

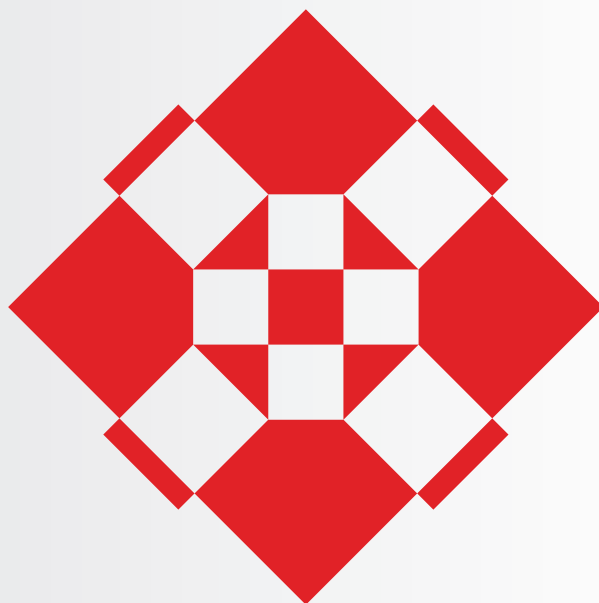


ten square\_games

# **REPORT OF THE MANAGEMENT BOARD ON THE ACTIVITIES OF THE TEN SQUARE GAMES S.A. CAPITAL GROUP AND TEN SQUARE GAMES S.A. COMPANY FOR THE FIRST HALF OF 2025**

This English language translation has been prepared solely for the convenience of English speaking readers. Despite all the efforts devoted to this translation discrepancies, omissions or approximations may exist. In case of any differences between the Polish and the English versions, the Polish version shall prevail. Ten Square Games S.A., its representatives and employees decline all responsibility in this regard.

Wrocław, 25 August 2025



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## GENERAL INFORMATION



Ten Square Games S.A. capital group consists of the parent company and subsidiaries. Ten Square Games S.A. (hereinafter also referred to as the „Parent Company“, „TSG“) was established as a result of the transformation of Ten Square Games Sp. z o. o., which was registered by the District Court on November 20, 2017.

### BASIC DATA ABOUT THE PARENT COMPANY:

<b>Name</b>	Ten Square Games S.A.
<b>Legal form</b>	Joint Stock Company
<b>Registered seat</b>	45 Traugutta Street, 50-416 Wrocław
<b>Registration country</b>	Poland
<b>Core business activity</b>	publishing activity with regard to computer games (58.21.Z)
<b>Authority keeping the register</b>	District Court, VI Commercial Division of the National Court Register
<b>KRS no.</b>	0000704863
<b>Statistical REGON no.</b>	021744780
<b>Tax identification number</b>	8982196752
<b>Company duration</b>	indefinite

## Composition of the Company's governing bodies at 30.06.2025

### The Management Board:

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

During the reporting period and after it, until the date of publication of the financial statements, there were no changes in the composition of the Management Board.

### The Supervisory Board:

- » **Rafał Olesiński** – President of the Supervisory Board;
- » **Wiktor Schmidt** – Vice-President of the Supervisory Board;
- » **Marcin 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.

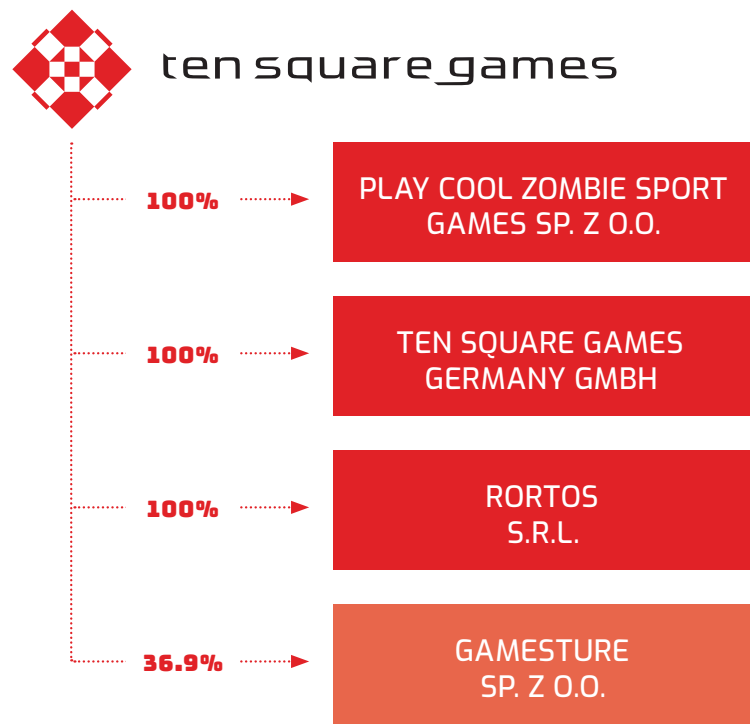
During the reporting period and after it, until the date of publication of the financial statements, there were no changes in the composition of the Supervisory Board.

### A list of:

- » shareholders holding, directly or indirectly through subsidiaries, at least 5% of the total number of votes at the General Meeting of the Issuer,
- » shares held by members of the Management Board or Supervisory Board of the Issuer,
- » series of shares,
- » changes in the shareholding structure,

is presented in Note 3 "General Information" to the Condensed Consolidated Semi-Annual Report of the Ten Square Games S.A. Group for the first half of 2025.

Composition of Capital Group as at 31.12.2024, 30.06.2025 and 25.08.2025:





## SELECTED FINANCIAL DATA

The Management Board of the Parent Entity performs a joint analysis based on consolidated data, due to the fact that individual and consolidated data for Ten Square Games S.A. and for the Ten Square Games S.A. Capital Group, are similar to each other (preserved trends for individual balance sheet and result items). In 2021, the Rortos subsidiary was acquired, which significantly changed the value of shares in the separate statements and the value of intangible assets in the consolidated statements in the line with an increase in the liability for the purchase and outflow of cash. However, this transaction did not have such a significant impact on the statement of comprehensive income, hence the Parent Entity decided to further describe the consolidated data.

The Management Board currently evaluates the Group's financial performance primarily based on 2 metrics: „Bookings“ and „Adjusted/Recurring EBITDA“.

Under „Bookings“, the Group recognizes revenue not reduced by deferred revenue (i.e. in the case of micropayments, these are payments made by users during the period indicated). The amount of deferred revenue results from an estimate of the unused virtual currency and durable goods (durable) by active players made at the balance sheet date. The amount of such deferred revenue is reported in the financial statements under the balance sheet item „customer contract liabilities“.

Recurring EBITDA means the operating profit shown in the consolidated financial statements achieved by the Group for a given financial year, increased by depreciation of fixed assets and intangible assets, adjusted by:

- » extraordinary and one-off events;
- » costs of conducting the incentive scheme in accordance with the financial reporting standards applicable to the Company;
- » the impact of non-cash adjustments to revenue (and the related cost of distributors' commissions), related to e.g. deferral of revenue from virtual currency or durables;
- » the impact of any one-off write-downs/impairments.

## CONSOLIDATED DATA

### STATEMENT OF COMPREHENSIVE INCOME

	PLN		EUR	
	for the period 01.01.2025 – 30.06.2025	for the period 01.01.2024 – 30.06.2024	for the period 01.01.2025 – 30.06.2025	for the period 01.01.2024 – 30.06.2024
Bookings	171,857,045	195,890,694	40,716,699	45,440,788
Revenues	181,088,144	198,117,155	42,903,749	45,957,261
Cost of sales	29,808,823	35,253,141	7,062,363	8,177,675
Operating profit (loss)	54,280,387	42,386,807	12,860,213	9,832,473
Gross profit (loss)	52,706,934	43,986,789	12,487,428	10,203,621
Net profit (loss)	47,442,931	39,963,187	11,240,270	9,270,265
EBITDA	60,566,905	51,321,122	14,349,627	11,904,967
Adjusted EBITDA	57,554,614	54,832,872	13,635,949	12,719,588

### CASH FLOW STATEMENT

	PLN		EUR	
	for the period 01.01.2025 – 30.06.2025	for the period 01.01.2024 – 30.06.2024	for the period 01.01.2025 – 30.06.2025	for the period 01.01.2024 – 30.06.2024
Net cash flows from operating activities	56,314,893	59,273,727	13,342,232	13,749,734
Net cash flows from investment activities	-16,541,605	-13,946,772	-3,919,069	-3,235,234
Net cash flows from financial activity	-101,587,006	-115,093,618	-24,068,188	-26,698,281

### BALANCE SHEET

	PLN		EUR	
	30.06.2025	31.12.2024	30.06.2025	31.12.2024
Fixed assets	198,595,234	206,435,574	46,817,519	48,311,625
Current assets	137,161,428	210,414,131	32,334,904	49,242,717
Equity	190,872,795	243,263,256	44,997,005	56,930,320
Long-term liabilities	6,965,511	25,410,058	1,642,073	5,946,655
Short-term liabilities	137,918,356	148,176,391	32,513,345	34,677,367

### EUR/PLN EXCHANGE RATE

	2025	2024
for the balance-sheet data	4.2419	4.2730
for the data from the profit and loss statement and cash flow statement	4.2208	4.3109

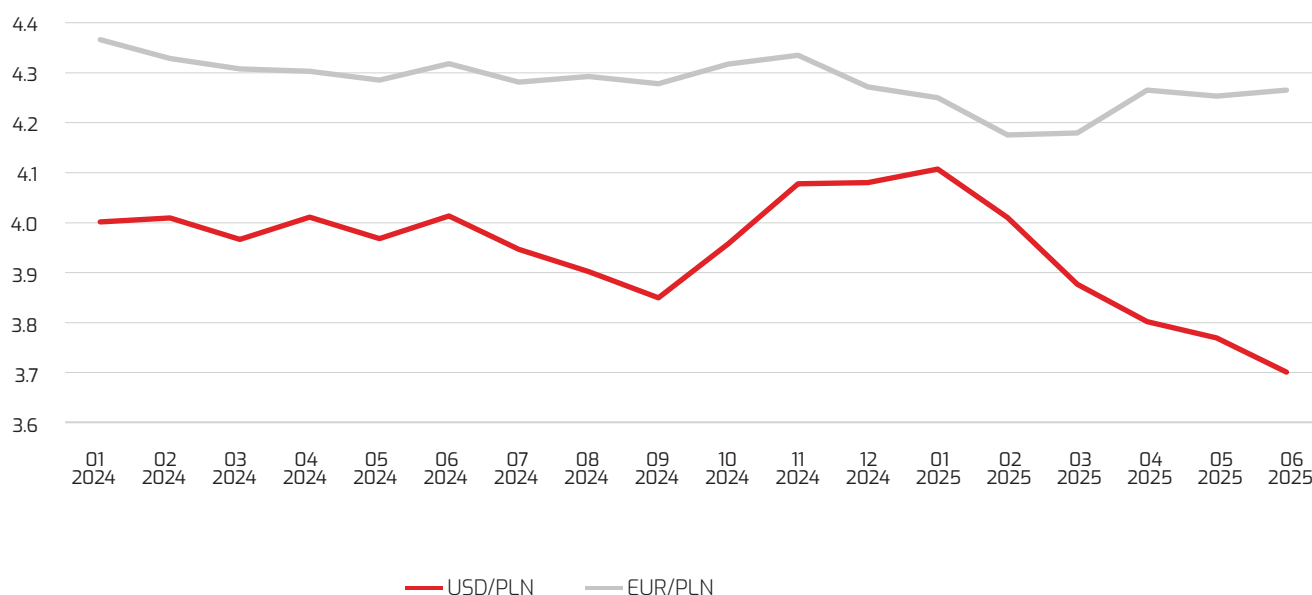
The average exchange rate of the National Bank of Poland dated at the balance sheet date was used to convert the balance sheet data.

In order to convert the positions under the comprehensive income statement and the cash flow statement, the exchange rate which is the arithmetical average of the exchange rates of National Bank of Poland effective at the last day of each month of a given period was adopted.

## COMMENTARY TO THE STATEMENT OF COMPREHENSIVE INCOME

The first half of 2025 saw a continuation of the negative trends observed in previous quarters. Significant economic, currency, and geopolitical uncertainty had a considerable impact on consumer behavior, and consequently on the Group and the in-game bookings recorded. As a result, the Group's total bookings in the first half of 2025 amounted to PLN 171.9 million, down 12.3% compared to the corresponding period of 2024. It is worth noting, however, that both the USD/PLN and EUR/PLN exchange rates in 2025 were significantly lower than in 2024. As an exporter of its services, the Group therefore reports lower revenues than it would have achieved had the 2024 exchange rates been applied.

### Average monthly exchange rate



A detailed description of the activities undertaken in relation to the Group's main games can be found in the note "Brief description of significant achievements or failures of the Issuer during the reporting period, along with a list of the most important events concerning the Issuer."





## THE BREAKDOWN OF CONSOLIDATED BOOKINGS PER GAME BY QUARTERS

GAME	1Q 2024	2Q 2024	3Q 2024	4Q 2024	1Q 2025	2Q 2025
Fishing Clash	61,219,111	59,597,431	62,158,791	59,644,358	52,643,140	48,709,762
Hunting Clash	23,732,405	22,109,844	22,979,316	21,353,423	18,637,608	15,227,407
Let's Fish	1,732,040	1,763,927	1,609,632	2,227,217	2,024,803	2,190,763
Wild Hunt	2,209,336	2,033,024	1,898,167	2,258,507	1,999,937	1,700,447
Airline Commander	2,204,710	1,900,010	1,894,589	1,590,837	2,018,051	1,581,136
Real Flight Simulator	4,959,726	4,760,818	5,468,430	5,238,091	5,297,592	5,193,527
Wings of Heroes	2,922,235	3,494,706	5,638,924	7,086,439	7,291,234	6,294,386
Other	681,137	570,234	658,639	539,986	549,062	498,190
<b>TOTAL BOOKINGS</b>	<b>99,660,700</b>	<b>96,229,994</b>	<b>102,306,488</b>	<b>99,938,858</b>	<b>90,461,427</b>	<b>81,395,618</b>
Deferred revenues (virtual currency)	-2,725,192	-1,355,271	-2,093,391	-1,518,240	1,000,827	-2,991,836
Deferred revenues (durables)	3,182,710	3,124,214	-6,234,054	-4,063,695	5,190,738	6,031,370
<b>TOTAL REVENUES</b>	<b>100,118,218</b>	<b>97,998,937</b>	<b>93,979,043</b>	<b>94,356,923</b>	<b>96,652,992</b>	<b>84,435,152</b>

\* under the bookings, the Group recognizes revenue not reduced by deferred revenue (i.e. in the case of microtransactions, these are payments made by users during the given period). The amount of deferred revenue is based on an estimate, as at the balance sheet date, of the unused virtual currency and permanent virtual goods held by active players. The amount of such deferred revenue is presented in the financial statements under the balance sheet item "contract liabilities."

## BREAKDOWN OF CONSOLIDATED COSTS OF GOODS AND SERVICES SOLD BY QUARTERS

SPECIFICATION	1Q 2024	2Q 2024	3Q 2024	4Q 2024	1Q 2025	2Q 2025
Depreciation – completed development work (mainly games)	2,599,617	2,622,130	2,172,943	2,138,220	2,063,508	2,114,471
Depreciation – other assets	1,256,589	975,024	950,256	954,225	596,355	540,929
Salaries and subcontractor services	13,365,280	11,065,615	11,801,284	11,200,038	11,191,466	11,110,084
Translations	573,512	498,240	457,376	345,224	317,254	350,529
Outsourcing of 3D models	289,639	430,986	203,963	133,912	93,338	103,677
Other	1,402,657	1,583,504	1,505,483	1,521,211	1,499,932	1,354,189
Cost of producing products for internal use (capitalization)	-97,504	-1,312,148	-1,305,363	-1,010,491	-748,935	-777,974
<b>TOTAL COSTS OF GOODS AND SERVICES SOLD</b>	<b>19,389,790</b>	<b>15,863,351</b>	<b>15,785,942</b>	<b>15,282,339</b>	<b>15,012,918</b>	<b>14,795,905</b>

The costs of goods and services sold in the first and second quarters of 2025 remained at a level similar to that of the last quarters of the previous year. The significantly higher cost reported in the first quarter of 2024 in the salaries line was due, among other factors, to the recognition of the cost of the share-based incentive programme (the so-called first tranche) – with no corresponding event in 2025. In addition, as part of its operational optimisation efforts, the Group has been working intensively on improvements in translations (leveraging proprietary tools supported by artificial intelligence development) and in the production of 3D models, which are now largely created in-house. It is also worth noting that since the third quarter of 2024, the Group has ceased to amortise certain older games of Rortos, which has also contributed to a decrease in this item.

## THE BREAKDOWN OF CONSOLIDATED SELLING COSTS BY QUARTERS

SPECIFICATION	1Q 2024	2Q 2024	3Q 2024	4Q 2024	1Q 2025	2Q 2025
<b>Cost of sales</b>	<b>54,950,259</b>	<b>51,954,122</b>	<b>55,896,498</b>	<b>53,049,158</b>	<b>44,823,513</b>	<b>39,142,065</b>
marketing:	19,807,135	19,357,945	24,714,879	22,658,472	15,602,094	12,727,474
– Fishing Clash	11,245,527	10,498,662	15,322,183	11,386,040	8,151,812	7,565,442
– Hunting Clash	7,728,250	7,716,786	6,284,059	7,938,295	4,402,922	2,796,268
–Wings of Heroes	833,358	1,130,706	3,013,752	3,254,840	2,992,203	2,165,648
– other titles	0	11,791	94,885	79,297	55,156	200,117
provisions	28,370,749	26,426,711	24,978,911	24,605,279	23,804,627	20,151,644
revenue share	337,715	344,101	287,231	346,821	362,608	365,433
remuneration, subcontracting services	4,599,678	4,165,443	4,606,542	4,214,237	4,117,114	4,608,593
mobile games market research services	187,284	156,227	74,907	68,842	69,453	70,677
other	1,647,698	1,503,695	1,234,028	1,155,507	867,617	1,218,244

The level of selling cost is mainly driven by marketing outlays (primarily marketing for Fishing Clash and Hunting Clash) and commissions, which are fully dependent on the level of payments. However, due to:

- » the promotion of our own direct-to-consumer channel, the TSG Store, which has on average lower commission costs than the leading Google and Apple stores;
- » changes in commission rates within the EU on the Apple platform, enforced by the European DMA (Digital Markets Act);

the share of commissions in payments has been gradually decreasing. Historically, the standard commission rate was 30% of payments, whereas currently (2Q 2025) it is around 25% (commissions/total payments). For the main titles that offer their own store, the rate amounts to 22.0% for Fishing Clash and 25.0% for Hunting Clash (2Q 2025).

A more detailed description of the activities undertaken as part of the promotion of the TSG Store has been provided in the note "Brief description of significant achievements or failures of the issuer during the reporting period, along with a list of the most important events concerning the issuer."

In terms of marketing expenses, in the first and second quarters of 2025 the Group significantly reduced investments in user acquisition for its two largest titles – Fishing Clash and Hunting Clash. At the beginning of the year, new experts joined the Company, with whom a long-term product development plan was prepared. This plan assumes the reconstruction of key game elements, which requires time, testing, and technical preparation. Once the game is able to offer users significantly better entertainment – thereby increasing user-generated bookings – marketing budgets will be scaled up again.

## BREAKDOWN OF CONSOLIDATED GENERAL AND ADMINISTRATIVE COSTS BY QUARTERS

SPECIFICATION	1Q 2024	2Q 2024	3Q 2024	4Q 2024	1Q 2025	2Q 2025
<b>Recurring costs, including:</b>	<b>6,287,713</b>	<b>6,905,113</b>	<b>6,453,532</b>	<b>6,554,225</b>	<b>6,086,580</b>	<b>5,996,171</b>
– payroll + third party services (TSG S.A.)	3,039,408	3,011,205	3,081,199	2,749,388	2,826,448	2,924,104
– cost of subsidiaries	926,234	1,023,526	1,000,437	1,205,538	949,065	869,616
– rent and maintenance of office (TSG S.A.)	560,856	704,560	674,137	749,190	677,914	590,001
– other	1,761,214	2,165,822	1,697,760	1,850,109	1,633,153	1,612,450
<b>One-off costs, including:</b>	<b>1,221,364</b>	<b>153,162</b>	<b>229,743</b>	<b>168,629</b>	<b>296,636</b>	<b>979,857</b>
– MSOP	1,531,618	153,162	229,743	211,893	306,249	979,857
– M&A	-310,254	0	0	-43,264	-9,613	0
<b>TOTAL GENERAL AND ADMINISTRATIVE COSTS</b>	<b>7,509,077</b>	<b>7,058,275</b>	<b>6,683,275</b>	<b>6,722,854</b>	<b>6,383,216</b>	<b>6,976,028</b>

General and administrative expenses – in particular recurring costs – have remained at a stable level for another consecutive quarter. The level of salaries cost is the result of a major restructuring carried out in 2023. Another category within general and administrative expenses are the costs of subsidiaries. Currently, these are limited to expenses related to maintaining the office of the Italian company Rortos. In 2023, the Group reduced the number of offices in other locations (Bucharest, Berlin). In addition, starting from January 2024, the Parent Company has been leasing an office in Wrocław under a renegotiated agreement and has also reduced the leased space, which has contributed to maintaining a stable level of office maintenance costs in the period under review.

In terms of non-recurring costs, in the second quarter of 2025 the Group recognized for the first time the cost of a new incentive program for the years 2025–2029 (PLN 670 thousand presented under general and administrative expenses). The cost recognized in Q2 2025 in fact relates to the period January – June 2025; however, since the program was adopted only in May 2025, the entire amount was recorded in the second quarter. A more detailed description of the program is provided in the note "Share-based incentive programs" forming part of the consolidated financial statements.



## RECONCILIATION OF OPERATING RESULT TO ADJUSTED EBITDA PARAMETER BY QUARTERS

SPECIFICATION	1Q 2024	2Q 2024	3Q 2024	4Q 2024	1Q 2025	2Q 2025
<b>Operating profit (EBIT)</b>	<b>19,108,496</b>	<b>23,278,311</b>	<b>15,606,945</b>	<b>18,247,197</b>	<b>30,618,819</b>	<b>23,661,566</b>
Amortization and depreciation (excluding capitalized portion)	4,505,560	4,428,755	3,953,275	3,873,425	3,173,305	3,113,215
Write-downs for impairment	0	0	0	1,194,285	0	0
<b>EBITDA</b>	<b>23,614,056</b>	<b>27,707,066</b>	<b>19,560,220</b>	<b>23,314,907</b>	<b>33,792,124</b>	<b>26,774,781</b>
non-cash impact of incentive scheme (excluding capitalized portion)	2,854,621	311,924	441,425	369,466	495,000	1,605,476
deferred result (revenue minus commissions) – consumables	2,150,783	1,100,237	1,594,588	1,212,215	-500,670	2,485,739
deferred result (revenue minus commissions) – durable	-819,647	-1,775,914	4,919,341	3,532,579	-3,267,444	-3,820,779
costs of potential and completed acquisitions (M&A) and review of strategic options	-310,254	0	0	-43,264	-9,613	0
<b>Adjusted EBITDA</b>	<b>27,489,559</b>	<b>27,343,313</b>	<b>26,515,574</b>	<b>28,385,903</b>	<b>30,509,397</b>	<b>27,045,217</b>

The year 2024 was characterized by stable results without significant fluctuations between quarters. The better adjusted EBITDA result in the first quarter of 2025 was mainly due to lower marketing expenditures in March. The second quarter saw a continuation of lower marketing spending, which translated into lower bookings. However, thanks to strong cost discipline, the adjusted EBITDA result was maintained at a level similar to that of 2024.

The Group closes the first half of 2025 with a net profit of PLN 47.4 million, compared to a net profit of PLN 40.0 million in the corresponding period of 2024. The improved result is largely attributable to non-cash accounting entries related to revenue deferral (and the associated cost), which in 2024 reduced the result by PLN 655 thousand, while in 2025 they increased it by PLN 5.1 million.

In addition, thanks to the restructuring carried out in 2023 at the associate company Gamesture Sp. z o.o., that company has also improved its results. In the first half of 2024, Ten Square Games' share in the net loss of Gamesture Sp. z o.o. amounted to approximately PLN 195 thousand, while in the first half of 2025 the Group recorded a share in profit of PLN 376 thousand.



## COMMENTARY TO THE CONSOLIDATED STATEMENT OF FINANCIAL SITUATION

On the fixed assets side, the largest change between 30 June 2025 and 31 December 2024 was due to the amortization of games and the balance sheet valuation of assets related to the Italian company Rortos. In the case of current assets, the Group recorded a 35% decrease, mainly resulting from a reduction in cash and cash equivalents by PLN 60.4 million, which in turn was related to the payment of a record dividend of PLN 100 million at the end of June 2025. Another item that recorded a decrease was receivables (down 17%), which is directly linked to the level of payments in the last 1-2 months before the balance sheet date.

Discussing the structure of liabilities, in the first half of 2025 there was a significant decrease in equity (down PLN 52.4 million) related to the dividend payment. The decrease in other non-current liabilities to PLN 0 resulted from the reclassification of this liability to the short-term portion, relating to the payment of the final earnout installment to the former owners of Rortos, which is expected to take place in the second quarter of 2026 (whereas in the second quarter of 2025, the earnout for 2024 was paid).

In the period under review, the item "Contract liabilities" also decreased by PLN 9.2 million, which was due to the recognition of deferred revenue to a greater extent than in previous quarters. Other balance sheet items showed only minor fluctuations – there were no unusual, one-off events in the period.

The Group (and the Parent Company) maintains high financial liquidity, and all of its liabilities are settled on time. The Group also does not experience any significant issues with the collection of receivables.

## COMMENTARY TO THE CONSOLIDATED CASH FLOW STATEMENT

The Group has a strong cash-generating capacity. Operating cash flows generated in the first half of 2025 amounted to PLN 56.3 million (almost equal to the adjusted EBITDA for the same period). The Group is able to finance its operations on an ongoing basis and plan further investments.

On the investing activities side, the Parent Company paid an earnout for the 2024 results to the former owners of Rortos in the amount of PLN 14.7 million, compared to PLN 11 million in the corresponding period of the previous year. Capital expenditures were supplemented by investments in new games – in 2025 this amounted to nearly PLN 2 million.

In financing activities, the dividend payment of PLN 100 million was recorded, along with lease payments (plus interest) related to the rented office.

# 3.

## BUSINESS PROFILE

The activities of the Group and the Parent Company focus on the design, production, distribution and development of mobile games. The Group's products are offered through the most important mobile platforms – most of all iOS and Android – and through Internet portals.

The Group's game portfolio is developed in the F2P model – downloading a game is free of charge and revenue comes from the following sources:

## REVENUES

### MICROPAYMENTS

- » revenues from additional functionalities purchased by the players

### SUBSCRIPTIONS

- » Rortos games

### ADVERTISEMENTS

- » revenues from advertisements displayed in games

### LICENSES

- » revenues from the users' activity in games which are shared with the Company's commercial partners on the basis of license agreements



# 4.

## KEY PRODUCTS

The most important products of the Group generating revenues were:

- » Fishing Clash – a mobile fishing game in the F2P model;
- » Hunting Clash – a mobile hunting game in the F2P model;
- » Wings of Heroes – a mobile plane game in the F2P model.
- » Real Flight Simulator – a mobile plane game in subscription model.



MOBILE GAME	<b>FISHING CLASH</b>
----------------	----------------------

LAUNCH DATE	soft launch: 06.2016
	global launch: 10.2017

A mobile fishing game in which players can take part in competitive sports rivalry between anglers, presented with outstanding 3D graphics. Since its release in October 2017, Fishing Clash has established itself as the leading mobile fishing game in the world, generating over PLN 242.6 million in bookings in 2024. Fishing Clash is the Group's largest game, and in 2020 it entered the top 50 highest-grossing games on the Google Play store. In 2025, the game was enriched with new features, including Fishing Quest. In the first half of 2025, Ten Square Games continued its cooperation with Major League Fishing, enabling players to experience real-time tournament excitement in the game.





MOBILE  
GAME

## HUNTING CLASH

LAUNCH  
DATE

soft launch: 11.2019  
global launch: 08.2020

A product aimed at a wide audience of players, focusing on collection and competition. The game features advanced 3D graphics and realistically animated animals. Players have the opportunity to become the world's best hunter by hunting many species of animals and collecting various types of weapons. Since its release in the third quarter of 2020, the game has ranked among the top 200 highest-grossing games on the Android platform in the USA. In the first half of 2025, the game focused on testing new solutions related to offer and player segmentation in order to improve the product's performance.



MOBILE  
GAME

## WINGS OF HEROES

LAUNCH  
DATE

soft launch: 08.2023  
global launch: 10.2023

An airplane game set during World War II, in which players have the chance to take part in real-time battles. Players use the most iconic aircraft of the era and explore locations inspired by real places where historic battles took place. Wings of Heroes players can experience true action while competing against each other. In 2025, the game's development continued and its depth was significantly expanded. A key element of this development was increasing the number of player events within LiveOps, enabling better monetization of the game. In addition, the Battle Pass feature was introduced, and based on player feedback, the functioning of leagues and the Trade Shop was significantly improved. In the Company's opinion, the game still has growth potential and, with intensive development, can become the best game in its category available on the market. In the first half of 2025, the game increased its payment levels compared to the corresponding period in 2024.



MOBILE  
GAME

## REAL FLIGHT SIMULATOR

LAUNCH  
DATE

soft launch: 01.2019  
global launch: 07.2019

Real Flight Simulator is an advanced mobile flight simulator that offers players a realistic flying experience. The game features a wide selection of aircraft, detailed airports, dynamic weather conditions, a multiplayer mode, a Virtual Airlines system, and interactive Air Traffic Control (ATC) allowing for real-time traffic management. As the only game in the Group's portfolio, RFS operates on a subscription model. Thanks to weekly updates, the game delivers consistent value to players, evolving based on active community feedback – through social media channels, Alpha Testers, and dedicated surveys. With continuously expanding features and a growing player community, Real Flight Simulator remains a key pillar of the Group's strategy in the flight simulation segment, and its further development is an important element of the long-term expansion in this category.



# 5.

## BRIEF DESCRIPTION OF THE ISSUER'S SIGNIFICANT ACHIEVEMENTS AND FAILURES IN THE REPORTING PERIOD, TOGETHER WITH THE SPECIFICATION OF THE MOST IMPORTANT EVENTS RELATING TO THE ISSUER

The first half of 2025 was marked by challenges in the Group's two main titles – Fishing Clash and Hunting Clash. In both cases, the downward trend in bookings levels continued, further exacerbated by reduced marketing expenditures during the period. The cutback in spending on new user acquisition directly impacted the volume and quality of traffic in the short term and, consequently, will result in lower revenue levels in the coming quarters also.

In response to this situation, the Management Board implemented decisive remedial actions aimed at halting the declines and rebuilding the monetization potential of both titles. In Fishing Clash and Hunting Clash, tests of new player and offer segmentation were launched, along with work on improving the early-game experience. The product teams operated under the guidance of experts with global market experience who joined the Group at the beginning of 2025. The first positive effects are already visible in selected metrics; however, a full assessment of effectiveness requires a longer period – primarily due to the time needed to develop new features, test them, and implement them.

At the same time, two other games from the Group's portfolio – Wings of Heroes and Real Flight Simulator – achieved better results than in the corresponding period of 2024 and increased their share in the Group's revenue. In the first half of 2025, the level of bookings generated by Real Flight Simulator amounted to PLN 10.5 million, representing an increase of 7.9% compared to the corresponding period of 2024. The results of Wings of Heroes are discussed in detail later in this note. The flight simulator segment has become an important stabilizer of the Group's results during the period of declines in its largest titles.



In total, in the period January – June 2025, the Group achieved bookings levels of PLN 171.9 million, down 12.3% compared to the corresponding period of 2024. Among the main factors affecting the Group's operations, the Management Board of Ten Square Games identifies the following:

1. Economic conditions, which affect the level of consumer spending on entertainment;
2. Uncertain geopolitical situation;
3. A lower USD/PLN exchange rate compared to the previous year;
4. A reduction in marketing expenditures and intensity in the first half of 2025 for the Group's main titles, which in the short term affects the quantity and quality of acquired traffic and, in the long term, translates into a decrease in revenue in subsequent periods;
5. The transformation process in the Group's main titles and changes in the way product teams operate, which in the longer term should improve the key metrics of these games;
6. Systematic development of games in the flight simulator segment;
7. Competition for players' attention and time from other entities offering attractive leisure activities;
8. The activities undertaken by competitors in the market.

In the first half of 2025, Ten Square Games S.A. also worked intensively on the development of new projects. The first of these, developed by the Ten Square Games S.A. team under the name Trophy Hunter, had its global release on 3 July 2025. Since its launch the game has been actively promoted with paid traffic and the Management Board views the initial results of this title positively. In the coming months, the game will be enriched with additional arenas and features to increase player engagement. To support its development, the team working on the game has been expanded to 11 people since August 2025. The Company also plans to increase spending on new user acquisition gradually.

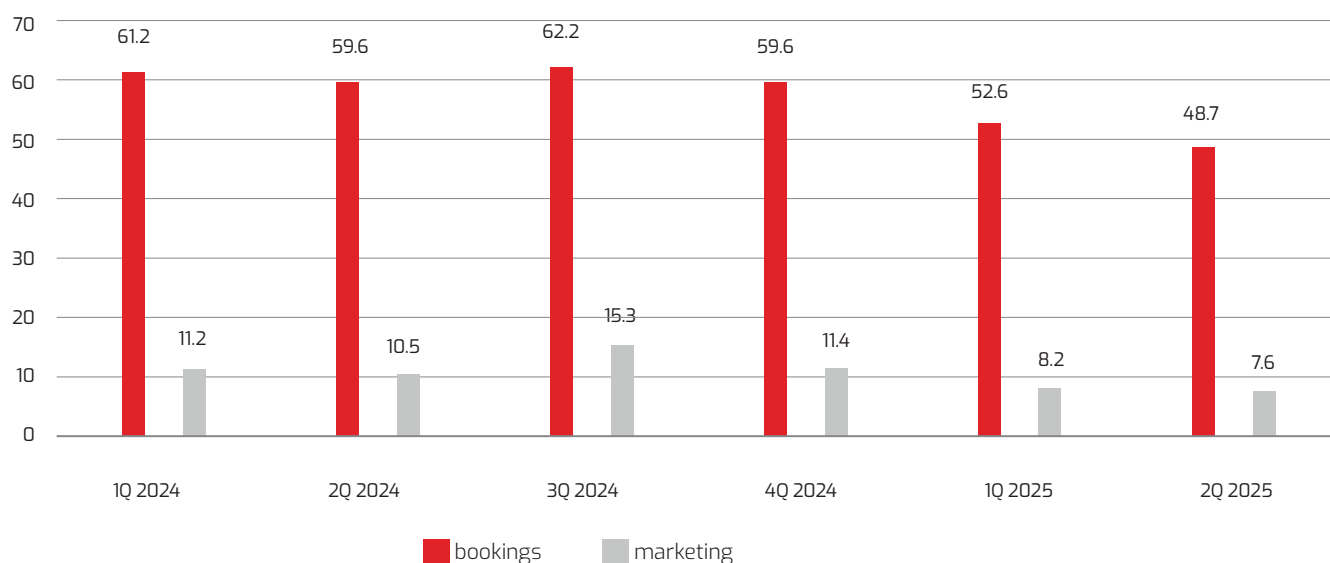
The second project, Real Combat Simulator, developed by the Italian studio Rortos, focuses primarily on enriching the game with new content and implementing changes resulting from tests conducted on the Google platform. The team is currently working on the "multiplayer" feature, which will be added to the game with its next update, scheduled for the third quarter of 2025. This update will also introduce at least one additional aircraft. This is another step in preparing the project for release on both major distribution platforms. The team working on the project is still very small, consisting of 3–4 people.

## QUARTERLY ANALYSIS OF BOOKINGS AND MARKETING COSTS OF KEY GAMES:

### FISHING CLASH



data in PLN million



In the second quarter of 2025, the Fishing Clash team focused on implementing initiatives that are part of the game's transformation process, aimed at reversing the negative bookings trend. These changes are being introduced gradually, covering more areas of the game and additional player segments. The full impact on financial results will become visible as the scale of changes increases, including for the highest-spending group. This process requires time due to the need for A/B testing, the development of new features, and thorough data analysis. The full cycle to design, implement, and A/B test a new feature typically takes several months. All these activities are data-driven – the team measures the effects of each change and adjusts them to maximize results.

One important element of the transformation is personalizing the game experience through player and offer segmentation. This includes a new re-engagement programme for thousands of players who return to the game after a break – an initiative successfully tested in Hunting Clash and now being implemented in Fishing Clash. Another recently launched initiative tailors the player experience based on their in-game economy status, enabling more precise personalization.

Alongside these efforts, the team continued to work on improving the game's economy, conducting experiments related to the economics of new fisheries, offer formats, and events. The results varied by player segment, and further iterations are planned based on data insights. Work on enhancing the early-game experience also continued, including reducing loading times and improving onboarding.

In the second quarter of 2025, three new fisheries were added to the game – Taiwan, the Baltic Sea, and the Potomac River (in collaboration with Major League Fishing). The game also received a new mode, "Monster Hunt," which diversified gameplay and will serve as a foundation for future events. Additionally, in response to player feedback, "Retro Events" were introduced, allowing players to revisit fisheries they had not accessed for a long time, providing a satisfying gameplay experience.

In the coming months, the team's priorities remain advancing segmentation initiatives, personalizing the experience for all player cohorts, and improving the early-game experience.

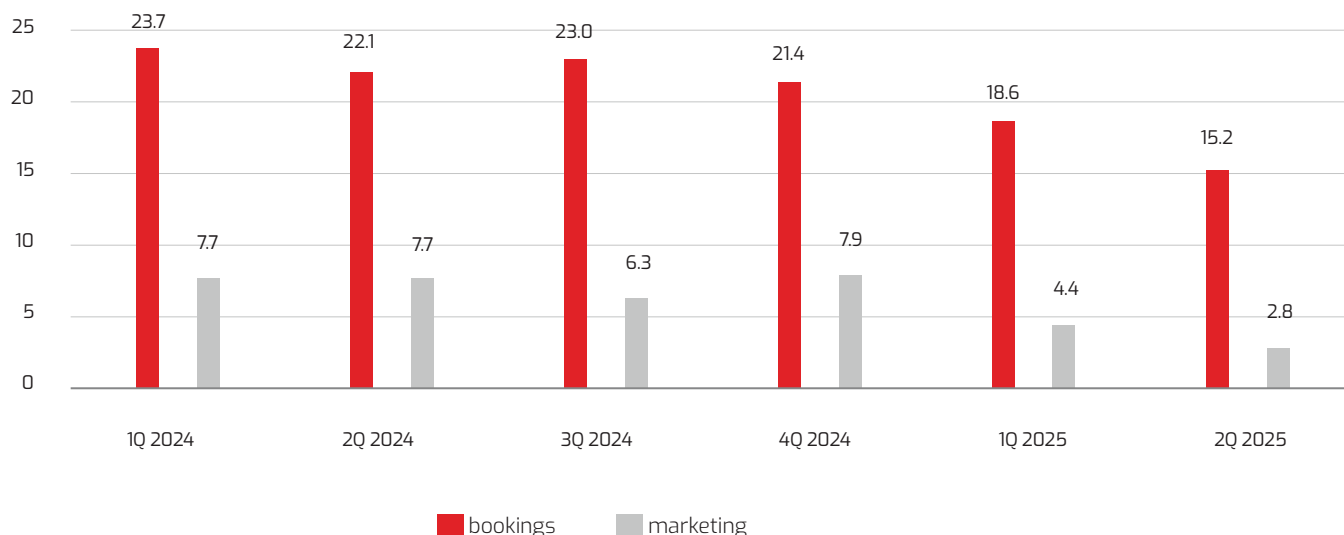
In July 2025, bookings totaled PLN 14.6 million, slightly lower than in June 2025.



## HUNTING CLASH



data in PLN million



In the first half of 2025, Hunting Clash recorded payments of PLN 33.9 million, a decrease compared to the same period in 2024. In the second quarter of 2025, the game generated PLN 15.2 million in payments, lower than in the first quarter of 2025. The results were partially affected by a very low level of marketing expenditure.

In the second quarter of 2025, the Hunting Clash team focused on implementing initiatives that are part of the game's transformation process, which are already bringing positive effects, although currently on a limited scale. These actions are gradually covering more areas of the game and additional player segments – in the future also including the highest-spending group – which in the longer term should positively translate into financial results. This process takes time due to the need for A/B testing, the development of new features, and detailed data analysis.

One of the key projects was a new player and offer segmentation strategy. The segmentation experiment aimed to improve retention rates by tailoring the gameplay difficulty curve for different player cohorts to make the experience more satisfying. The results were very strong for almost all segments – especially among players making smaller purchases – with the top-spender group to be addressed in the next stage of the initiative. Positive results from the segmentation initiative have also generated a wealth of insights that will be incorporated into upcoming FTUE improvements.



Another highly successful initiative was a lapsed player re-engagement programme. This experiment confirmed that differentiated actions, strategies, and personalization based on data analysis work very well in Hunting Clash, and the team plans to further expand this approach.

The successful re-design of the duel algorithm, which improved player retention, also inspired the team to apply the same methodology to other parts of the game – work on this has already begun. In parallel, the team worked on enhancing the early-game experience (First Time User Experience – FTUE) by guiding players more effectively toward core features, clarifying the event system, reorganizing the main screen to reduce information overload, and shortening screen loading times. These changes are designed to further improve engagement and retention among new players, and they will be followed by a major FTUE update planned for the third quarter of 2025, which will further strengthen the onboarding process.

Additionally, a new feature was introduced, enabling players to win real-life rewards, and three new locations – Congo, Transylvania, and Madeira – were added to the game.

In the coming months, the product team's top priorities remain player and offer segmentation, further FTUE improvements, and extending the redesign approach to more game features. All initiatives are data-driven – the team continuously measures the results of each change and makes adjustments to maximize their effectiveness.

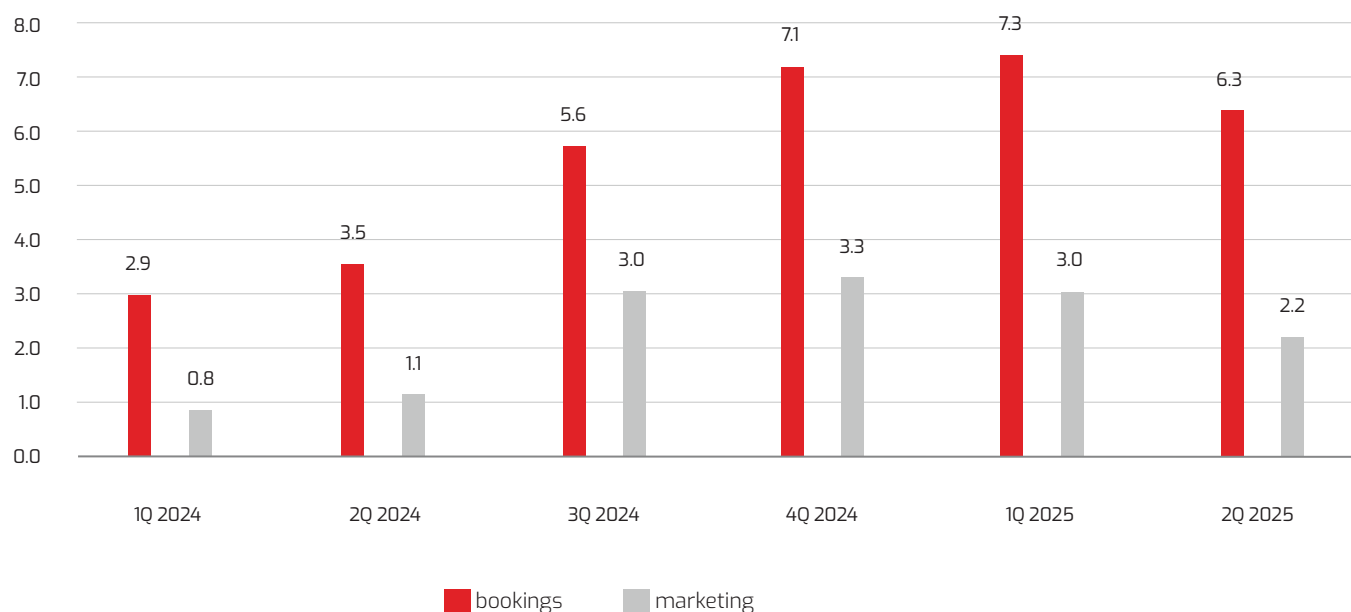
In July 2025, payments totaled PLN 4.8 million, lower than in June 2025.



## WINGS OF HEROES



data in PLN million



During the period, game development progressed across several parallel areas.

The team continued iterating on existing events, increased their frequency, and introduced new event formats. The Trade Shop was enhanced, player profile personalization was expanded with new avatars, and the event reward pool was enriched. New content introduced during the quarter included the Battle Pass feature (with subsequent iterations during the period) and a new game mode, Total Defense – the title's first-ever PvE mode, where players defend objectives against waves of enemies. This mode significantly deepens gameplay, introduces fresh challenges, and drives player engagement.

Alongside the introduction of Plane Mastery – a system assigning individual goals to each aircraft – the league system and matchmaking were improved, resulting in more balanced battles. The visual experience of unlocking new content (such as aircraft) was enhanced, controller support was added, and squadron functionality was upgraded. Loading times were shortened, other technical improvements were implemented, and the First Time User Experience (FTUE) was refined, all contributing positively to the title's early-stage KPIs.

In addition to the Battle Pass, which also serves as an engagement tool, a new offer type – Pilot Subscription – was launched, allowing players to access additional benefits for a set period with the option to renew. A new "chain offers" format was also introduced, in which purchasing one offer unlocks the next. Improvements were made to ad placements, resulting in higher ad-related revenue.

In the coming months, the team will focus on developing new social features and further enhancing the player experience. Marketing spend on user acquisition is also planned to increase, aiming to accelerate the game's growth.

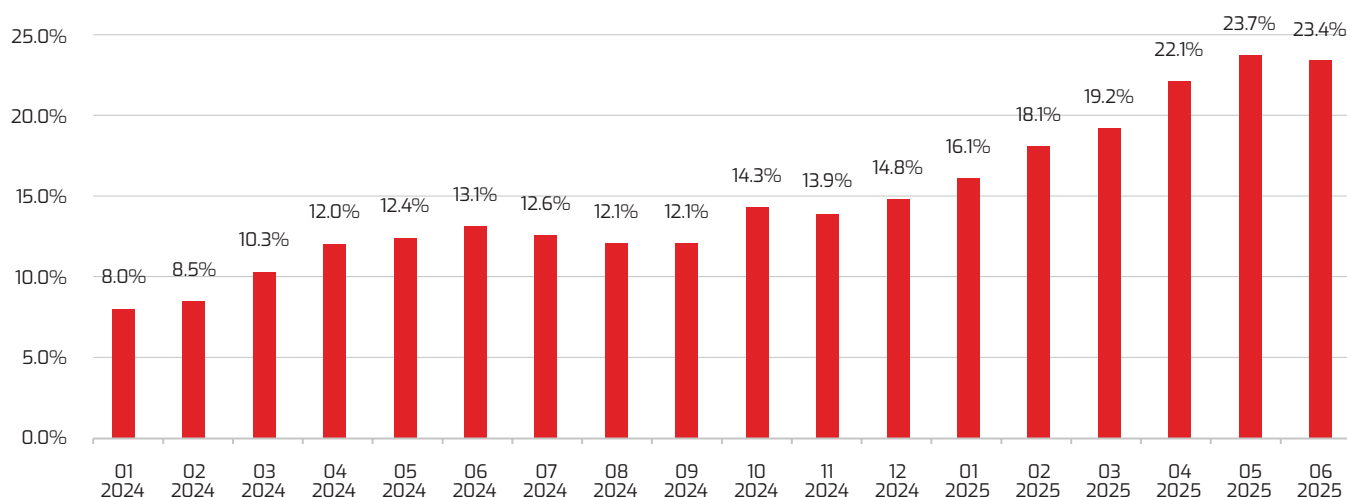
In July 2025, Wings of Heroes generated bookings of PLN 2.5 million, up 30.5% compared to June – one of the best monthly results in the game's history. This result is partially correlated with increased marketing expenditure.







## % share of TSG Store in Group's total bookings

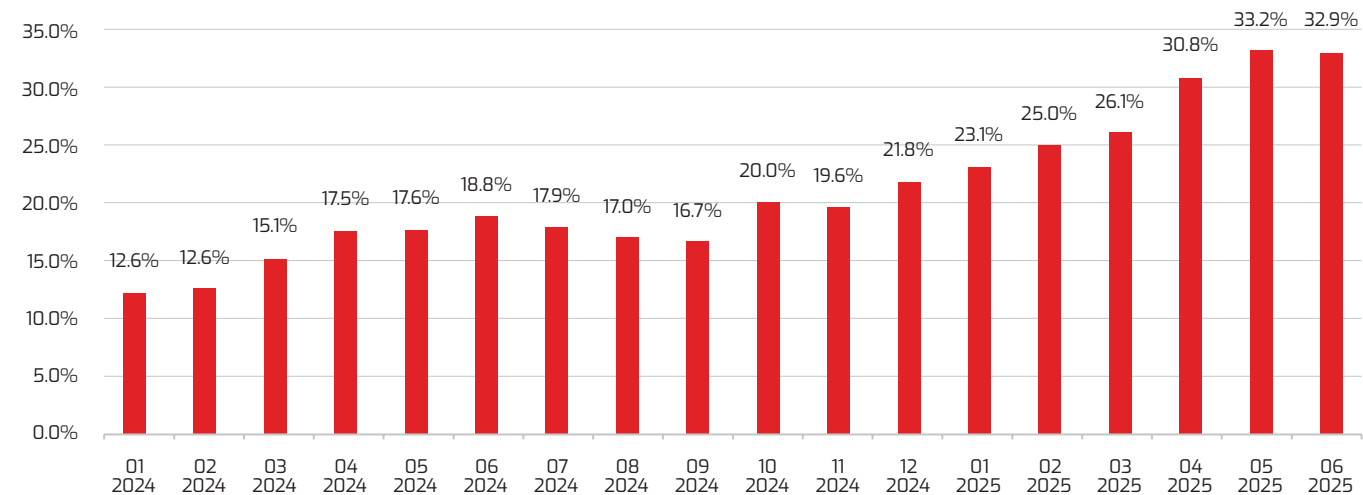


A key factor in improving the Group's business efficiency and financial performance was the launch in 2023 of the TSG Store – the Group's own direct sales platform, enabling players to purchase products without the involvement of major platforms. Sales generated through the TSG Store incur lower commission fees than those charged when players make purchases via Google or Apple platforms. The platform's development is supported by legislative changes in Europe and in the United States.

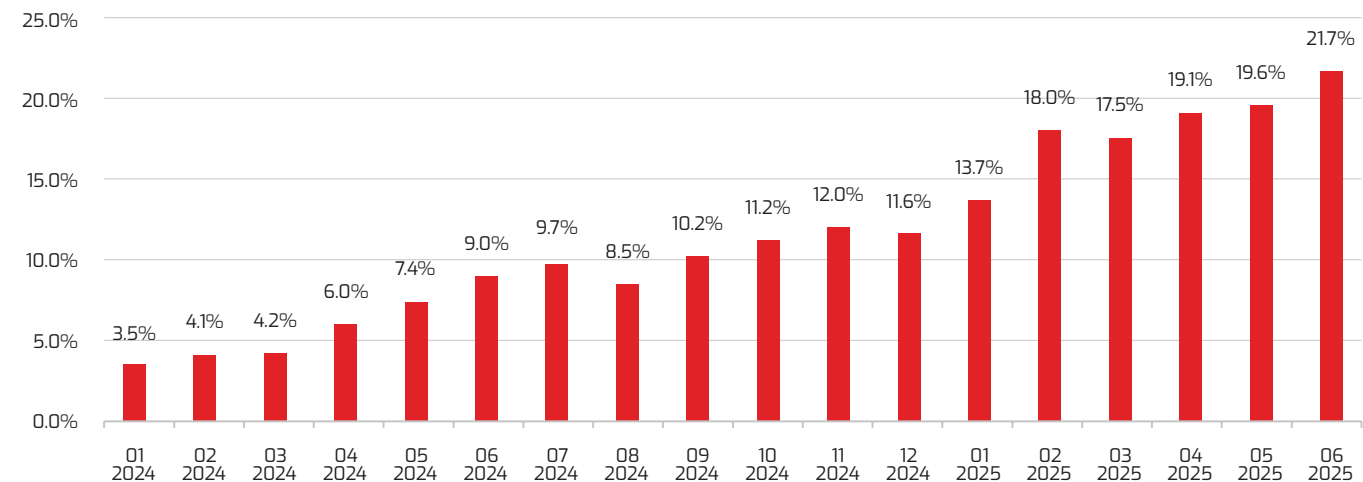
In June 2025, the share of bookings generated through the TSG Store in the Group's total bookings stood at 23.4%, approaching the target level of 25%. The team responsible for developing the TSG Store, together with the product teams, is testing further solutions to make it easier for players to shop in the store and use the purchased items during gameplay. The Company continues to seek the best payment service providers and to optimize commission costs.

Currently, only two of the Group's titles – Fishing Clash and Hunting Clash – are included in the TSG Store offering. In June, the share of bookings generated through TSG in Fishing Clash reached 32.9%, and in Hunting Clash 21.7%, marking the highest result in the history of this product. In the second quarter of 2025, Fishing Clash in the TSG Store saw changes to the rules for determining player discount levels, as well as a complete redesign of the store's appearance to visually align it with the game. In the case of Hunting Clash, tests of a dedicated currency were completed and it was introduced to improve the purchasing process. The positive effects of these actions are visible in the charts showing the share of bookings generated through the TSG Store in the Group's two largest games. Currently, no work is underway to include other titles in the TSG Store offering.

**% share of TSG Store in Fishing Clash bookings**



**% share of TSG Store in Hunting Clash bookings**



# 6.

## KPIS OF GAMES

	1Q 2024	2Q 2024	3Q 2024	4Q 2024	1Q 2025	2Q 2025
Fishing Clash – MAU <sup>[1]</sup> (average in the period)	2,425,073	2,901,837	3,403,986	2,605,102	2,396,660	2,586,680
Hunting Clash – MAU (average in the period)	3,529,644	2,937,882	2,008,982	1,795,672	1,664,310	1,748,071
Wings of Heroes – MAU (average in the period)	341,010	250,631	294,502	284,703	279,340	282,915
Evergreen <sup>[2]</sup> – MAU (average in the period)	922,365	789,687	726,737	680,426	609,349	454,196

[1] MAU – average monthly active players

[2] Evergreen – Let's Fish and Wild Hunt





## IDENTIFICATION OF FACTORS AND EVENTS, INCLUDING THOSE OF AN UNTYPICAL NATURE, HAVING A SIGNIFICANT IMPACT ON THE ABBREVIATED FINANCIAL STATEMENTS

No other significant events, not described above, occurred that could have affected the financial data presented in the report for the period ended 30 June 2025.





## MAJOR ACHIEVEMENTS IN RESEARCH AND DEVELOPMENT

In the first half of 2025, the Group's key achievements in the area of research and development included work on new titles and the development of tools to enhance operational efficiency. Of particular importance was the global release of Trophy Hunter – the Company's first new game since 2022 – which took place on 3 July 2025. The project's initial results are promising, confirming the validity of the chosen development direction. At the same time, an important element of R&D activities was the continued work on the second new title – Real Combat Simulator.

At the same time, the Group carried out development work aimed at improving the performance of its existing games. One of the key projects in this area was the development of the TSG Store – the Company's own sales platform, which makes it possible to reduce commission costs and strengthen player loyalty and engagement by offering dedicated, attractively priced packages. In the first half of 2025, the share of sales generated through the TSG Store reached a record level, significantly contributing to the improvement of the Group's financial efficiency.

Activities related to the development of the business infrastructure and internal tools also continued. In the first half of 2025, a tool was developed to optimize key KPIs in the new title Trophy Hunter. The team responsible for developing internal tools also designed and implemented a new gameplay control strategy in Hunting Clash, aimed at improving the game's dynamics and user satisfaction. In addition, a pricing policy management system was launched on the main mobile game distribution platforms to increase the efficiency of operational processes. This system is currently in operation in three titles: Fishing Clash, Hunting Clash, and Trophy Hunter.

In 2025, the Data Analytics Department provided significant support to the product teams, enabling – based on detailed analyses and player behavior models – the precise adjustment of task difficulty levels in Hunting Clash to the expectations of specific audience segments. The analysis results were also used to test pricing strategies and examine their relationship with additional factors affecting the long-term level of bookings.

In the Management Board's opinion, the research and development projects currently underway are consistent with the adopted strategy and create real opportunities to improve the key parameters of the Group's main titles, as well as to expand its portfolio with new games. As a result, they should translate into both an increase in the Group's overall bookings and a further improvement in its financial efficiency.





## EXPECTED DEVELOPMENT OF THE ENTITY AND THE GROUP

In the coming quarters of 2025, the Group will consistently implement the adopted transformation plan for its two main titles – Fishing Clash and Hunting Clash focusing on improving their performance and increasing their monetization potential. The foundation of these efforts is the enhancement of player and offer segmentation, which should have a positive impact on the economics of both games. The second pillar of the transformation is improving the early-game player experience – a key element for long-term retention and monetization. Achieving the intended effects in this area will enable the building of more sustainable player cohorts and create the conditions for effectively increasing marketing expenditures.

All changes are preceded by data analysis and testing, and their implementation process is spread over time. The preparation, execution, and iteration of tests for new features take several months, and to ensure the reliability of test results, it is not possible to run many of them in parallel. Nevertheless, in the areas where the new approach introduced at the beginning of 2025 has already been applied, the first positive results are visible. Over time, these effects will cover an increasingly broader scope of activities, translating into the performance of individual titles. The transformation of the main products has been further strengthened by organizational and staffing changes.

In recent quarters of 2025, due to lower-than-expected results of the main games, spending on new user acquisition was reduced. Lower marketing expenditures limit the ability to acquire new users and lead to a decrease in revenue. The Management Board assumes, however, that the effects of the transformation process will allow for a gradual increase in marketing spending, which should naturally translate into higher bookings in the largest titles. The pace of implementing changes in the largest products remains crucial from the perspective of limiting revenue declines across the entire Group.

The Group's third-largest product – Wings of Heroes – has a clearly defined development plan for the coming quarters of 2025. It includes further expanding the game's monetization depth and introducing new social features. In the Management Board's opinion, combining these initiatives with increased marketing spending should ensure continued growth momentum for the game. The older title in the flight simulator segment – Real Flight Simulator – is undergoing one of the largest updates in its history. The planned change is expected to significantly differentiate the product from its competitors and enable the continuation of its upward trend. Further revenue growth from these titles may help reverse the negative revenue trend for the entire Group.

In the long term, new projects will be of significant importance to the Group's growth. The first of these – Trophy Hunter – had its global release on 3 July 2025. The Company views the game's initial results positively; however, at this stage, it is not yet possible to fully assess its commercial potential. In the coming quarters, plans include expanding the game's content, adding new features, and intensifying promotional activities. The project team has been increased to 11 people. The project is being developed under a hybrid monetization model, encompassing both in-app purchases and advertising. The effectiveness of scaling marketing expenditures will be key to achieving the project's commercial success.

The second new project being developed within the Group is Real Combat Simulator. It is currently available only on the Google platform, where testing is underway. The team is working on expanding the game's content and features to prepare it for release on the second major distribution platform. The pace of work and verification of its monetization potential will be key factors in deciding the date of the global launch. At present, there is no direct competition for this title on the market, and the planned monetization model is subscription-based.

Ten Square Games intends to continue developing its own store – the TSG Store – and increasing the share of bookings generated through this platform. The Management Board of the Parent Company is satisfied with the store's development and expects the share of bookings from this sales channel in the Group's total bookings to continue growing in the future.



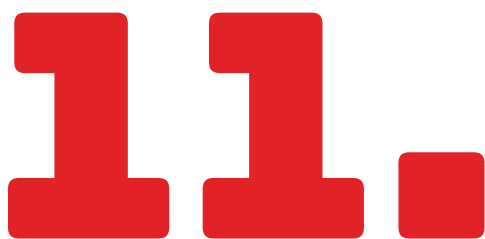
# 10.

## SIGNIFICANT EVENTS AFTER THE END OF THE INTERIM PERIOD THAT ARE NOT REFLECTED IN THE FINANCIAL STATEMENTS FOR THE INTERIM PERIOD

No significant events occurred after the balance sheet date that could have affected the financial data presented in the report for the period ended 30 June 2025.







## INDICATION OF FACTORS WHICH, IN THE ISSUER'S OPINION, WILL AFFECT ITS RESULTS IN THE PERSPECTIVE OF AT LEAST THE NEXT QUARTER

In the coming quarters of 2025, the Group intends to consistently carry out the transformation process in its two largest titles to slow the pace of revenue decline. This process is crucial for improving results both in the short and long term. At the same time, the pace of development of Wings of Heroes will also affect the Group's revenue level. In the coming months of 2025, the Management Board plans to increase marketing expenditures for user acquisition for this project to accelerate its growth, as well as to support the stable development of Real Flight Simulator.

In the short term, the Group's results are significantly influenced by the level of marketing expenditures, which directly translate into the number of new users and the level of revenue. The reduction in marketing spending in the first and second quarters of 2025 will result in lower revenue levels in the following quarters. The Management Board's intention is to gradually increase user acquisition spending in the Group's main titles, provided that the adopted metrics allow for it. Additionally, it is worth noting that in the first half of 2025, marketing expenditures for Trophy Hunter were minimal and large-scale activities began after the release and will be gradually increased in the subsequent months of 2025.

In the longer term, the Group's results may be significantly influenced by the performance of Trophy Hunter, which had its global release on 3 July 2025. In the coming quarters, its gradual development is planned through the introduction of new content and features, marketing activities aimed at acquiring new users, and strengthening the project team. However, the game is still at an early stage of development and, despite promising initial results, there is no guarantee that it will achieve results justifying further investment in this project.

The Group is also working intensively on Real Combat Simulator, which is being prepared for a global release on both major platforms. The title will operate under a subscription model, and the release date has not yet been determined.

The growing share of sales through the Company's own online store (TSG Store) may contribute to further reducing selling costs (lower commissions) and improving financial results. However, the pace of growth of this sales channel depends on the policies of the major distribution platforms, the ability to compete effectively with them, and the effectiveness of encouraging players to use this form of purchase.

The Group also does not rule out acquisitions, investments, or publishing agreements with other entities producing games under a similar model.

External factors that could positively affect results include an improvement in the marketing environment, stabilization of player behavior, a reversal of the negative trend in the gaming industry, and a possible end to the war in Ukraine. In addition, changes in legislation concerning the operation of large online platforms (the "Digital Markets Act"), which are key counterparties of the Company, may reduce commission costs on in-app sales and support the development of the Company's own sales platform – the TSG Store – thereby helping to improve profitability.

The Group is exposed, among others, to the risk of exchange rate fluctuations – particularly USD/PLN (marketing expenditures) and EUR/PLN (operating costs in Italy) – which directly affect financial results. To illustrate this risk, the Company has presented changes in average exchange rates in the first half of 2025 compared to the corresponding period of 2024 in the commentary to the statement of comprehensive income.

There is also a risk of changes in the policies of major advertising networks, such as Google and Apple, which may affect the ability to acquire new users for the Group's games and the level of operating costs. In addition, the emergence of competing products on the market may pose a challenge and lead to a decline in revenue and an increase in costs.

Among macroeconomic risks, significant economic uncertainty should be noted, as it may reduce consumers' sense of security and lead to lower spending on entertainment. From this perspective, the situation in North America – the Group's largest revenue-generating market – is of key importance for Ten Square Games.



# 12.

## CORPORATE SOCIAL RESPONSIBILITY

In the first half of 2025, the Group's main corporate social responsibility initiatives were activities carried out under the Make Green Tuesday Moves campaign, conducted in cooperation with the non-profit organization PlanetPlay. On the first Tuesday of each month in Fishing Clash, a Green Pack is made available, with 50% of its sales revenue donated to PlanetPlay projects.

During the period under review, Fishing Clash also hosted a special event for Earth Day. As part of this event, a dedicated pack was offered in the game, and part of the sales revenue was again donated to PlanetPlay.

In addition, as part of participation in the "2 hours for family, 2 hours for humanity. Be Human" campaign, Ten Square Games provided funding for a rehabilitation trip for the beneficiaries of the Association of People with Disabilities in Wołów.

Expenses related to supporting culture, sports, charity institutions, media, social organizations and trade unions incurred in the first half of 2025 and 2024 and described above are presented in the tables below:

TYPE OF EXPENDITURE	01.01.2025 – 30.06.2025	01.01.2024 – 30.06.2024
Supporting environmental initiatives	45,242	0
Sponsoring initiatives	19,946	37,500
Supporting charity initiatives	6,000	2,000
Supporting sports initiatives	7,965	4,444
<b>TOTAL</b>	<b>79,153</b>	<b>43,944</b>



# 13.

## AGREEMENTS WHICH MAY RESULT IN FUTURE CHANGES IN THE PROPORTIONS OF SHARES HELD BY SHAREHOLDERS

As a rule, agreements that may in the future affect changes in the proportions of shares held by shareholders are those relating to share-based incentive programs (new share issues).

The incentive programs adopted by the Company in 2023 and settled in 2024 – 2025 are based on the allocation of treasury shares repurchased from the market and therefore do not directly affect the proportions of shares held by shareholders.

However, the new incentive program for 2025 – 2029 is based on authorized capital and thus allows for the possibility of issuing new shares and changing the proportions of shares held by shareholders.

A more detailed description of the existing incentive programs is provided in the note "Share-based incentive programs" forming part of the interim consolidated financial statements.





# 14.

## OTHER INFORMATION RELEVANT FOR THE ASSESSMENT OF THE EMPLOYMENT SITUATION, ASSETS, FINANCIAL POSITION, FINANCIAL RESULT AND CHANGES THEREOF, AND INFORMATION RELEVANT FOR THE ASSESSMENT OF THE ISSUER'S POSSIBILITY TO FULFILL ITS OBLIGATIONS

In the Ten Square Games S.A. Capital Group as at June 30, 2025 and as at August 25, 2025, there are no other material information of the above nature.





# 15.

## THE MANAGEMENT BOARD'S STANCE ON THE POSSIBILITY OF FULFILMENT OF PREVIOUSLY PUBLISHED FORECASTS FOR A GIVEN YEAR IN THE LIGHT OF THE RESULTS PRESENTED IN THE QUARTERLY REPORT, COMPARED TO THE FORECASTED RESULTS

The Management Board of Ten Square Games S.A. did not publish forecasts of 2025 financial results.

# 16.

## SEASONALITY OR CYCLICALITY OF OPERATIONS

There is no significant seasonality in the Group's operations.



# 17.

## CREDITS, LOANS, WARRANTIES

As at 30 June 2025 and as at the date of publication of the financial statements, Ten Square Games S.A. and its subsidiaries were not parties to any credit or loan agreements (except for agreements concluded between members of the capital group). The Parent Company and its subsidiaries also did not provide any sureties or guarantees during the period covered by the report.

# 18.

## ACQUISITION OF OWN SHARES

No purchase of treasury (own) shares occurred during the period covered by this Report.



# 19.

## BRANCHES (OFFICES) OWNED BY THE PARENT COMPANY

The Parent company and its subsidiaries do not have branches (offices).

# 20.

## INDICATION OF MATERIAL PROCEEDINGS PENDING BEFORE COURT, COMPETENT ARBITRATION AUTHORITY OR PUBLIC ADMINISTRATION AUTHORITY, CONCERNING LIABILITIES AND RECEIVABLES OF THE ISSUER OR ITS SUBSIDIARY

None occurred in the reporting period.

# 21.

## INFORMATION ON THE CONCLUSION BY THE ISSUER OR A SUBSIDIARY OF ONE OR MULTIPLE TRANSACTIONS WITH RELATED ENTITIES, IF THEY ARE CONCLUDED ON TERMS OTHER THAN ARM'S LENGTH TERMS

All transactions with subsidiaries made by the Issuer or its subsidiary are made at arm's length. The list of transactions between related entities was presented in the semi-annual report in the note to the consolidated financial statements.

# 22.

## FINANCIAL INSTRUMENTS IN RISK MANAGEMENT

**1. Financial instruments with respect to the following risks: changes in prices, credit risk, material disruption of cash flows and liquidity to which an entity is exposed:**

The Group and the Parent Company do not use such financial instruments due to the fact that the expected costs of their use could be higher than the probable benefits.

**2. Financial instruments within the scope of the entity's objectives and methods of financial risk management, including methods of hedging material types of planned transactions for which hedge accounting is applied:**

The Group and the Parent Company do not use such financial instruments due to the fact that the expected costs of their use could be higher than the probable benefits.

## **APPROVED REPORT ON THE ACTIVITIES OF THE MANAGEMENT BOARD**

This report for the period from 1 January do 30 June 2025 was signed and approved  
for publication by the Management Board of Ten Square Games S.A. on 25 August 2025.

**PRESIDENT OF THE  
MANAGEMENT BOARD**

**Andrzej Ilczuk**

**MEMBER OF THE  
MANAGEMENT BOARD**

**Janusz Dziemidowicz**

**MEMBER OF THE  
MANAGEMENT BOARD**

**Magdalena Jurewicz**

**Wrocław, 25 August 2025**