



Remuneration Report
of the DINO POLSKA S.A. Management Board
and Supervisory Board
for 2025



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Glossary

- 1) **DINO POLSKA Group** – means the group of companies, which includes the Company as the parent company and all of its subsidiaries over which the Company exercises control (“**Subsidiaries**”);
- 2) **Policy** – means the Remuneration Policy for Management Board and Supervisory Board Members of DINO POLSKA S.A. adopted with a resolution no. 17/6/2024 of the Ordinary Shareholder Meeting of 26 June 2024;
- 3) **Supervisory Board** – means the supervisory board of the Company;
- 4) **Report** – means the Remuneration Report of the DINO POLSKA S.A. Management Board and Supervisory Board for 2025;
- 5) **Company** – means DINO POLSKA Spółka Akcyjna with its registered office in Krotoszyn, ul. Ostrowska 122, 63-700 Krotoszyn, entered in the Register of Commercial Undertakings of the National Court Register kept by the District Court for Poznań – Nowe Miasto and Wilda in Poznań, 9th Commercial Division of the National Court Register under file number 0000408273, taxpayer ID no. (NIP): 6211766191, REGON: 300820828;
- 6) **Subsidiaries** – means: Agro-Rydzyzna sp. z o.o., Centrum Wynajmu Nieruchomości sp. z o.o., Centrum Wynajmu Nieruchomości 1 S.A., Centrum Wynajmu Nieruchomości 2 S.A., Centrum Wynajmu Nieruchomości 3 S.A., Centrum Wynajmu Nieruchomości 4 S.A., Centrum Wynajmu Nieruchomości 5 S.A., Centrum Wynajmu Nieruchomości 6 S.A., Dino Południe sp. z o.o., Dino Oil sp. z o.o., Dino Krotoszyn sp. z o.o., PIK Finanse sp. z o.o., eZebra.pl sp. z o.o., 3BOOM sp. z o.o., JTG Polska sp. z o.o.;
- 7) **Act on Public Offerings** – means the Act of 29 July 2005 on public offering, conditions governing the introduction of financial instruments to the organized trading system, and on public companies;
- 8) **Shareholder Meeting** – means the ordinary or extraordinary shareholder meeting of the Company;
- 9) **Management Board** – means the management board of the Company.

Introduction

This Report has been drawn up on the basis of Article 90g of the Act on Public Offerings, which requires the Company's Supervisory Board to prepare the annual remuneration report presenting a comprehensive review of remuneration, including all benefits irrespective of their form, received by individual Management Board and Supervisory Board Members or due to individual Management Board and Supervisory Board Members in the preceding financial year, in accordance with the Remuneration Policy.

The report has been prepared in accordance with §2 section 9 of the Remuneration Policy, which stipulates that the Supervisory Board prepares a remuneration report on an annual basis to present the Shareholder Meeting with information on the remuneration the Company's Management Board and Supervisory Board received in the preceding financial year.

This report presents a review of the remuneration and of all the benefits received and due to the various members of the Management Board and Supervisory Board of DINO POLSKA S.A. in 2025.

Management Board

At the end of 2025 the Management Board consisted of four Members, i.e. Ms. Izabela Biadała, Mr. Michał Krauze, Mr. Piotr Ścigała and Mr. Marcin Jędraszak.

By resolution of the Supervisory Board of 11 December 2024, Mr. Marcin Jędraszak was appointed to the Company's Management Board. The appointment was for the joint term of office of the Company's Management Board, which began on 1 January 2025. Consequently, 2025 is the first full year in which the aforementioned individual has served on the Management Board of DINO POLSKA S.A. Under these circumstances, the data regarding his remuneration covers his tenure in 2025 without any prior comparative data.

By resolution of the Supervisory Board of 15 December 2025, Mr. Sławomir Niżałowski was appointed to the Company's Management Board, effective 1 January 2026. The appointment was for the joint term of office of the Company's Management Board, which began on 1 January 2025. Due to the fact that Mr. Sławomir Niżałowski did not serve as the Management Board Member in the financial year 2025, information on his remuneration will be presented in the report for 2026.

All Management Board Members of the Company are employed under employment contracts. Such contracts contain the fundamental provisions required by the provisions of labor law, including the job description and the amount of employee remuneration. Contracts with the Management Board Members have been entered into for an indefinite term and may be terminated with three months' notice. Employment contracts signed with the Management Board Members require the Management Board Members to refrain from involvement in any business competitive to that of the Company or of the Subsidiaries during the employment relationship and for a period of 12 months following the expiration or termination of the employment contract for any reason.

A contractual penalty is provided for a breach of the non-competition clause after the termination of the employment contract, equal to twice the amount obtained by the Management Board Member as remuneration for refraining from involvement in competitive activity, with an option allowing for the pursuit of damages for any loss the value of which is greater than the amount of the contractual penalty.

Each Management Board Member is entitled to (lump-sum) remuneration for adherence to the non-competition clause after the termination of the employment relationship in an amount equivalent to 12 times the average gross monthly remuneration obtained by the relevant Management Board Member prior to such termination. The said remuneration is payable in twelve monthly installments.

The contracts between the Management Board Members and the Company do not provide for any other remuneration in the event of a Management Board members' resignation or dismissal without a significant reason or if such dismissal results from the Company's merger with another entity by way of an acquisition.

Supervisory Board

In 2025 the Supervisory Board of DINO POLSKA S.A. consisted of five Members: Mr. Tomasz Biernacki, Mr. Maciej Polanowski, Mr. Eryk Bajer, Mr. Piotr Borowski and Mr. Sławomir Jakszuk.

Supervisory Board Members perform their functions on the basis of an appointment.

1. Components of the Management Board and Supervisory Board's remuneration in 2025

1.1. Management Board

According to the Policy, remuneration of the Management Board Members is set in a way that supports the achievement of strategic objectives and ensures the maintenance of the Company's secure financial standing. The Company's Supervisory Board sets the amount of remuneration amount for the Members of the Company's Management Board while taking into consideration the following:

- (1) the Company's financial standing,
- (2) achieved results,
- (3) experience and professional qualifications of a Management Board Member,
- (4) level of responsibility following from the position held.

Remuneration for the Management Board Members includes fixed (monthly) and variable remuneration.

The fixed remuneration of Management Board Members should not be higher than 10 times the average remuneration of a full-time employee in the Company.

Variable remuneration may be paid in the form of quarterly and annual bonuses, where both such bonuses should form gratification for a genuine contribution made to the Company's development and should motivate Management Board Members to perform the tasks entrusted to them in subsequent periods.

In 2025 the remuneration of the DINO POLSKA S.A. Management Board Members consisted of the following elements:

- fixed remuneration – base remuneration ensuing from the employment of the DINO POLSKA S.A. Management Board Members on the basis of an employment contract,

- variable remuneration – additional remuneration in the form of annual bonuses.

During the reporting period (year 2025), Mr. Piotr Ścigała, a Management Board Member, was authorized to use a company car for private purposes. Gross revenue recognized on this account amounted to PLN 4,800, which represents 0.44% of the total remuneration of a Management Board Member.

All Management Board Members have been provided with liability insurance under the Company's group policy.

The Company has no additional retirement or disability pension schemes, early retirement schemes, contracts for the provision of services by Management Board members specifying benefits paid on termination of employment or remuneration schemes under which Management Board members are awarded financial instruments.

1.2. Supervisory Board

Setting remuneration for Supervisory Board Members is a power of the Company's Shareholder Meeting. According to the Policy, the Company's Shareholder Meeting should aim to align the remuneration of Supervisory Board Members with each Member's responsibilities and expected level of involvement in the work of the Supervisory Board and its committees. In accordance with these guidelines, and considering that the remuneration levels for members of the Supervisory Board have remained essentially unchanged since DINO POLSKA S.A. became a publicly traded company (i.e., since 2017), starting in 2025 the Shareholder Meeting has amended the remuneration of individual Members of the Supervisory Board, as presented in Table 2.2.

In 2025, the remuneration of Supervisory Board Members included fixed monthly base remuneration ensuing from their appointment to a specific position in the DINO POLSKA S.A. Supervisory Board.

The Company operates no additional retirement or disability pension schemes, early retirement schemes, contracts for the provision of services by Supervisory Board Members specifying benefits paid on termination of employment or remuneration schemes under which Supervisory Board Members are awarded financial instruments.

2. Total amount of remuneration

2.1. Management Board

Remuneration in DINO POLSKA S.A. received in or due for 2025 and 2024 (comparative period) (gross, PLN 000s)

Full name of the Management Board Member	Period	Base remuneration	Additional remuneration*	Total	% of base remuneration	% of additional remuneration
		<i>A</i>	<i>B</i>	<i>C=A+B</i>	<i>A/C</i>	<i>B/C</i>
Izabela Biadała	2024	120.0	627.1	747.1	16.06%	83.94%
	2025	306.9	620.4	927.3	33.10%	66.90%
Michał Krauze	2024	120.0	1527.1	1647.1	7.29%	92.71%
	2025	306.9	775.5	1082.4	28.35%	71.65%
Piotr Ścigała	2024	300.0	780.0	1080.0	27.78%	72.22%
	2025	502.5	600.0	1102.5	45.58%	54.42%
Marcin Jędraszak	2025	546.9	1247.9	1794.8	30.47%	69.53%

*including other benefits in the amount of: PLN 0.4 thousand in Izabela Biadała's remuneration, PLN 0.5 thousand in Michał Krauze's remuneration, and PLN 7.9 thousand in Marcin Jędraszak's remuneration.

2.2. Supervisory Board

Remuneration in DINO POLSKA S.A. received in or due for 2025 and 2024 (comparative period) (gross, PLN 000s)

Full name of the Supervisory Board Member	Period	Base remuneration	Additional remuneration	Total	% of base remuneration	% of additional remuneration
		<i>A</i>	<i>B</i>	<i>C=A+B</i>	<i>A/C</i>	<i>B/C</i>
Tomasz Biernacki	2024	0	0	0	-	-
	2025	0	0	0	-	-
Eryk Bajer	2024	82.0	0	82.0	100%	-
	2025	114.0	0	114.0	100%	-
Sławomir Jakszuk	2024	82.0	0	82.0	100%	-
	2025	132.0	0	132.0	100%	-
Maciej Polanowski	2024	82.0	0	82.0	100%	-
	2025	216.0	0	216.0	100%	-
Piotr Borowski	2024	93.7	0	93.7	100%	-
	2025	132.0	0	132.0	100%	-

The only component of remuneration for Supervisory Board Members received from DINO POLSKA S.A. in 2025 and 2024 was the pecuniary remuneration related to their appointment.

3. Compliance of the remuneration with the Remuneration Policy, its contribution to achieving the Company's long-term results and information on how the performance criteria were used.

The current Policy was adopted by a resolution of the Company's Ordinary Shareholder Meeting on 26 June 2024, and its content, with a few exceptions, is identical to that of the remuneration policy in effect from 2020 to 2024. The purpose of the Policy is to define the rules for employing and remunerating Management Board Members and Supervisory Board Members of DINO POLSKA S.A. and correlate the remuneration of DINO POLSKA S.A. Management Board Members with the outcomes of executing the Company's growth strategy and the Company's financial results.

The Supervisory Board believes that the Company's current remuneration system is compliant with the Remuneration Policy of the Management Board and Supervisory Board Members. The compliance is based on the following factors:

- payment of remuneration in a form permitted by the Remuneration Policy,
- the fixed remuneration of Management Board Members cannot be higher than 10 times the average salary of a full-time employee in the Company,
- the fixed remuneration of Supervisory Board Members cannot be higher than 3 times the average salary in the national economy as published by Statistics Poland, i.e. for the year preceding the adoption of the Shareholder Meeting's resolution setting the remuneration the Supervisory Board Members (in 2023, the average salary in the national economy was PLN 7155.48¹)

Members of the Company's Management and Supervisory Boards did not receive any remuneration in the reporting period other than what the Remuneration Policy contemplates.

According to the Remuneration Policy, the larger portion of the Management Board's remuneration for 2025 was paid in the form of bonuses, the amount of which was set by the Supervisory Board for each individual Management Board Member following an analysis and assessment of activities and effectiveness of work of the Management Board Member.

When setting the bonuses for the various Management Board Members the Supervisory Board took into consideration in particular the contribution of the respective Management Board Members to the amount of net consolidated profit generated by DINO POLSKA S.A. and the performance of the Company's annual budget whose key elements were set in connection with the Company's major strategic objectives.

The Supervisory Board believes that the amount and structure of remuneration of the Management Board Members in 2025 effectively contributed to the achievement of the business and strategic objectives of the Company as well as to the improvement of financial results and to creating value of the DINO POLSKA S.A. Group in the long term. The higher percentage of variable bonus remuneration than of base remuneration in the total remuneration of the Company's Management Board Members is a factor contributing to an adequate level of motivation and focus on attaining the Company's long-term strategic objective involving the dynamic and organic Dino store network roll-out.

¹ Announcement by the President of Statistics Poland of 9 February 2024 on the average remuneration in the national economy in 2023. The average monthly remuneration in the national economy reduced by pension, disability and sickness insurance contributions deducted from the insured, in turn, was PLN 6,246.13.

In 2025 sales revenue totaled PLN 33.5 billion and was up 14.7% from 2024. The growth rate of sales in the current store network, calculated on a like-for-like basis (LFL in stores in existence for at least one year) was 4.4% in 2025 compared to 2024 and was achieved largely through further increase in the volume of products sold amid low single-digit sales price inflation.

In 2025 fresh food products (including meat, poultry and cold cuts, fruit and vegetables, dairy products and baked goods) accounted for 41% of sales revenue in the Dino store network and total sales revenue of Dino Polska, as well as 40% of sales revenues of the DINO POLSKA SA Group.

The consolidated EBITDA increased in 2025 by 9.9% to PLN 2,546.3 million.

In 2025, the Company opened 345 new Dino stores, 62 more than in 2024, and prepared additional locations for the network's expansion in 2026. As of the end of 2025, the Dino network comprised 3,033 stores, with a total selling area of 1,200,340 square meters. Consequently, the year-over-year increase in the selling area was 13.1%, compared to 12.0% in 2024.

At the same time, the net debt of the DINO POLSKA S.A. Group (interest-bearing debt less cash) as at 31 December 2025, was negative and amounted to PLN -199.5 million (there was a cash surplus over financial liabilities), whereas as at 31 December 2024, this debt amounted to PLN 195.8 million.

In addition, the Supervisory Board took into consideration the effective operation of procedures with regard to the quality and safety of products offered in the Dino stores as well as initiatives undertaken by the Company to reduce its environmental impact. In this regard, the Board highlights, in particular, the Company's initiatives aimed at reducing its environmental impact. In 2025, the Company increased the use of energy from renewable sources in the operations of the DINO POLSKA S.A. Group by installing solar panels on its stores and distribution centers. In 2025, the Company installed solar panels on the roofs of 380 stores and 3 distribution centers, thereby increasing the total capacity of its own renewable energy installations from 98.9 MW to 116.6 MW. As a result of these efforts, by the end of 2025, the Group had installed its own photovoltaic systems at 2,856 stores and 6 distribution centers.

In parallel to store rollout, investments were underway to expand the warehousing infrastructure and Agro-Rydzyzna sp. z o.o.'s production capacity. In 2025, the construction of two new distribution centers, including their outfitting, in the Warmia and Mazury region (Kolonja Kawalek) and the Opole region (Brzeg) was completed. As a result, the total capital expenditures of the DINO POLSKA S.A. Group amounted to PLN 2.1 billion.

As of the end of 2025, the Dino Group employed 55,856 people, an increase of 12% from the previous year. It created 5,969 new jobs during the year.

The remuneration of Supervisory Board Members consists solely of a fixed amount and is not linked to the Company's performance (the Chairperson of the Supervisory Board has waived the right to receive remuneration).

The Supervisory Board believes that this system of remuneration of Supervisory Board Members supports to the independence of Supervisory Board Members in fulfilling their duties. In turn, this contributes to the Company's stability and supports the achievement of its long-term goals.

Overall, the level and structure of remuneration for members of the Company's management and supervisory bodies in 2025 were in line with market conditions, considering the scale of business and the level of responsibility borne by the Members of the Management Board and the Supervisory Board.

4. Information on the annual changes in remuneration, the results of DINO POLSKA S.A. and the average salary of employees of DINO POLSKA S.A. who are not Management Board or Supervisory Board Members.

	2021	2022	2023	2024	2025
Company's Management Board					
Izabela Biadała ¹	36.0%	35.0%	-31.1%	32.3%	24.1%
Michał Muskała ²	34.5%	-43.5%	-	-	-
Michał Krauze	19.2%	75.4%	8.0%	6.6%	-34.3%
Piotr Ścigała ³	-	-	7.2% ⁴	4.3%	2.1%
Marcin Jędraszak ⁵	-	-	-	-	-
Company's Supervisory Board					
Tomasz Biernacki	-	-	-	-	-
Eryk Bajer	0.0%	0.0%	0.0%	0.0%	39.0%
Sławomir Jakszuk	0.0%	0.0%	0.0%	0.0%	61.0%
Piotr Borowski ⁶	-	-	-	-	40.9% ⁷
Piotr Nowjalis ⁸	7.0%	0.0%	0.0%	-	-
Maciej Polanowski	-1.8%	1.8%	0.0%	0.0%	163.4%
Szymon Piduch ⁹	-	-	-	-	-
Employees' salary					
The average salary of employees who are not Management Board and Supervisory Board Members	7.0%	11.1%	15.8%	14.4%	7.5% ¹⁰
Standalone results of the Company, change yoy and level (PLN 000s)					
Sales revenue	31.9%	48.2%	29.8%	13.7%	14.7%

¹ Izabela Biadała has been acting in the capacity of a Management Board Member since 24 June 2020

² Michał Muskała acted in the capacity of a Management Board Member from 30 August 2019 to 23 February 2022

³ Piotr Ścigała acted in the capacity of a Management Board Member from 2 December 2022 to 9 February 2026

⁴ This information takes into account the changes in remuneration received for December 2022 compared to average monthly remuneration in 2023.

⁵ Marcin Jędraszak joined the Company's Management Board on 1 January 2025.

⁶ Piotr Borowski joined the Supervisory Board on 24 January 2024.

⁷ This information takes into account the changes in average monthly remuneration received in 2025 compared to average monthly remuneration in 2024.

⁸ Piotr Nowjalis acted in the capacity of a Supervisory Board Member from 6 August 2015 to 31 December 2023.

⁹ Szymon Piduch acted in the capacity of a Supervisory Board Member from 2 July 2020 to 12 January 2021.

¹⁰ The average employee remuneration is calculated as the total remuneration paid to employees divided by the actual number of hours worked.

	13,339,312	19,764,769	25,658,552	29,171,480	33,470,514
Operating profit	24.6%	62.9%	23.8%	-1.9%	-1.8%
	780,282	1,271,266	1,573,677	1,544,029	1,516,925
Net profit	26.3%	51.3%	30.9%	0.1%	-2.2%
	591,217	894,586	1,171,050	1,172,310	1,147,066
EBITDA	25.0%	56.0%	23.1%	0.3%	2.0%
	963,954	1,503,514	1,851,369	1,856,949	1,894,310
Consolidated results of the Company, % and PLN 000s					
Sales revenue	32.0%	48.2%	29.6%	14.1%	14.9%
	13,362,012	19,801,622	25,666,255	29,273,792	33,634,155
Operating profit	22.2%	50.2%	22.0%	1.7%	7.0%
	1,023,993	1,537,819	1,875,855	1,908,330	2,041,282
Net profit	25.1%	40.6%	24.1%	7.1%	3.5%
	805,303	1,132,087	1,405,327	1,505,729	1,558,797
EBITDA	22.7%	44.6%	21.5%	3.8%	9.9%
	1,271,336	1,837,948	2,232,683	2,317,509	2,546,313

5. Amount of remuneration from entities belonging to the DINO POLSKA S.A. Group

5.1 Management Board

Remuneration from entities belonging to the DINO POLSKA S.A. Group under civil law contracts (gross, in thousand PLN)

Full name of the Management Board Member	2025	2024
Michał Krauze	240.0	240.0
Izabela Biadała	240.0	240.0
Piotr Ścigała	0	0
Marcin Jędraszak	0	-

In addition to the employment contract with the Company, Mr. Michał Krauze has entered into mandate agreements with Agro-Rydzyzna sp. z o.o. and Dino Krotoszyn sp. z o.o. under which he performs activities related to the discharge of the function of a management board member in these entities. These agreements contain provisions on confidentiality and the requirement to refrain from the conduct of any competitive business during the term of the agreement and for 12 months following its expiration or termination for any reason. The remuneration for refraining from involvement in any competitive business provided for in the employment contract with the Company is also treated as remuneration for refraining from involvement in any business competitive to that run by Subsidiaries.

In addition to the employment contract with the Company, Ms. Izabela Biadała has entered into mandate agreements with Dino Południe sp. z o.o. and Dino Krotoszyn sp. z o.o. under which she performs activities related to the discharge of the function of a management board member in these entities. These agreements contain provisions on confidentiality and the requirement to refrain from the conduct of any competitive business during the term of the agreement and for 12 months following its expiration or termination for any reason. The remuneration for refraining from involvement in any competitive business provided for in the employment contract with the Company is also treated as remuneration for refraining from involvement in any business competitive to that run by Subsidiaries.

The table above presents total remuneration received by the Management Board Members from the Subsidiaries.

5.2. Supervisory Board

In 2025, Mr. Maciej Polanowski received a gross monthly remuneration of PLN 12,000.00 for serving as Vice-Chairman of the Supervisory Board at Agro-Rydzyzna sp. z o.o. (a total of PLN 144,000 gross). The other Members of the Supervisory Board did not receive any remuneration from DINO POLSKA S.A. Subsidiaries.

6. The number of financial instruments awarded or offered and the main terms and conditions for exercising the rights from these instruments, including the price and date of exercise and changes thereto

The Company does not award remuneration in the form of financial instruments to Management Board and Supervisory Board Members.

7. Information on utilizing the option to claw back variable components of remuneration

The Policy does not contemplate the deferral of payment of components of variable remuneration or the option of clawing them back.

8. Information regarding deviations from the procedure of implementing the remuneration policy

According to the Supervisory Board's knowledge, no deviations from the procedure of implementing the Policy have been recorded.

9. Information pertaining to the monetary or non-monetary benefits awarded to family members of a Management Board Member or the Supervisory Board

Monetary or non-monetary benefits awarded to family members of a Management Board Member or the Supervisory Board are not part of the remuneration of the Company's Management Board and Supervisory Board Members.

10. Verification of the Remuneration Policy for the DINO POLSKA S.A. Management Board and Supervisory Board Members

Pursuant to § 2 sec. 4 of the Policy, after the end of each financial year, the Policy is subject to annual verification by the Supervisory Board to verify that it is up-to-date, suitable to the business environment and aligned to the Company's business and business strategy. Following its verification of the Policy the Supervisory Board does not have any reservations pertaining to the contents of this document.

The remuneration models outlined in the Policy support the Company's growth strategy and encourage responsible risk management.

Under the Policy, the Management Board Members receive a combination of fixed and variable remuneration. The variable component – linked primarily to the Company's financial performance – motivates the Management Board to pursue positive financial results. Additionally, the inclusion of non-financial indicators in calculating variable remuneration (such as initiatives undertaken to reduce environmental impact, the effectiveness of product quality and safety procedures for products offered in Dino stores) encourages managers to incorporate environmental and social considerations into the Company's strategy. This in turn should contribute to stable and secure growth.

11. Explanation concerning the method of incorporating the resolution adopted by the Company's shareholder meeting opining the previous Remuneration Report.

On 16 June 2025, Resolution No. 16/6/2025 of the Company's Ordinary Shareholder Meeting was adopted containing a positive opinion on the Remuneration Report of the DINO POLSKA S.A. Management Board and Supervisory Board in 2025.

The resolution endorsing the previous Remuneration Report has been incorporated in this Remuneration Report in such a manner that this Remuneration Report presents the information on the current and previous reporting periods (data for 2020-2024) in a manner identical to the previous Remuneration Reports endorsed by the Shareholder Meeting of the Company.

This Remuneration Report was ratified by the DINO POLSKA S.A. Supervisory Board on 19 May 2026.

[Relevant signatures on the original]

Tomasz Biernacki _____

Maciej Polanowski _____

Eryk Bajer _____

Piotr Borowski _____

Sławomir Jakszuk _____