



REPORT ON THE REMUNERATION

OF THE MEMBERS OF TEN SQUARE GAMES S.A.
MANAGEMENT BOARD AND SUPERVISORY BOARD

FOR 2024

Wrocław, 7 April 2025

Table of content:

1. INTRODUCTION	3
1.1 DefiniTIONS.....	3
1.2. SUMMARY OF THE MOST IMPORTANT EVENTS IN THE REPORTING PERIOD, AFFECTING THE REMUNERATION OF BOARD MEMBERS	3
1.3 COMPOSITION OF THE COMPANY'S SUPERVISORY BOARD AND MANAGEMENT BOARD IN 2024	5
1.3.1. Supervisory Board	5
1.3.2 Audit Committee	5
1.3.3. Nomination and Remuneration Committee	5
1.3.4. Management Board	5
1.4 METHODOLOGY FOR PREPARING A REMUNERATION REPORT	5
2. REMUNERATION OF THE SUPERVISORY BOARD MEMBERS	6
2.1. INTERNAL REGULATIONS GOVERNING THE REMUNERATION OF MEMBERS OF THE SUPERVISORY BOARD	6
2.2. REMUNERATION RECEIVED BY SUPERVISORY BOARD MEMBERS IN 2024	6
3. REMUNERATION OF THE MANAGEMENT BOARD MEMBERS.....	7
3.1. INTERNAL REGULATIONS GOVERNING THE REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD MEMBERS	7
3.2. FIXED REMUNERATION OF THE MEMBERS OF THE MANAGEMENT BOARD DUE OR RECEIVED IN CASH FOR SERVING ON THE MANAGEMENT BOARD OF THE COMPANY	8
3.3. VARIABLE REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD DUE OR RECEIVED IN CASH FOR THEIR FUNCTION ON THE MANAGEMENT BOARD OF THE COMPANY	8
3.4. VARIABLE REMUNERATION DUE OR RECEIVED IN THE FORM OF SHARES FOR SERVING ON THE COMPANY'S MANAGEMENT BOARD	8
3.5. ADDITIONAL NON-CASH BENEFITS RECEIVED FOR SERVING ON THE COMPANY'S MANAGEMENT BOARD	9
3.6. FIXED REMUNERATION OF THE MANAGEMENT BOARD MEMBERS FOR OTHER CONTRACTS THAT, BY THEIR SCOPE, DO NOT INCLUDE ACTIVITIES THAT ARE PART OF THE FUNCTIONS OF THE BOARD OF DIRECTORS	9
3.7. VARIABLE REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD UNDER OTHER CONTRACTS THAT DO NOT INCLUDE IN THEIR SCOPE ACTIVITIES THAT ARE PART OF THE FUNCTIONS OF THE MANAGEMENT BOARD	10
3.8. TOTAL AMOUNT OF REMUNERATION OF THE MANAGEMENT BOARD IN 2024.....	10
4. AN EXPLANATION OF HOW TOTAL REMUNERATION IS CONSISTENT WITH THE ADOPTED REMUNERATION POLICY AND HOW IT CONTRIBUTES TO THE COMPANY'S LONG-TERM PERFORMANCE.....	11
5. INFORMATION ON HOW THE CRITERIA REGARDING FINANCIAL PERFORMANCE WERE APPLIED IN THE PROCESS OF MAKING DECISIONS ON REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD	13
6. INFORMATION ON THE CHANGE, IN AN ANNUAL PERSPECTIVE, OF REMUNERATION, THE COMPANY'S RESULTS AND THE AVERAGE REMUNERATION OF THE COMPANY'S EMPLOYEES WHO ARE NOT MEMBERS OF THE MANAGEMENT BOARD OR THE SUPERVISORY BOARD	13
7. AMOUNT OF REMUNERATION FROM ENTITIES BELONGING TO THE SAME CAPITAL GROUP	14

8. NUMBER OF FINANCIAL INSTRUMENTS GRANTED OR OFFERED AND THE MAIN CONDITIONS FOR THE EXERCISE OF RIGHTS FROM THESE INSTRUMENTS, INCLUDING THE PRICE AND EXERCISE DATE AND THEIR CHANGES.....	15
9. INFORMATION ON THE POSSIBILITY TO REQUEST A REFUND OF VARIABLE REMUNERATION COMPONENTS.....	16
10. INFORMATION REGARDING DEPARTURE FROM THE PROCEDURE FOR IMPLEMENTING THE REMUNERATION POLICY, INCLUDING AN EXPLANATION OF THE REASONS AND PROCEDURE, AND AN INDICATION OF THE ELEMENTS FROM WHICH DEPARTURES WERE APPLIED	16
11. EXPLANATION OF HOW THE RESOLUTION OF THE GENERAL MEETING REGARDING THE PREVIOUS REMUNERATION REPORT WAS CONSIDERED.....	17
12. INFORMATION ABOUT BENEFITS FOR NEXT OF KIN	17
13. Summary.....	17

1. INTRODUCTION

This report on the remuneration of the members of the Management Board and Supervisory Board of Ten Square Games S.A. for 2024 has been prepared pursuant to Article 90g of the Public Offering Act and presents a comprehensive overview of remuneration, including all benefits received or due to individual members of the Management Board and Supervisory Board in fiscal year 2024, in accordance with the Company's internal regulations and corporate governance procedures, and in particular in accordance with the Remuneration Policy.

All amounts included in this report are gross for employment and management contracts and net for VAT invoice amounts. All amounts are denominated in PLN.

1.1 DEFINITIONS

Capital Group, Group - refers to the capital group that includes the Company as the parent company and all of its subsidiaries under IFRS. For details, please refer to the consolidated financial statements for 2023 (Note 7 in the "General Information" section);

Audit Committee- the audit committee of the Company's Supervisory Board;

Nomination and Remuneration Committee - a committee functioning within the structure of the Company's Supervisory Board, with the powers of the nomination committee and the remuneration committee;

Next of kin - the close person is considered to be a spouse, ascendant, descendant, sibling, relative in the same line or of the same degree, a person in an adoption relationship and his or her spouse, as well as a person in cohabitation;

Reporting period - the period from January 1, 2024 to December 31, 2024.

Remuneration Policy-Document entitled: "Remuneration Policy for the Members of the Management and Supervisory Boards of Ten Square Games S.A." - in effect during the Reporting Period. (adopted on May 26, 2022 by the General Meeting of Shareholders). The document is available on the Company's website: [Polityka Wynagrodzeń](#).

PPK - employee capital plan operating at the Company;

Employee - means a person employed by the Company under an employment contract;

Chief Executive Officer/ Vice-Chief Executive Officer/Member of the Management Board - means the President/Vice-President Member of the Management Board of the Company;

Chairperson/Vice-Chairperson/Member of the Supervisory Board - means the chairperson/vice-chairperson/member of the Supervisory Board of the Company;

Supervisory Board-means the Supervisory Board of the Company;

Company - Ten Square Games S.A. with its registered office in Wrocław, 45 Gen. Romualda Traugutta St., entered in the Register of Entrepreneurs of the National Court Register kept by the District Court for Wrocław-Fabryczna in Wrocław, VI Economic Department of the National Court Register, under the KRS number 0000704863, with the share capital of PLN 733,482.20 fully paid up, NIP: 8982196752, REGON: 021744780;

Act on Public Offering - Act of July 29, 2005 on Public Offering, Conditions Governing the Introduction of Financial Instruments to Organized Trading, and Public Companies (i.e., Journal of Laws 2022.2554);

Act on Employee Equity Plans - the Act of October 04, 2018 on Employee Equity Plans (i.e., Journal of Laws 2023.46).

General Meeting - means the General Meeting of Shareholders of the Company;

Management Board - means the Management Board of the Company.

1.2. SUMMARY OF THE MOST IMPORTANT EVENTS IN THE REPORTING PERIOD, AFFECTING THE REMUNERATION OF BOARD MEMBERS

The year 2024 was a challenging period for the gaming market. Following the COVID-19 pandemic, the industry continued to experience intense shifts in player behavior and had to once again compete for their attention amidst an increasingly broad entertainment offering. Additionally, the market struggled with a deteriorating macroeconomic situation, high inflation, and growing competitive pressure. The wave of layoffs that began in 2023 continued in 2024—with a record number of people losing their jobs, many studios shutting down, and numerous projects being put on hold. The industry also faced changes in the policies

of digital platforms and the emergence of new viral forms of entertainment competing for players' attention. In response to these challenges, the largest players in the industry focused on their core titles, reducing operational risk and limiting investments in new productions.

In 2024, the Ten Square Games Group focused on the development of its main titles, *Fishing Clash* and *Hunting Clash*, which have a decisive impact on the Group's financial performance. The main focus of activities was a better understanding of player needs, experimenting with new engaging features, and intensifying the testing of new solutions within the games. The goal of these efforts was to develop a new direction for growth, aligned with the evolving market challenges and player expectations.

Over the past year, payments in both flagship titles were lower than in the previous year. The actions taken throughout the year aimed not only to improve the player experience but also to reverse the downward payment trend and strengthen the market position of the Group's games. The most extensive modifications were made to *Hunting Clash*, which saw a complete overhaul of its competition system and significant gameplay restructuring, making it more dynamic.

The year 2024 was also a period of intensive development for *Wings of Heroes*. The game gained greater monetization depth through expanded content, the introduction of LiveOps, and entirely new features. These efforts translated into steady payment growth in each quarter of the past year, which in turn enabled greater scaling of marketing spending and gradual expansion of the player base.

Equally positive results were recorded by the Group's second aviation title—*Real Flight Simulator*, available under a subscription model. The introduction of new content, enhanced features, and player-generated content delivered excellent results—the title achieved record-breaking payments in 2024.

Longstanding titles such as *Let's Fish* and *Wild Hunt* maintained a very stable payment level throughout 2024. In the fourth quarter of 2024, they even approached the high payment levels last observed in the first quarter of 2023. This was the result of refreshed gameplay, which was very positively received by players.

Following the strategic revision and group layoffs that took place in April 2023, various cost categories—such as cost of goods and services sold, selling expenses, and general and administrative expenses - were significantly lower in 2024 compared to 2023.

Selling expenses are also influenced by the level of commissions, which are dependent on the amount of player payments. However, thanks to the addition of TSG Store, which is characterized by generally lower commission fees compared to leading platforms such as Google and Apple, and changes to Apple's commission policy in the EU imposed by the Digital Markets Act (DMA), the ratio of commissions to payments has been steadily decreasing. Historically, the standard commission rate was 30% of the payment amount; in Q4 2024, it was already down to 24.6% (commissions/total payments).

In 2023, the Company made several impairment write-downs of assets totaling PLN 78.2 million, which significantly impacted the level of operating profit. In 2024, the Company wrote off the production costs of one prototype - Fishing Champions - in the amount of PLN 1.2 million. In 2024, the Group achieved an operating profit of PLN 76.2 million, while adjusted EBITDA reached PLN 109.7 million (a 7.5% year-on-year decline, while the Group's revenues declined by 11.4% year-on-year).

The year 2024 was characterized by stable financial results without significant fluctuations between quarters. On the cost side, the Group had already achieved essentially all the efficiencies identified in conjunction with the strategic changes introduced in 2023. At the same time, TSG Store, with its lower average commission rates on payments, significantly contributed to improved efficiency in 2024, and further scaling of the store is expected to enhance this effect in the coming periods.

The Group closed 2024 with a net profit of PLN 67.15 million, compared to a net profit of PLN 15.2 million in 2023. This improvement was largely driven by the absence of significant one-off events, such as the PLN 78.2 million in impairment write-downs that weighed heavily on the Group's results in the corresponding period of 2023.

1.3 COMPOSITION OF THE COMPANY'S SUPERVISORY BOARD AND MANAGEMENT BOARD IN 2024

1.3.1. Supervisory Board

The composition of the Supervisory Board as of 31 December 2024:

Rafał Olesiński – the Chairman of the Supervisory Board;
Wiktor Schmidt – Vice-Chairman of the Supervisory Board;
Marin Biłos – Member of the Supervisory Board;
Maciej Marszałek – Member of the Supervisory Board;
Arkadiusz Pernal – Member of the Supervisory Board;
Kinga Stanisławska – Member of the Supervisory Board.

There were no personnel changes in the composition of the Supervisory Board during the reporting period.

1.3.2 Audit Committee

There is an Audit Committee within the Supervisory Board, which worked in the reporting period with the following composition:

Marcin Biłos – the Chairman of the Audit Committee;
Maciej Marszałek – Member of the Audit Committee;
Kinga Stanisławska – Member of the Audit Committee.

There were no personnel changes in the composition of the Audit Committee during the reporting period.

1.3.3. Nomination and Remuneration Committee

There is a Nomination and Remuneration Committee within the Supervisory Board, which worked in the reporting period with the following composition:

Rafał Olesiński – the Chairman of the Nomination and Remuneration Committee;
Maciej Marszałek – Member of the Nomination and Remuneration Committee;
Arkadiusz Pernal – Member of the Nomination and Remuneration Committee.

There were no personnel changes in the composition of the Nomination and Remuneration Committee during the reporting period.

1.3.4. Management Board

The composition of the Management Board as of 31 December 2024:

Andrzej Ilczuk – President of the Management Board;
Janusz Dziemidowicz – Member of the Management Board;
Magdalena Jurewicz – Member of the Management Board.

There were no personnel changes in the composition of the Management Board during the reporting period.

1.4 METHODOLOGY FOR PREPARING A REMUNERATION REPORT

The methodology for preparing this report with regard to the method of calculating the total remuneration of each Management Board Member is to include in the total amount of compensation of the Management Board Member - in addition to the compensation for serving on the Company's Management Board - the compensation associated with remaining in an employment/civil law relationship with the Company, under which work is performed/services are rendered, unrelated to the performance of management functions.

The adopted methodology is a result of the fact that the Management Board includes persons who are connected with the Company by employment/civil law relationships, for which they receive benefits of significant value. The purpose of the adopted methodology is to maintain transparency in the presentation of the benefits received by these persons and their overall presentation. This also preserves the consistency of the remuneration report with the Company's financial statements, where the remuneration of the Company's Management Board members based on various legal relationships with the Company is presented together.

2. REMUNERATION OF THE SUPERVISORY BOARD MEMBERS

2.1. INTERNAL REGULATIONS GOVERNING THE REMUNERATION OF MEMBERS OF THE SUPERVISORY BOARD

During the Reporting period, the remuneration rules for the Supervisory Board under the Remuneration Policy were in effect.

According to the Remuneration Policy, Supervisory Board Members receive only fixed (monthly) remuneration for serving on the Supervisory Board. Supervisory Board Members serving on Supervisory Board committees also receive fixed monthly additional remuneration for serving on Supervisory Board committees. Supervisory Board Members' remuneration is paid only in cash.

During the reporting period, the remuneration of the Members of the Supervisory Board was determined on the basis of:

- Resolution No. 23 of the Annual General Meeting of the Company dated 20 May 2020, on the rules of remuneration for the Members of the Supervisory Board of the second term, adopted with due regard to the provisions of the Remuneration Policy;
- Resolution No. 27 of the Annual General Meeting of the Company dated 23 May 2024, on the rules of remuneration for the Members of the Supervisory Board of the second term, also adopted with due regard to the provisions of the Remuneration Policy.

The above resolutions specify the amount and rules for the payment of remuneration to the Members of the Supervisory Board for performing their duties in the Supervisory Board and its committees (i.e., the Audit Committee and the Nomination and Remuneration Committee). The monthly remuneration amounts to PLN 8,000 for the Chairman of the Supervisory Board, PLN 4,000 for the remaining Members of the Supervisory Board, and an additional PLN 500 for serving as a member of a committee of the Supervisory Board.

In addition, in accordance with the Remuneration Policy, each member of the Supervisory Board is entitled to reimbursement of expenses related to participation in the work of the Supervisory Board, in particular travel, lodging and meals.

2.2. REMUNERATION RECEIVED BY SUPERVISORY BOARD MEMBERS IN 2024

Table 1 shows the total compensation received by Supervisory Board Members in 2024, broken down into the following components: fixed remuneration for serving on the Supervisory Board and additional fixed remuneration for serving on Supervisory Board committees. During the Reporting period, Supervisory Board Members did not receive any other benefits from the Company, including reimbursement of expenses related to participation in the work of the Supervisory Board.

At the same time, in order to ensure the transparency of this report, below there is information on Employee Equity Plans in which Supervisory Board Members participated during the Reporting period.

As of November 1, 2020, an employee equity plan (PPK) is in operation at the Company. Given that during the Reporting period, the Supervisory Board Members received fixed salaries for their positions on the Supervisory Board, they were subject to mandatory pension and disability insurance on this account, and were therefore employees within the meaning of the Employee Equity Plan Law. Accordingly, the Company accrued and paid contributions to the PPK, in accordance with the applicable regulations (including the portion financed by the Company).

Given that, during the Reporting period, contributions to the PPK were made by the Company on the basis of and in the amount indicated in the Law on Employee Equity Plans, the Company does not consider this as additional benefits or advantages granted to the Supervisory Board Members. Accordingly, the Company, as was the case in the previous Reports on Remuneration of Members of the Management Board and Supervisory Board, does not report these contributions in the statement of remuneration of Members of the Supervisory Board indicated in Table 1.

Tabela 1 – Remuneration of Supervisory Board Members in 2024.

Name and last name Position	Fixed remuneration for serving on the Supervisory Board	Additional fixed remuneration for serving on Supervisory Board committee(s)	Total remuneration
Rafał Olesiński The Chairman of the Supervisory Board & the Chairman of the Nomination and Remuneration Committee	96 000	6 000	102 000
Wiktor Schmidt Vice - Chairman of the Supervisory Board	48 000	0	48 000
Marcin Bilos Member of the Supervisory Board and the Chairman of the Audit Committee	48 000	6 000	54 000
Maciej Marszałek Member of the Supervisory Board & Member of Audit Committee and the Nomination and Remuneration Committee	48 000	12 000	60 000
Kinga Stanisławska Member of the Supervisory Board & Member of the Audit Committee	48 000	6 000	54 000
Arkadiusz Pernal Member of the Supervisory Board & Member of Audit Committee and the Nomination and Remuneration Committee	48 000	6 000	54 000

3. REMUNERATION OF THE MANAGEMENT BOARD MEMBERS

The regulations governing the remuneration of Management Board Members are presented below, and the total remuneration of Management Board Members due and received in 2024, broken down by the components referred to in Article 90d(3)(1) of the Public Offering Act, are presented below.

3.1. INTERNAL REGULATIONS GOVERNING THE REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD MEMBERS

During the Reporting period, the Company had rules for the remuneration of Management Board Members based on the Remuneration Policy.

The purpose of the Remuneration Policy is to ensure a consistent and motivational remuneration system, the level of which is adjusted to the qualifications, skills and level of professional experience of the Board Member, taking into account the Company's financial and non-financial performance. An important factor taken into account in determining remuneration is also the contribution to the implementation of the Company's business strategy, securing the Company's long-term interests and ensuring the stability of its operations.

In accordance with the Remuneration Policy, all benefits for persons on the Company's Management Board are granted by the Supervisory Board on the basis of a resolution of this body (by indicating explicitly in the resolution or in the content of the agreement concluded with the Management Board Member attached to the Supervisory Board's resolution).

Remuneration for serving on the Management Board may be granted by an employment contract, managerial contract or solely by an appointment letter. The Supervisory Board is authorized to establish different legal bases for the management relationship and different detailed contents of contracts for individual Board Members.

The obligatory part of the remuneration paid to Management Board Members for serving on the Company's Management Board is only fixed remuneration.

In addition to the fixed remuneration for serving on the Company's Management Board, a member of the Management Board may be awarded variable remuneration on the same basis, the payment of which depends on the achievement of management objectives. Determination of the objectives and their importance, ascertainment of their realization and the amount of variable remuneration due shall be made on the basis of relevant resolutions of the Supervisory Board within the limits and under the conditions set forth by the Remuneration Policy. Variable remuneration is due to the respective Management Board Member upon approval of the Company's/Group's financial statements for the fiscal year to which the management objective relates and the discharge of his/her duties by the General Meeting of Shareholders. Other additional monetary and non-monetary benefits, as indicated in the Remuneration Policy, may also be granted to Management Board Members.

During the Reporting period, the amount of fixed remuneration for serving on the Management Board of individual Board Members was determined by resolutions of the Supervisory Board adopted with the appointment of the individual to serve on the Company's Management Board.

In addition to the activities arising from the act of appointment (performing functions on the Company's Management Board), the members of this body may independently perform work or provide services for the Company, provided that the scope of this work (these services) does not overlap or interfere with the tasks performed in connection with the appointment as a Member of the Management Board. In the course of serving on the Company's Management Board, the legal basis for such relationship and the detailed content of the agreement (annexes to the agreement) shall be determined by the Supervisory Board on the basis of negotiations with the person serving on the Company's Management Board. In accordance with the Remuneration Policy, remuneration for work performed or for services rendered that are not related to the performance of management functions may consist of a fixed part, a variable part and additional cash and non-cash benefits.

In accordance with the Remuneration Policy, members of the Board of Directors may be covered by an incentive program established for key individuals in the Company, which is a type of variable remuneration. Incentive programs are established by the General Meeting of Shareholders in the form of a separate resolution and are designed to ensure that the Company's key employees and associates (including Management Board Members) participate in the expected increase in the value of the Capital Group (including the Company) and their lasting association with the Capital Group (including the Company).

3.2. FIXED REMUNERATION OF THE MEMBERS OF THE MANAGEMENT BOARD DUE OR RECEIVED IN CASH FOR SERVING ON THE MANAGEMENT BOARD OF THE COMPANY

Members of the Management Board receive fixed remuneration for their appointment to the Management Board. The amount of these salaries has been determined by relevant resolutions of the Supervisory Board and amounts - with respect to the President of the Management Board - to PLN 4,500 per month, while with respect to the other persons serving on the Management Board - to PLN 3,000 per month each.

3.3. VARIABLE REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD DUE OR RECEIVED IN CASH FOR THEIR FUNCTION ON THE MANAGEMENT BOARD OF THE COMPANY

During the Reporting period, the Members of the Management Board did not receive variable remuneration for their positions on the Management Board in the form of cash. The Supervisory Board did not set management targets for Management Board Members for 2024, on which variable remuneration paid in cash is contingent.

3.4. VARIABLE REMUNERATION DUE OR RECEIVED IN THE FORM OF SHARES FOR SERVING ON THE COMPANY'S MANAGEMENT BOARD

On 19 December 2023, the General Meeting of Shareholders of the Company adopted a motivational program for the years 2024 - 2025, addressed to the Members of the Management Board.

The conditions for receiving shares under the program are as follows:

- submission of an action plan for 2024 (Tranche 1);
- achievement of financial criteria (Group performance) for the years 2024–2025 (Tranches 2 and 3);
- a condition of remaining a member of the Company's Management Board.

In total, during the entire duration of the program, Members of the Management Board will be able to acquire up to 37,500 shares in three tranches. Upon meeting the conditions of the program, participants will be entitled to purchase the shares at their nominal price of PLN 0.10 per share. The shares granted to the participants will be subject to a lock-up period restricting their sale.

As of the date of this report, 12,500 shares (Tranche 1) were granted to participants in the first quarter of 2024 as part of the program settlement.

The Supervisory Board established the performance target for the second tranche of the program, i.e. for 2024. The target was set as the achievement of a specified amount of Adjusted EBITDA (consolidated data), as presented in the table below:

Program Criterion: amount of Adjusted EBITDA (consolidated data in PLN)	% of the number of shares from the pool of preliminarily allocated shares to which a Management Board Member is entitled to acquire	number of shares from the pool for 2024 (total for all Management Board Members)
135.000.000 and more	100%	12 500
125.000.000 – 134.999.999	95%	11 875
115.000.000 – 124.999.999	85%	10 625
110.000.000 – 114.999.999	75%	9 375
105.000.000 – 109.999.999	65%	8 125
Less than 105.000.000	0	0

According to the rules of the program, once the financial statements for a given year are finalized, the Supervisory Board will adopt a resolution on the final allocation of shares. As of the date of this report, the cost of the program recognized for 2024 corresponds to the performance range entitling Management Board Members to acquire 65% of the initially allocated shares. The accounting cost of the program for 2024 amounted to PLN 2.0 million (covering both the 1st and 2nd tranches of the program).

3.5. ADDITIONAL NON-CASH BENEFITS RECEIVED FOR SERVING ON THE COMPANY'S MANAGEMENT BOARD

During the Reporting Period, the Chairman of the Board of Directors and Board Members received additional non-cash benefits, consisting of "benefits", i.e. a cafeteria system ("Worksmile") in a fixed amount (the amount of PLN 350 per month for each person) and occasional gifts, which are granted to Board Members on the same basis (i.e., scope and value of benefits) as to Employees.

The actual value of non-cash benefits received by each Board Member is shown in Table 2.

3.6. FIXED REMUNERATION OF THE MANAGEMENT BOARD MEMBERS FOR OTHER CONTRACTS THAT, BY THEIR SCOPE, DO NOT INCLUDE ACTIVITIES THAT ARE PART OF THE FUNCTIONS OF THE BOARD OF DIRECTORS

In addition to remuneration for their management functions, the Company's Management Board Members during the Reporting period received remuneration on the basis of other legal relationships linking the person to the Company.

During the Reporting period:

- Janusz Dziemidowicz (throughout his tenure on the Management Board) was bound to the Company by a service agreement dated January 13, 2014, which, by its scope, did not include serving on the Management Board of the Company;
- Andrzej Ilczuk (throughout his tenure on the Management Board) was bound to the Company, by a service agreement dated September 14, 2019, which by its scope did not include serving on the Management Board of the Company;

- Magdalena Jurewicz (for the entire period of her function on the Management Board) was bound to the Company by an employment contract dated April 29, 2016, which by its scope did not include performance of functions on the Management Board of the Company.

3.7. VARIABLE REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD UNDER OTHER CONTRACTS THAT DO NOT INCLUDE IN THEIR SCOPE ACTIVITIES THAT ARE PART OF THE FUNCTIONS OF THE MANAGEMENT BOARD

According to the service agreement (and subsequent annexes) concluded between the Company and Andrzej Ilczuk, Andrzej Ilczuk is entitled to receive variable remuneration calculated on a quarterly basis, dependent on the financial results of the Capital Group. The total amount of variable remuneration may not exceed PLN 3 million per year.

The variable remuneration due to Andrzej Ilczuk for providing services not related to the performance of managerial functions for 2024 amounted to PLN 613,222. The variable remuneration paid to Andrzej Ilczuk during 2024 amounted to PLN 649,888. The difference between these amounts results from the one-quarter deferral in the payment schedule. Accordingly, as of December 31, 2024, Andrzej Ilczuk was entitled to variable remuneration for the fourth quarter of 2024 in the amount of PLN 159,431, which was ultimately paid in the final amount of PLN 158,109 at the beginning of the second quarter of 2025.

The remaining Management Board Members, i.e. Magdalena Jurewicz and Janusz Dziemidowicz, do not have analogous provisions in their agreements.

3.8. TOTAL AMOUNT OF REMUNERATION OF THE MANAGEMENT BOARD IN 2024

Table 2 presents the total compensation of Management Board Members in 2024, broken down by the components referred to in Article 90 d (3) of the Public Offering Act.

At the same time, in order to ensure the transparency of this report, information on Employee Equity Plans in which Board Members participated during the Reporting period is presented below.

Bearing in mind that during the Reporting Period Magdalena Jurewicz, was employed on the basis of an employment contract, she was subject to pension and disability insurance, and therefore was covered by the Employee Capital Plans Act. Accordingly, the Company calculated and paid contributions to the PPK, in accordance with the applicable regulations (including the portion financed by the Company).

Given that during the Reporting Period, contributions to PPK were made by the Company on the basis of and in the amount indicated in the Law on Employee Equity Plans, the Company does not consider this as additional benefits or advantages granted to Magdalena Jurewicz. Accordingly, it does not show these payments in the statement of compensation of the Members of the Management Board indicated in Table 2.

The Company presents the totals of individual items on an accrual basis (i.e., summing the remuneration due), not on a cash basis (i.e. remuneration paid). This approach ensures consistency in the presentation of data in this report and in the Company's financial statements.

Tabela 2 – Management Board Remuneration in 2024.

	Remuneration for serving on the Management Board					
	Fixed (paid = due)	Variable				Additional non-cash benefits for serving on the Management Board
		Paid in cash	Due in cash	Paid in the form of shares	Due in the form of shares	
Andrzej Ilczuk - President of the Management Board	54 000	0	0	441 000	727 650	4 200
Janusz Dziemidowicz - Member of the Management Board	36 000	0	0	392 000	646 800	4 200

Report of the Supervisory Board on the remuneration of members of the Management Board and the Supervisory Board for 2024

Magdalena Jurewicz – Member of the Management Board	36 000	0	0	392 000	646 800	4 200
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	Remuneration under contracts that, by their scope, did not include activities within the scope of the functions on the Management Board (provision of services / employment contract)		
	Fixed (paid = due)	Variable	
		paid	due
Andrzej Ilczuk - President of the Management Board	780 000	649 888	613 222
Janusz Dziemidowicz - Member of the Management Board	600 000	0	0
Magdalena Jurewicz - Member of the Management Board	600 000	0	0

	Total remuneration (due)	
	for serving on the Company's Management Board	under contracts that, by their scope, did not include activities within the scope of the functions on the Management Board
Andrzej Ilczuk - President of the Management Board	785 850	1 393 222
Janusz Dziemidowicz - Member of the Management Board	687 000	600 000
Magdalena Jurewicz - Member of the Management Board	687 000	600 000

	Total remuneration (due) A=B+D	Total fixed remuneration (due) including non-cash benefits B	Total cash remuneration – variable (due) C	Total remuneration - variable (due) D	Ratio of variable cash remuneration to fixed remuneration (in %) C/B	Ratio of total variable remuneration to fixed remuneration (in %) D/B
Andrzej Ilczuk - President of the Management Board	2 179 072	838 200	613 222	1 340 872	73%	160%
Janusz Dziemidowicz - Member of the Management Board	1 287 000	640 200	0	646 800	0%	101%
Magdalena Jurewicz - Member of the Management Board	1 287 000	640 200	0	646 800	0%	101%

4. AN EXPLANATION OF HOW TOTAL REMUNERATION IS CONSISTENT WITH THE ADOPTED REMUNERATION POLICY AND HOW IT CONTRIBUTES TO THE COMPANY'S LONG-TERM PERFORMANCE

During the Reporting period, the Company paid remuneration to Members of the Management Board and the Supervisory Board only in accordance with the provisions of the Remuneration Policy - the remuneration included the components provided for in

the Remuneration Policy and was paid in accordance with its principles and criteria specified therein. The appropriate proportions between fixed and variable remuneration indicated in the Remuneration Policy were also maintained, because the variable remuneration of each Member of the Management Board did not exceed 10 times the amount of the components constituting his or her fixed remuneration, and taking into account motivational programs, the variable remuneration did not exceed 20 times the components constituting the fixed remuneration of a given Member of the Management Board.

The remuneration of the Supervisory Board Members was determined by the General Meeting of Shareholders in a fixed amount, adequate to the function performed (higher remuneration in relation to the Chairman of the Supervisory Board) and the tasks entrusted to individual persons (additional fixed remuneration was granted for work in committees) and taking into account the scale of the Company's operations and its financial situation.

Members of the Supervisory Board were not entitled to variable remuneration depending on the Company's results, nor were they entitled to participate in share-based incentive programs in force in the Company. The application of these principles and basing the remuneration of Members of the Supervisory Board only on fixed remuneration components ensures the independence of supervisory activities over the economic situation of the Company, making the amount of remuneration of Members of the Supervisory Board independent of the results and economic situation of the Company, which in the case of the Supervisory Board is a desirable effect.

The purpose of the adopted remuneration system for Members of the Management Board is to contribute to their full involvement in performing specific functions and roles they perform in the Company, motivating them to achieve the Company's business goals. Members of the Management Board receive fixed remuneration, but may also receive variable remuneration, the receipt of which is determined by the achievement of management objectives, which include financial and non-financial criteria. During the Reporting period, the Company paid members of the Management Board only fixed remuneration for their functions on the Management Board, on the basis and in the amount provided for in the resolutions of the Supervisory Board.

During the reporting period, the Members of the Management Board were covered by a motivational program for the years 2024–2025, which constitutes a form of variable remuneration, under which a preliminary allocation of shares was made to the Management Board Members. The possibility of granting shares to Management Board Members within a given tranche (shares offered for subscription for a specific year of the incentive program) is closely linked to the Company's strategy and achieved financial results, as the condition for granting the right to acquire shares is the fulfillment of participation and program criteria by the Management Board Member.

During the reporting period, shares were granted to individual Management Board Members due to the fulfillment of the criteria for the first tranche of the incentive program.

The fulfillment of the program criteria for the second and third tranches is conditional upon the Company (the Group) achieving an Adjusted EBITDA in the given year of the program, as determined by a resolution of the Company's Supervisory Board, as described in more detail in note 3.4.

Including the Management Board Members in the incentive program was consistent with the Remuneration Policy and aimed to encourage and motivate the Management Board to implement the Group's strategy, act in the interest of the Company and its shareholders by enabling the acquisition of shares. Accordingly, the remuneration granted to Management Board Members in the form of shares contributes to the implementation of the business strategy, the stability of the Company, and the kind of management that increases the long-term value of the enterprise, and thus the Company's value.

The division of Management Board Members' remuneration into a fixed and a variable component — the latter being predominantly dependent on the Company's financial results — incentivizes Members of the Management Board to take actions that result in the Company achieving increasingly better economic outcomes, while simultaneously ensuring its long-term operational stability.

During the reporting period, Management Board Members also received remuneration under contracts that did not include the performance of Management Board duties. This is consistent with the Remuneration Policy, which allows Members of the Management Board to be remunerated based on an employment relationship or a civil-law agreement with the Company. Furthermore, such remuneration may consist of fixed and variable components as well as additional monetary and non-monetary benefits.

In light of the above, the Supervisory Board is of the opinion that the current form, structure, and level of remuneration applied by the Company are in line with market conditions and provide a level sufficient to retain, over the long term, individuals responsible for managing the Company and overseeing its operations. The level of fixed remuneration received by the Management Board Members, together with additional benefits, as well as the variable remuneration and incentive programs in place, contribute to the long-term and stable cooperation of key individuals with the Company.

5. INFORMATION ON HOW THE CRITERIA REGARDING FINANCIAL PERFORMANCE WERE APPLIED IN THE PROCESS OF MAKING DECISIONS ON REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD

Each component of the variable remuneration of the Management Board Members includes a direct or indirect reference to the Company's financial performance:

- the variable remuneration under the contract of the President of the Management Board – Andrzej Ilczuk – which does not cover activities performed as part of his Management Board function, is dependent on the overall financial results of the Company;
- the criterion of the 2024–2025 incentive program is the achievement of a specific EBITDA target.

6. INFORMATION ON THE CHANGE, IN AN ANNUAL PERSPECTIVE, OF REMUNERATION, THE COMPANY'S RESULTS AND THE AVERAGE REMUNERATION OF THE COMPANY'S EMPLOYEES WHO ARE NOT MEMBERS OF THE MANAGEMENT BOARD OR THE SUPERVISORY BOARD

The table below presents changes in total and basic remuneration, the Company's results and average remuneration of the Company's employees in 2019-2024. Based on Article. 90g mouth 3 of the Act on Public Offering, data for 2018 have been omitted.

The remuneration of members of the Management Board and the average remuneration of the Company's employees presented in the table below does not take into account the potential benefits of eligible persons who are members of the Management Board received for participation in the incentive program operating in the Company in 2018-2020 and settled in 2021.

Table 3 - Change in the remuneration of the Supervisory Board and the Management Board, the Company's results and the average remuneration of the Company's employees who are not members of the Management Board or the Supervisory Board

	2024	2023	2022	2021	2020	2019
Rafał Olesiński	102 000	102 000	102 000	102 000	78 856	42 000
Wiktor Schmidt	48 000	48 000	48 000	48 000	46 485	36 000
Marcin Biłos	54 000	54 000	54 000	54 000	33 777	-
Maciej Marszałek	60 000	60 000	60 000	60 000	43 516	18 000
Kinga Stanisławska	54 000	54 000	54 000	54 000	33 048	-
Arkadiusz Pernal	54 000	54 000	54 000	54 000	-	-
Andrzej Ilczuk	2 179 072	1 307 522	695 218	4 649 627	-	-
Janusz Dziemidowicz	1 287 000	640 200	640 250	411 750	-	-
Magdalena Jurewicz*	1 287 000	640 200	640 250	101 699	161 309	211 410
Consolidated net profit	67 077 028	15 207 141	51 601 126	141 264 582	151 598 963	76 385 801
Standalone net profit	72 694 774	16 662 194	54 512 876	138 261 309	150 589 521	73 796 395
Consolidated Adjusted EBITDA	109 734 349	118 583 928	140 114 836	234 179 331	229 643 214	85 727 620
Standalone Adjusted EBITDA	95 052 534	108 380 534	127 061 177	224 444 961	226 325 934	83 039 335
Company's employees	150 817	142 013	122 316	98 589	88 381	77 876

	2024 vs 2023	2023 vs 2022	2022 vs 2021	2021 vs 2020	2020 vs 2019
Remuneration of the Supervisory Board					
Rafał Olesiński	100%	100%	100%	129%	188%
Wiktor Schmidt	100%	100%	100%	103%	129%
Marcin Biłos	100%	100%	100%	160%	-
Maciej Marszałek	100%	100%	100%	138%	242%
Kinga Stanisławska	100%	100%	100%	163%	-
Arkadiusz Pernal	100%	100%	100%	-	-
Remuneration of the Management Board					
Andrzej Ilczuk	167%	188%	15%	-	-
Janusz Dziemidowicz	201%	188%	15%	-	-
Magdalena Jurewicz*	201%	100%	630%	63%	76%
Company's financial results					
Consolidated net profit	441%	29%	37%	93%	198%
Standalone net profit	436%	31%	39%	92%	204%
Consolidated Adjusted EBITDA	93%	85%	60%	102%	268%
Standalone Adjusted EBITDA	88%	85%	57%	99%	273%
Company's employees	106%	116%	124%	112%	113%

* Magdalena Jurewicz served on the Company's Management Board from September 1, 2018 to July 31, 2020, and then she has held this position since October 21, 2021. The remuneration of Ms. Magdalena Jurewicz presented in table no. 3 in individual years takes into account the period of her function on the Management Board.

7. AMOUNT OF REMUNERATION FROM ENTITIES BELONGING TO THE SAME CAPITAL GROUP

During the Reporting period, Members of the Supervisory Board did not receive remuneration from entities belonging to the Capital Group.

In accordance with the Remuneration Policy, Members of the Management Board who serve on the management boards of subsidiaries of the same capital group may receive fixed remuneration.

The table below presents the remuneration paid to Members of the Company's Management Board by subsidiaries belonging to the same Capital Group for performing functions on the management boards of these entities. The indicated persons did not receive any other benefits from the subsidiaries.

The list does not include:

- Rortos s.r.l. belonging to the Capital Group, because no Member of the Management Board or the Supervisory Board sits on the bodies of this company.

- Ten Square Games Germany GmbH, where in the Reporting period Andrzej Ilczuk and Magdalena Jurewicz served on the management board but they did not receive any remuneration for this;

- Ten Square Games Romania S.r.l., where in the Reporting period Janusz Dziemidowicz and Magdalena Jurewicz served on the management board but they did not receive any remuneration for this.

Table no. 4 – remuneration from subsidiaries

Name and last name	Play Cool Zombie Sport Games Sp. z o.o.
Magdalena Jurewicz	1 200
Andrzej Ilczuk	1 200

8. NUMBER OF FINANCIAL INSTRUMENTS GRANTED OR OFFERED AND THE MAIN CONDITIONS FOR THE EXERCISE OF RIGHTS FROM THESE INSTRUMENTS, INCLUDING THE PRICE AND EXERCISE DATE AND THEIR CHANGES

On December 19, 2023, the Company's General Meeting of Shareholders adopted an incentive program for 2024-2025 addressed to members of the Company's Management Board. In total, participants will be able to purchase up to 37,500 shares in three tranches.

The program consists of three tranches, the conditions for granting shares in each tranche are described below:

- Tranche I: granting of 12,500 shares (4,500 shares for Andrzej Ilczuk, 4,000 shares for Janusz Dziemidowicz, 4,000 shares for Magdalena Jurewicz) dependent on presenting the Group's operating strategy in 2024 to the Company's Supervisory Board;
- Tranche II: granting of 12,500 shares (4,500 shares for Andrzej Ilczuk, 4,000 shares for Janusz Dziemidowicz, 4,000 shares for Magdalena Jurewicz) dependent on achieving a specific financial result in 2024;
- Tranche III: granting of 12,500 shares (4,500 shares for Andrzej Ilczuk, 4,000 shares for Janusz Dziemidowicz, 4,000 shares for Magdalena Jurewicz) dependent on achieving a specific financial result in 2025;

The definition of the financial result for 2024 and 2025 was delegated to the Supervisory Board. As of the date of this report, the Supervisory Board has determined the target for 2024 (a more detailed description is provided in Note 3.4), and for 2025 as outlined in the table below:

Program Criterion: amount of Adjusted EBITDA (consolidated data in PLN)	% of the number of shares from the pool of preliminarily allocated shares to which a Management Board Member is entitled to acquire	number of shares from the pool for 2024 (total for all Management Board Members)
135.000.000 and more	100%	12 500
125.000.000 – 134.999.999	95%	11 875
115.000.000 – 124.999.999	85%	10 625
110.000.000 – 114.999.999	75%	9 375
105.000.000 – 109.999.999	65%	8 125
Less than 105.000.000	0	0

As of the date of this report, shares were issued at nominal value to the Management Board members under Tranche I, following the fulfillment of the program's criteria in January 2024. Additionally, an estimate was made regarding the number of shares to be acquired by the Management Board members under the settlement of Tranche II (the estimate assumes the issuance of shares equal to 65% of the initial allocation) — a more detailed description is provided in Note 3.4.

Report of the Supervisory Board on the remuneration of members of the Management Board and the Supervisory Board for 2024

The acquired shares are subject to a lock-up period of 180 days from the date of acquisition by the President/Member of the Management Board. The Supervisory Board is authorized to approve the sale of the shares by the President/Member of the Management Board before the expiration of the specified period.

Name and surname	Number of initially allocated and subsequently granted shares under Tranche I	Date of initial share allocation	Value of initially allocated shares as at the allocation date (in PLN)	Date of share award	Value of shares on the award date (in PLN)
Andrzej Ilczuk	4 500	19.12.2023	441 000	31.01.2024	441 000
Janusz Dziemidowicz	4 000	19.12.2023	392 000	31.01.2024	392 000
Magdalena Jurewicz	4 000	19.12.2023	392 000	31.01.2024	392 000

Name and surname	Number of initially allocated and subsequently granted shares under Tranche I	Date of initial share allocation	Value of initially allocated shares as at the allocation date (in PLN)	Date of share award	Value of shares on the award date (in PLN)
Andrzej Ilczuk	4 500	19.12.2023	441 000	after approval of the financial statements for 2024	-
Janusz Dziemidowicz	4 000	19.12.2023	392 000	after approval of the financial statements for 2024	-
Magdalena Jurewicz	4 000	19.12.2023	392 000	after approval of the financial statements for 2024	-

9. INFORMATION ON THE POSSIBILITY TO REQUEST A REFUND OF VARIABLE REMUNERATION COMPONENTS

During the Reporting period, the Company did not use the option to request the return of variable remuneration components.

10. INFORMATION REGARDING DEPARTURE FROM THE PROCEDURE FOR IMPLEMENTING THE REMUNERATION POLICY, INCLUDING AN EXPLANATION OF THE REASONS AND PROCEDURE, AND AN INDICATION OF THE ELEMENTS FROM WHICH DEPARTURES WERE APPLIED

During the Reporting period, the Company did not depart from the implementation of the Remuneration Policy, from its temporary application, or from the procedure for implementing the Remuneration Policy.

11. EXPLANATION OF HOW THE RESOLUTION OF THE GENERAL MEETING REGARDING THE PREVIOUS REMUNERATION REPORT WAS CONSIDERED

The Remuneration Report for 2023 was positively evaluated by the General Meeting pursuant to Resolution No. 8 of May 23, 2024. Therefore, the present report has been prepared using the same methodology as the 2023 report.

12. INFORMATION ABOUT BENEFITS FOR NEXT OF KIN

In order to ensure completeness of information and transparency, the Company indicates that the remuneration of Members of the Management Board and the Supervisory Board does not include monetary or non-monetary benefits for Next of kin and such benefits were not granted in the reporting period. For this reason, the remuneration report does not include information on the value of such benefits.

13. SUMMARY

The Supervisory Board reviewed the remuneration and all benefits received by individual Members of the Management Board and Members of the Supervisory Board for compliance with the applicable rules and the Remuneration Policy. In the opinion of the Supervisory Board, the remuneration paid to the Members of the Management Board - both fixed and variable components - is in accordance with the applicable Remuneration Policy and meets all legal requirements. The Supervisory Board positively assesses the operation of the Remuneration Policy and the alignment of the remuneration of the Members of the Management Board and Supervisory Board with the mechanisms described therein.

The Supervisory Board adopted the report by way of Resolution No. 1 dated April 7, 2025.

This report has been reviewed by a statutory auditor with respect to the inclusion of the information required under Article 90g (1–5 and 8) of the Public Offering Act.

The Supervisory Board hereby submits this report to the Ordinary General Meeting for a consultative vote in the form of a resolution.

After being reviewed by the Ordinary General Meeting, this report will be published on the Company's website.