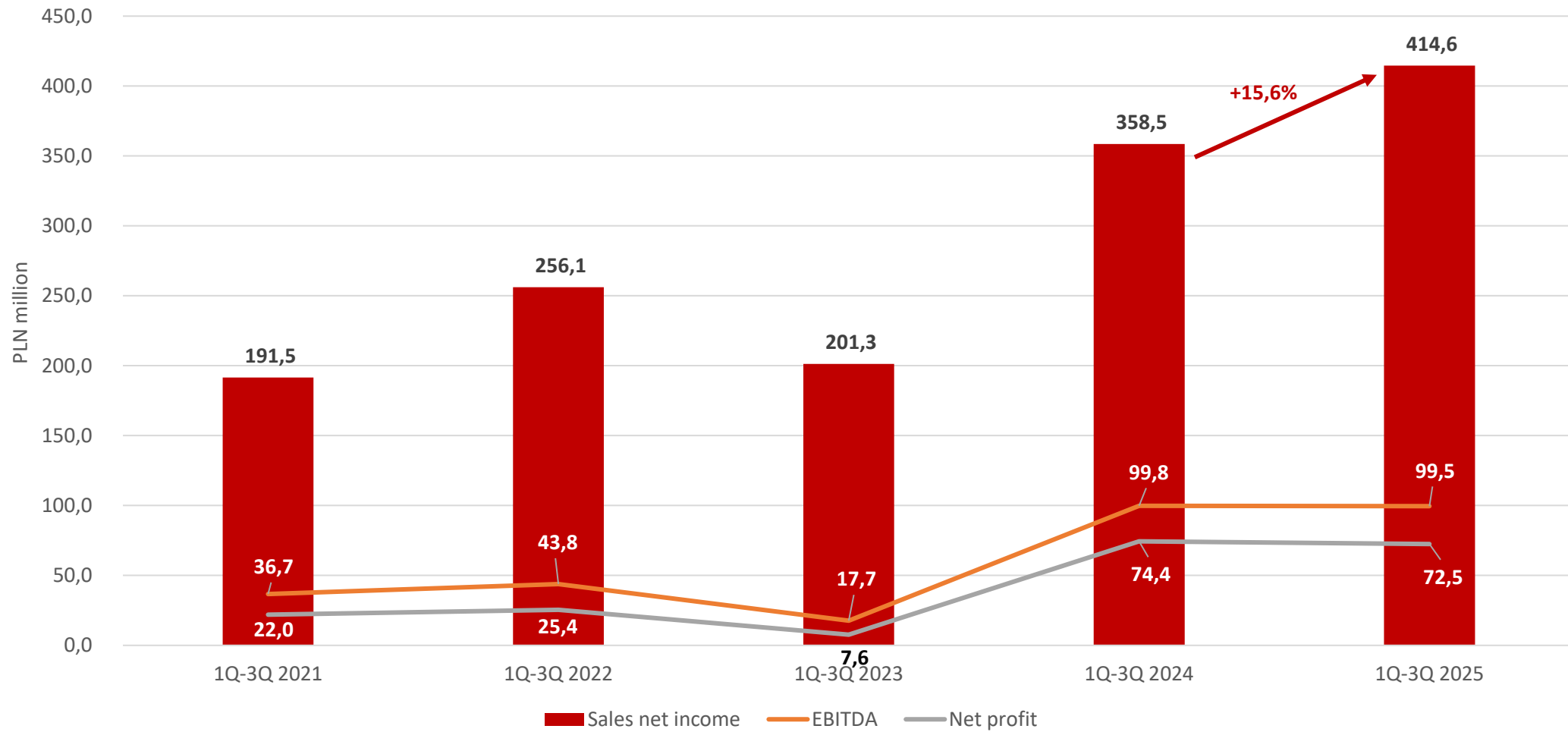
Summary of Financial Results
for 1Q-Q3 2025
December 15, 2025



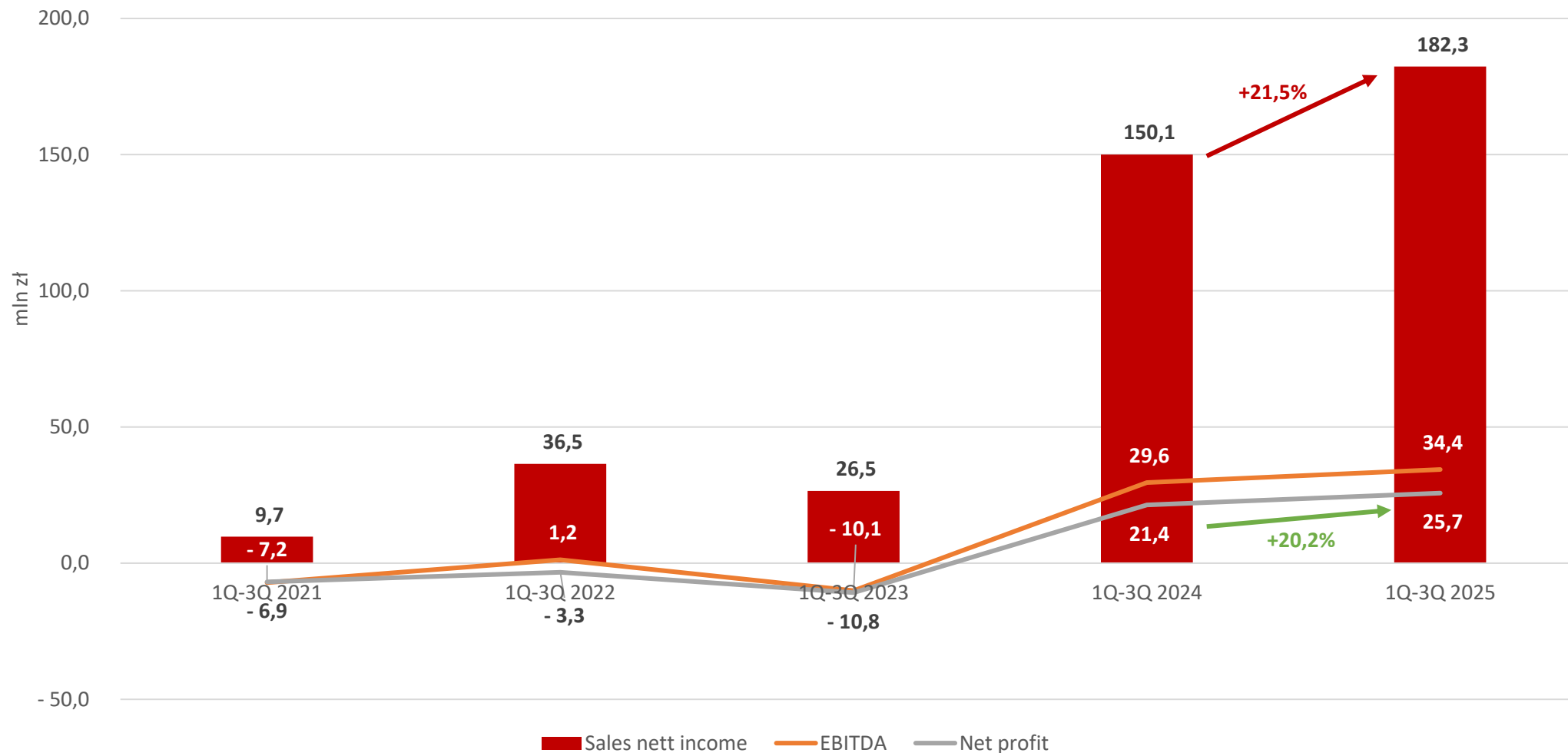
Agenda

1. Overview of financial results for Q1-3Q 2025
2. Questions and answers
3. Management Board of Lubawa S.A.
4. Information about the Lubawa Group

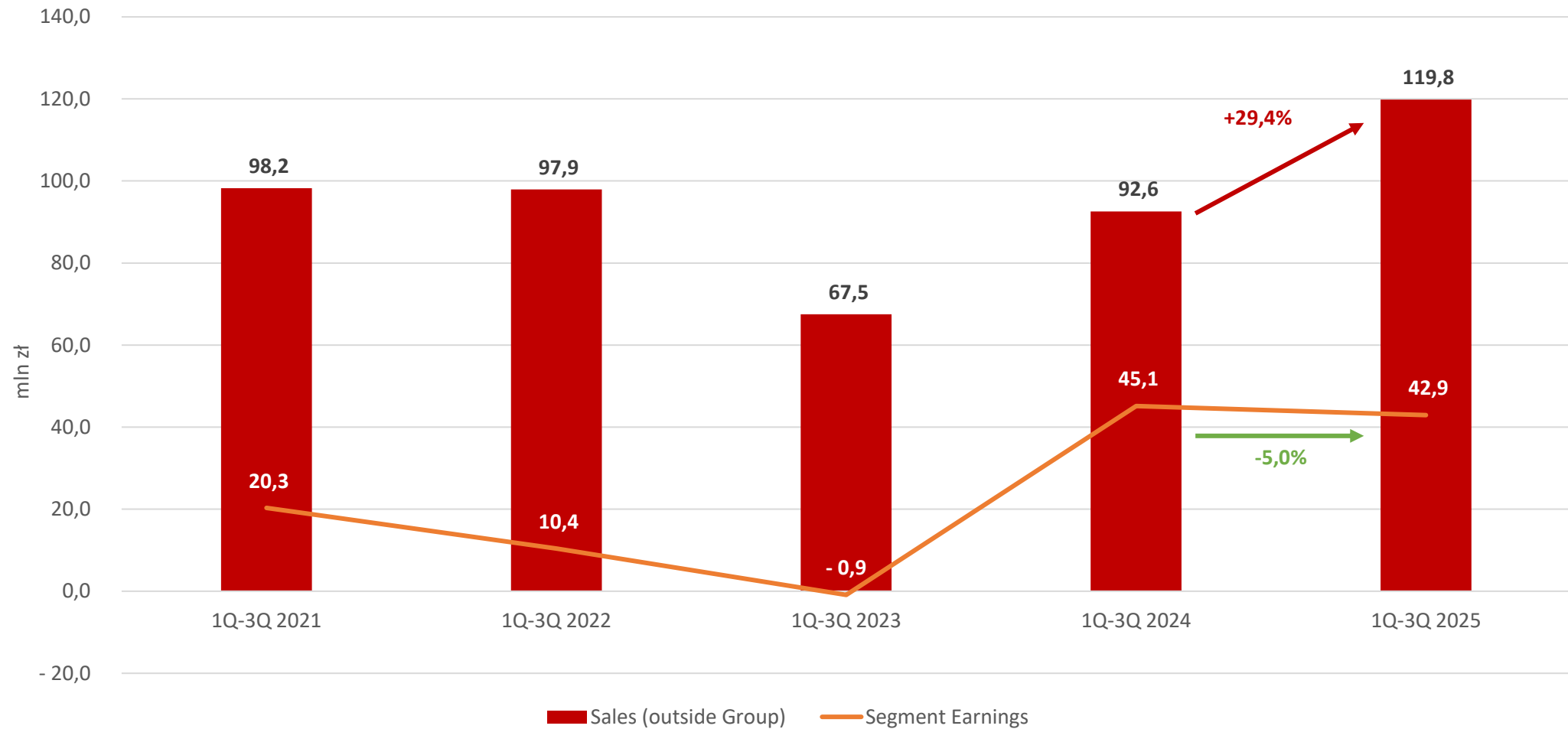
Consolidated Data for 1Q-3Q 2025



Standalone (Parent Company) for 1Q-3Q 2025



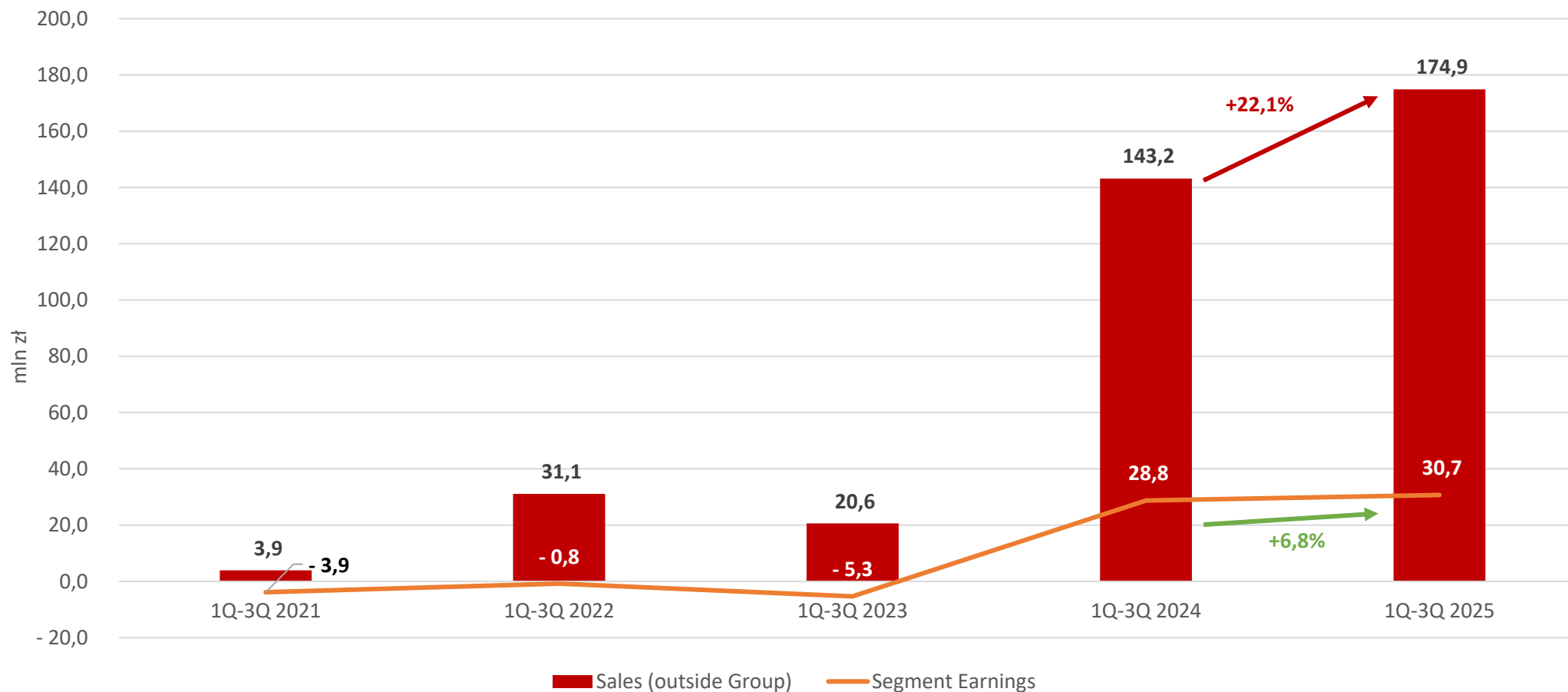
Fabrics 1Q-3Q 2025



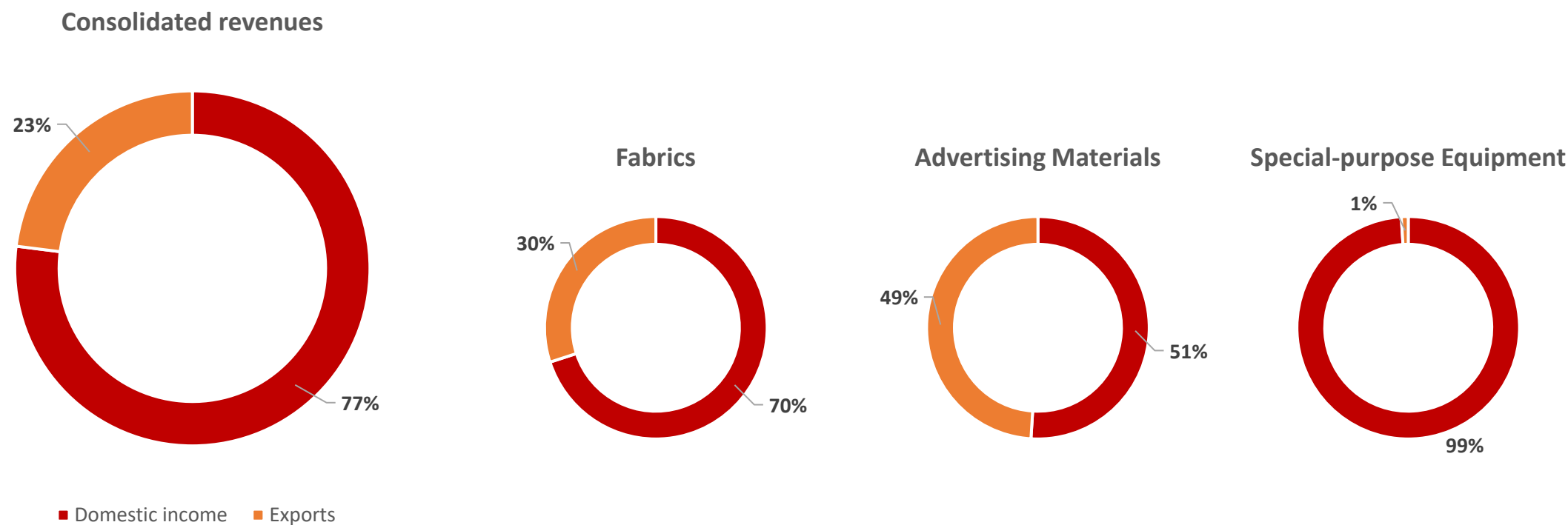
Advertising Materials 1Q-3Q 2025 r.



Special-purpose Equipment 1Q-3Q 2025 r.



Share of Exports in Revenue in 1Q-3Q 2025 r.



Recent Group Events

1. **August 5th 2025** - Confirmation of an optional order for the delivery of GRYF integrated bulletproof vests with a value of approx. **PLN 115 million gross – Lubawa**
2. **August 27th 2025** - Contract for the supply of multi-range masking coverings to the PGZ Group, approx. **PLN 37 million gross – Miranda**
3. **November 3rd 2025** – Contract for the supply of specialized security systems in 2026 **worth EUR 17.04 million net, contractor from NATO country – Lubawa**

Selected Group Trade Fairs / Conferences

Lubawa SA

- DALO Denmark, August 2025
- MSPO Kielce, PL, September 2025
- DSEI London, UK, September 2025
- Prison Fair Lublin, PL, November 2025



MSPO XXXIII
02-05.09.2025



DSEI UK 2025
September 9-12, London, England | Stand N2-130



Polish-Swedish Defence Industry Forum
21 października 2025, Warszawa, Polska



Paris - Nord Villepinte
18-21.11.2025 | Stand 119, hall 5D



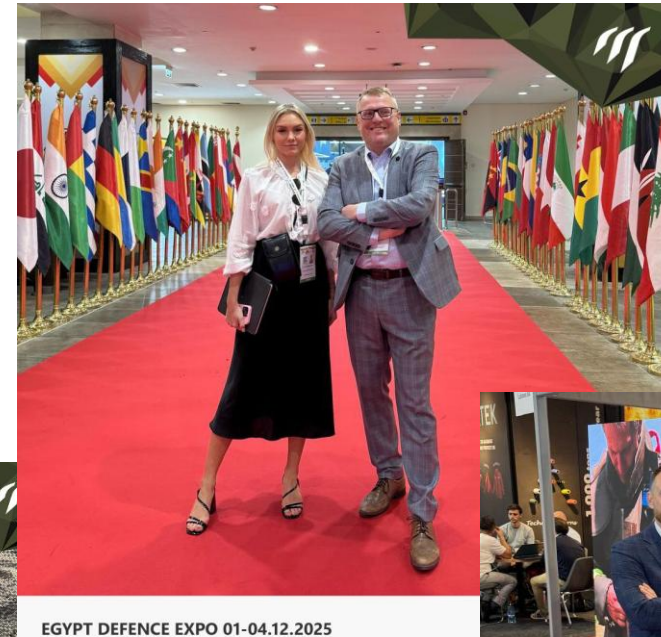
KONFERENCJA I TARGI #WIEZIENICTWO
6-7 listopada 2025



Selected Group Trade Fairs / Conferences

Miranda

- MSPO Kielce, PL, September 2025
- DSEI London, UK, September 2025
- Milipol Paris 2025, November 2025
- EDEX – Egypt Defence Expo – Cairo, December 2025



We welcome your questions



LUBAWA
GROUP

Lubawa Group
Staroprzygodzka 117
63-400 Ostrów Wielkopolski
Poland

info@lubawa.com.pl
tel.: +48 62 737 57 57
fax: +48 62 737 57 08
www.lubawagroup.com

Lubawa S.A.

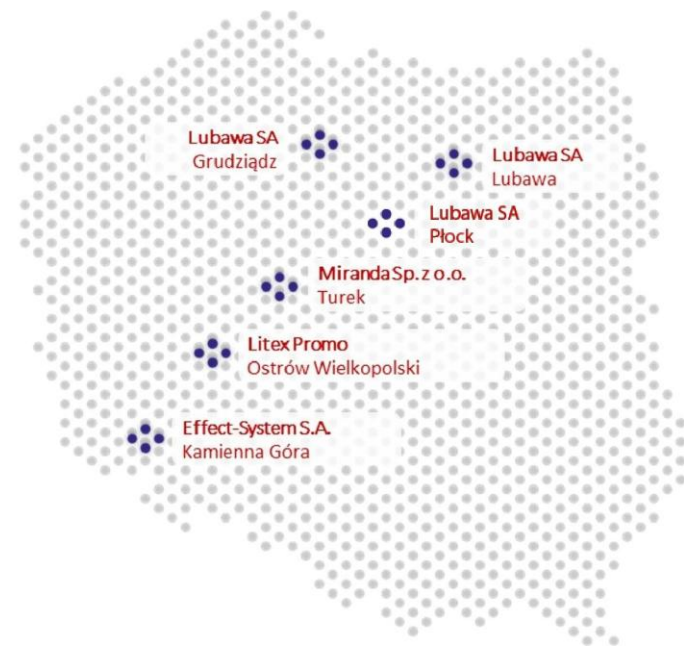
Przemysław Zasztowt – Management Board Member

- Graduate of Nicolaus Copernicus University in Toruń, Faculty of Economics and Management, major: Management and Marketing.
- Specialization: controlling, management of production and development processes, optimization.
- **At Lubawa S.A. since 2017** — roles related to production, controlling, and oversight of company processes.
- In 2002–2016 he led multiple areas in companies (including those with Japanese and American capital) and participated in greenfield projects, ERP implementations, quality management systems ISO/TS 16949, and many others.

Jacek Wilczewski – Management Board Member

- Graduate of the WSB – National-Louis University in Nowy Sącz, specialization: Software Engineering.
- Graduate of DePaul University in Chicago — Master of Science in Computer Science.
- **At Lubawa S.A. since 2005**, successively serving as:
 - Designer (2005–2011)
 - Head of R&D (2012–2016)
 - Director of R&D (2016–2022)
 - Director of the Research & Development Center (2022–2023).

Multi-expertise Lubawa Group



We employ 1,200 people across 6 locations.

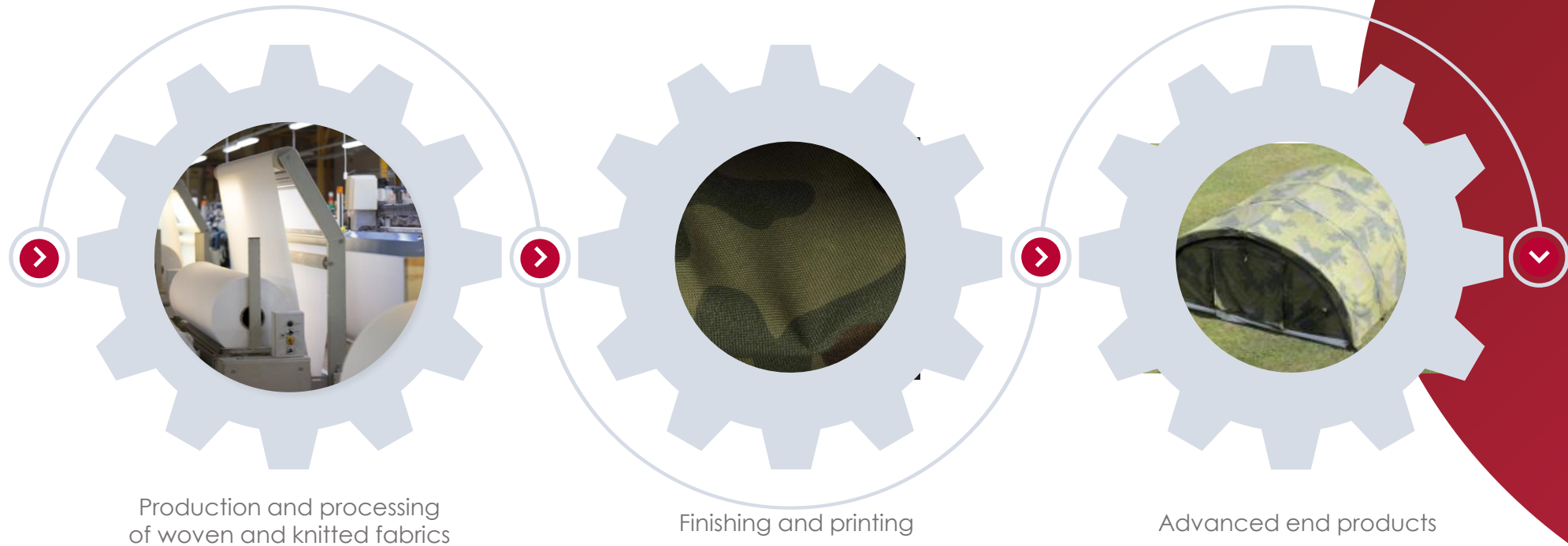
International reach



	Algeria		Lithuania
	Argentina		Luxembourg
	Armenia		Malaysia
	Austria		Malta
	Belgium		Mexico
	Bulgaria		Morocco
	Croatia		Moldova
	Colombia		Netherlands
	Czech Republic		Nigeria
	Estonia		Norway
	Ethiopia		Poland
	Finland		Romania
	France		Slovenia
	Germany		Slovakia
	Greece		Somalia
	Hungary		Spain
	India		Sweden
	Ireland		Switzerland
	Italy		Ukraine
	Kazakhstan		United Kingdom
	Kuwait		USA
	Latvia		

Group competencies

Specialization and close internal cooperation within the Lubawa Group ensure **the security of an uninterrupted supply chain**



An expert in the production of ballistic shields, bulletproof vests, tents, complex equipment systems, and simulation/decoy systems. The company also specializes in the production of coated fabrics.

Lubawa S.A. has confirmed its expertise with NATO certificates, quality management standards, and systems for the control of special purpose goods production and trade.



LITEX PROMO

Litex Promo is a Poland-based manufacturer of Outdoor & Indoor advertising products.

It has been on the market since 1993. A key strength is that the entire production process is carried out end-to-end in-house.

Litex Promo is a leading supplier of advertising media for many well-known brands in Poland and worldwide.





Litex Promo's experience in both domestic and international markets inspired the creation of the Litex Garden brand.

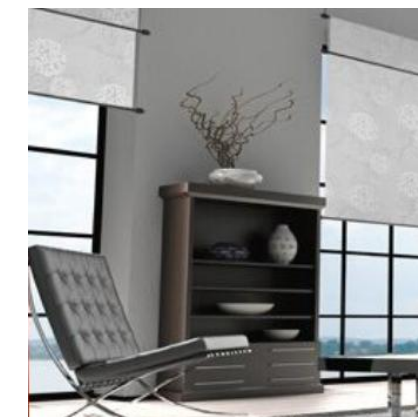
Litex Garden offers ways to spend leisure time in harmony with nature and your surroundings—garden umbrellas, canopies, and furniture that let you enjoy a unique garden atmosphere.





Manufacturer of high-quality fabrics and knits, as well as finished textile products with unique functional properties.

A modern machine park enables an innovative approach to production processes.

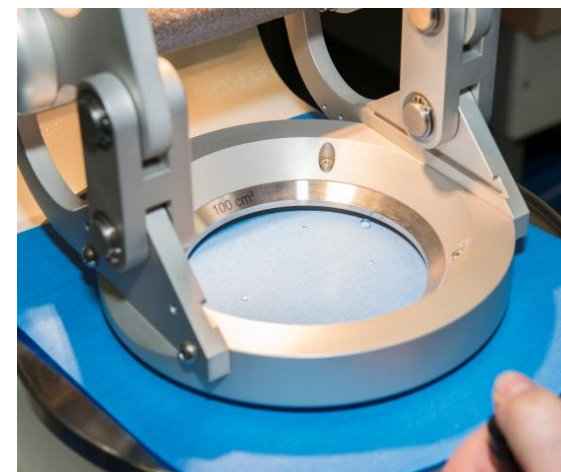
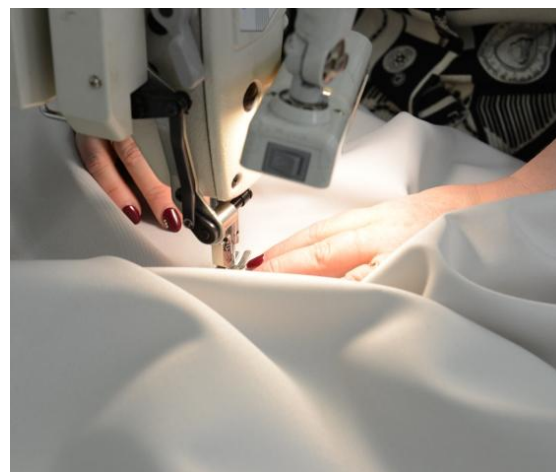
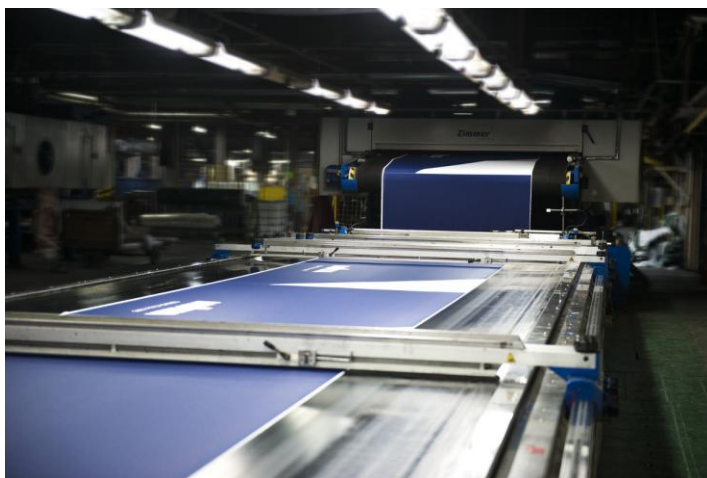




Miranda Military produces high-quality, technologically advanced polyester, polyamide, and blended fabrics and knits, as well as finished products with unique functional properties, such as camouflage nets, military, and specialist fabrics.



Effect-System has an advanced technological machine park, which includes a printing facility, finishing department (fabric enhancement), sewing, and assembly, ensuring the execution of products from design to finished item.



Thank you for your attention



LUBAWA
GROUP

Lubawa Group
Staroprzygodzka 117
63-400 Ostrów Wielkopolski
Poland

info@lubawa.com.pl
tel.: +48 62 737 57 57
fax: +48 62 737 57 08
www.lubawagroup.com