

**REPORT ON REMUNERATION
OF MEMBERS OF THE MANAGEMENT BOARD
AND THE SUPERVISORY BOARD OF
ARCHICOM S.A.
FOR THE FINANCIAL YEAR
ENDED 31 DECEMBER 2025**



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01. INTRODUCTION

01.01. General information

In accordance with the provisions of the Article 90g of the *Act on public offering, conditions governing the introduction of financial instruments to organised trading, and public companies* of 29 July 2005 (Journal of Laws 2025, item 592; hereinafter: "**Act on public offering**"), the Supervisory Board of Archicom S.A. (hereinafter: "**the Company**") prepares an annual remuneration report providing a comprehensive overview of the remuneration, including all benefits, in whatever form, received or due, by individual members of the Company's Management Board and Supervisory Board (hereinafter referred to as the "**Management Board**" and "**Supervisory Board**", respectively) for the financial year ended 31 December 2025.

This *Report on Remuneration of members of the Management Board and the Supervisory Board of Archicom S.A. for the financial year ended 31 December 2025* (hereinafter: "**the Report**") has been assessed by the auditor with respect to the inclusion therein of the information required under Article 90g, paragraphs 1-5 and 8 of the Act on public offering, in accordance with the obligation under paragraph 10 of the said Article. This assessment was performed by the auditing firm PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością Audyt sp.k., registered on the list of auditing firms maintained by the Polish Agency for Audit Oversight under no. 144.

Fulfilling the requirements of the Act on public offering, this Report contains information on the remuneration of Management Board members and Supervisory Board members from entities belonging to the same capital group within the meaning of the Accounting Act of 29 September 1994 (Journal of Laws 2023, item 120). The financial statements of the Archicom Group for 2025, prepared on 24 March 2026 and published on 25 March 2026, include a full list of companies included in the capital groups subject to consolidation by the Company (hereinafter: "**Archicom Group**"). At the same time, the Archicom Group is subject to consolidation within the Echo Investment S.A. Group. (hereinafter: "**Echo Group**").

Please note that during the year, some Archicom S.A. Management Board members also received remuneration from Echo Group companies not belonging to the Archicom Group. Such remuneration is not included in this report, as the functions performed in the Echo Group by Archicom S.A. Management Board Members are not related to the tasks performed for the Archicom Group. Functions and tasks performed for the Echo Group are therefore not covered by either Archicom Group remuneration or the Archicom S.A. Remuneration Policy. In determining the level of remuneration of the Company's Management Board members, the Supervisory Board took into account their time commitments to the Echo Group.

All figures regarding remuneration in this Report are given in PLN (gross), unless stated otherwise.

01.02. Remuneration report for the previous year

On 25 June 2025, the Company's Ordinary General Meeting of Shareholders passed Resolution No. 19/06/2025, positively reviewing the Supervisory Board's Report on the Remuneration of Members of the Management Board and Supervisory Board of Archicom S.A. for 2024. No comments were passed on the content or form of the reviewed report.

In accordance with the requirement under Article 90g (9) of the Act on public offering, the Company shall post the compensation report on its website and make it available free of charge for at least 10 years after the end of the General Meeting that adopted the resolution giving an opinion on the indicated compensation report.

01.03. Events significantly affecting the Company's operations and market environment in 2025

The fourth quarter of 2025 saw a marked recovery in the Polish residential market, characterized by rising sales and a record-high volume of new supply, which led to historically high levels of inventory. Total sales across the seven major markets (Warsaw, Kraków, Wrocław, the Tri-City, Poznań, Łódź, and Katowice) amounted to 11,600 residential units. This represents a 3.9% increase compared to the previous quarter. Demand is returning to the market thanks to interest rate cuts (a total of 175 basis points to 4.00%), improved creditworthiness, and the release of pent-up demand from customers who have stopped waiting for subsidy programs.

From a supply perspective, a total of 14,100 residential units were added to the market across seven markets, representing a sharp increase of 44.2% compared to the third quarter of 2025. A particularly spectacular result was recorded in Łódź, where new supply amounted to 2,800 apartments—a record in the city's history. The increase in new supply exceeded quarterly sales in most markets, with the exception of Wrocław and Poznań.

The total number of apartments available on the market reached an all-time high of 69,900 units at the end of 2025. This represents a 5.5% increase quarter-on-quarter and as much as 18.1% year-on-year. Record-high supply levels were recorded in most cities (Kraków, Łódź, and Katowice); only in Warsaw did the supply volume remain far from historical records.

In the fourth quarter of 2025, the trend of stabilization in average asking prices continued. An increase was recorded only in Poznań (+1.8% q/q, to PLN 13,800/m²). In other cities, prices remained stable or fell slightly. Warsaw retained its status as the most expensive market (PLN 18,700/m²), while Łódź remained the cheapest (PLN 11,500/m²). More pronounced corrections were seen in the prices of sold apartments, where declines reached 4.4% in Wrocław and 2.7% in Kraków and Poznań, indicating a growing willingness among developers to negotiate.

When analyzing the relationship between supply and sales, the market situation is varied. Warsaw and the Tri-City remain in a state of equilibrium with a sell-through time of 4.3 and 4.4 quarters, respectively. Other markets are grappling with oversupply—the absorption time in Kraków and Poznań is nearly 7 quarters. The situation is most difficult in Łódź (a theoretical 2-year sell-out period) and in Katowice, where this indicator has risen to a record 19.3 quarters (nearly 5 years).

The repricing process changed character in the fourth quarter. Although the pace of price adjustments slowed after the “wave of transparency” in the third quarter, this phenomenon continues to exert downward pressure on average prices, especially in Wrocław, Poznań, and Katowice, where a “price war” is intensifying. In Warsaw, a price correction was recorded in October and November, followed by a partial rebound in December. Interestingly, although the price cuts boosted sales, developers raising prices (often the largest players) increased their market share in the fourth quarter.

Forecasts for 2026 anticipate a further increase in the number of apartments sold, which is expected to result from the full impact of interest rate cuts on customers' purchasing decisions. A challenge remains the growing volume of completed apartments, the number of which in seven markets jumped by 10 percentage points over the quarter, reaching 14,000 units (20% of the total supply).

Key events in 2025

- Conclusion of an annex to the strategic cooperation agreement with Echo Investment S.A.
- Amendment to the overdraft agreement.
- Issuance of M11/2025 series bonds with a face value of PLN 120 million.

- Redemption of M7/2023 series bonds with a value of PLN 62 million.
- Conclusion by Archicom S.A.'s subsidiary of a contract for the sale of real estate located on Chłodna Street in Warsaw.
- Conclusion of a contract for the sale of real estate located in Wrocław by Archicom S.A.'s subsidiary.
- Resolution of the Ordinary General Meeting of Shareholders regarding the payment of a dividend for the 2024 fiscal year.

01.04. Implementation of the Company's remuneration policy

The Company's Remuneration Policy was adopted by Resolution No. 28/06/2020 of the Company's Annual General Meeting of Shareholders on 25 June 2020. Since then, the Remuneration Policy has been subject to the following changes:

- Resolution of the Supervisory Board No. 1/VIII/2020, dated 6 August 2020, detailing the Remuneration Policy;
- Resolution of the General Meeting of Shareholders No. 20/06/2021, dated 24 June 2021, detailing the relationship between fixed and variable remuneration;
- Resolutions of the Supervisory Board No. 10/IV/2021 dated 30 April 2021, 14/V/2021 dated 21 May 2021, 3/VI/2021 dated 21 June 2021, amending the rules for providing additional benefits;
- Resolutions of the Supervisory Board No. 2/II/2022 and 1/IV/2022, amending Resolution No. 1/VIII/2020 (the adopted amendments referred to the evaluation criteria for the purpose of the Annual Bonus of Board Members, and also introduced the principle of settling the criteria and payment of variable remuneration after the consolidated financial statements of the capital group for a given year are prepared and audited by a statutory auditor);
- Resolution of the General Meeting of Shareholders No. 30/06/2022, dated 23 June 2022, detailing the responsibilities of the Supervisory Board in preparing the Remuneration Report, and changing the review period of the Remuneration Policy to at least once every 4 years;
- Resolution of the Supervisory Board No. 3/VI/2023, dated 30 June 2023, regarding coverage of employee programs;
- Resolution No. 28/06/2025 of the General Meeting of Shareholders dated June 25, 2025, amending the procedure by which the Supervisory Board verifies compliance with the criteria for the award of Variable Compensation and enabling the award of Variable Compensation to members of the Supervisory Board in the form of financial instruments.

In accordance with par. 2 of the Remuneration Policy, the Management Board is required to implement the Remuneration Policy, while the Supervisory Board provides the Management Board with: (i) a recommendation on the effectiveness of the provisions of the Remuneration Policy and any amendments thereto; (ii) develops the elements of the Remuneration Policy, within the limits of the authorization granted by the General Meeting; (iii) gives its opinion on proposed amendments to the Remuneration Policy, which do not constitute a material change to the Remuneration Policy.

The Remuneration Policy is subject to detailed review at least once every 4 years, although the General Meeting of Shareholders may decide that the Remuneration Policy needs to be reviewed more frequently than once every 4 years. The first review of the Remuneration Policy took place on 18 June 2024. - on that day, the Company's Annual General Meeting of Shareholders passed resolution no. 21/06/2024 on the continuation of the current Remuneration Policy.

To date, there have been no deviations from the procedure for implementing the Remuneration Policy.

01.05. Execution of the Company's remuneration policy

All remuneration components (fixed and variable) and other benefits (both monetary and non-monetary) due to the members of the Management Board and members of the Supervisory Board are granted in accordance with the Remuneration Policy.

Pursuant to the Remuneration Policy, its potential derogation is permitted if it is necessary for the Company's long-term interests and its financial stability or to guarantee its profitability - in particular in connection with matters related to the implementation of the Company's strategy and such actions which, if not undertaken, could adversely affect the Company's performance of its maturing monetary obligations. The derogation may relate to the application of the Remuneration Policy in whole or in part, (with the exception of provisions regarding the making of material amendments to the articles of association - the requirement for such amendments to be approved by the General Meeting of Shareholders cannot be waived); the waiver must be temporary. Without a resolution of the General Meeting of Shareholders, there can be no derogation of the rules regarding the proportion of fixed and variable remuneration of persons covered by the Remuneration Policy, nor of the rules regarding the prerequisites and procedure for temporary derogation of the Remuneration Policy

The decision on derogation is made by the Supervisory Board in the form of a resolution, specifying in particular:

- derogation period,
- components of the Remuneration Policy subject to derogation,
- rationale and justification for the derogation.

In 2025 there were no derogations of the Remuneration Policy.

01.06. Composition of the Management Board and the Supervisory Board in 2025

The only change in the composition of the Management Board in 2025 was the resignation of Ms. Agata Skowrońska-Domańska on June 6, 2025, and the appointment of Ms. Justyna Kawa to replace her on 6 June 2025.

The changes in the composition of the Supervisory Board are presented in the table below. Within the Supervisory Board functions the Audit Committee and the Investment Committee, the composition of which did not change.

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 3/V/2026

Management Board		
Name and surname	Function	Period served
Waldemar Olbryk	Prezes Zarządu	served whole 2025
Agata Skowrońska-Domańska	Vicepresident of the Board	served until 06.06.2025
Dawid Wrona	Member of the Board	served whole 2025
Rafał Zboch	Member of the Board	served whole 2025
Justyna Kawa	Member of the Board	served since 06.06.2025

Supervisory Board		
Name and surname	Function	Period served
Nicklas Linberg	President of the Board and the Investment Committee	served whole 2025
Marek Gabryjelski	I Wiceprzewodniczący Rady Nadzorczej, Wiceprzewodniczący Komitetu Audytu	served until 25.06.2025
Jacek Owczarek	I Wiceprzewodniczący Rady Nadzorczej, Członek Komitetu Audytu	served since 25.06.2025
Konrad Piochocki	II Wiceprzewodniczący Rady Nadzorczej, Przewodniczący Komitetu Audytu	served whole 2025
Maciej Drozd	Członek Rady Nadzorczej, Członek Komitetu Audytu oraz Komitetu Inwestycyjnego	served whole 2025
Małgorzata Turek	Członkini Rady Nadzorczej oraz Komitetu Inwestycyjnego	served whole 2025
Péter Kocsis	Członek Rady Nadzorczej	served until 25.06.2025
Bence Sass	Członek Rady Nadzorczej	served whole 2025
Balázs Gál	Członek Rady Nadzorczej	served since 25.06.2025

Pursuant to Supervisory Board Resolution No. 9/VI/2025 dated 27 June 2025, Mr. Jacek Owczarek and Mr. Maciej Drozd were appointed as Members of the Audit Committee; however, the resolution contained an error, as the positions actually assigned to them were Vice-Chairmen of the Audit Committee. A corrective resolution rectifying this will be adopted on 12 May 2026.

02 TOTAL REMUNERATION OF THE MANAGEMENT BOARD MEMBERS

Management Board members' remuneration model includes the following components :

- base fixed remuneration,
- variable remuneration,
- other monetary and non-monetary benefits;
- severance pay costs, including vacation equivalents .

The following table shows the breakdown of the total remuneration of the Company's Management Board members for the financial year 2025 (includes remuneration from the Company and the Archicom Group)

Management Board member	Fixed remuneration	%	Variable remuneration	%	Monetary benefits	%	Non-monetary benefits	%	Total
Archicom S.A.									
Waldemar Olbryk	738 000	47%	527 244	34%	74 710	5%	221 947	14%	1 561 901
Rafał Zboch	180 000	33%	99 825	19%	120 353	22%	138 663	26%	538 841
Agata Skowrońska-Domańska	97 500	29%	116 094	35%	62 568	19%	60 150	18%	336 312
Dawid Wrona	220 800	44%	122 452	24%	103 460	20%	58 053	12%	504 765
Justyna Kawa	87 500	59%	-	-	46 077	31%	13 832	9%	147 409
Company, total	1 323 800		865 615		407 168		492 646		3 089 229
Other Archicom Group companies									
Waldemar Olbryk	402 000	58%	287 198	42%	-	-	-	-	689 198
Rafał Zboch	600 000	64%	332 749	36%	-	-	-	-	932 749
Agata Skowrońska-Domańska	292 500	25%	348 281	30%	533 000	45%	-	-	1 173 781
Dawid Wrona	559 200	64%	310 122	36%	-	-	-	-	869 322
Justyna Kawa	255 000	100%	-	-	-	-	-	-	255 000
Other companies, total	2 108 700		1 278 350		533 000		-		3 920 050
Archicom Group									
Waldemar Olbryk	1 140 000	51%	814 442	36%	74 710	3%	221 947	10%	2 251 099
Rafał Zboch	780 000	53%	432 574	29%	120 353	8%	138 663	9%	1 471 590
Agata Skowrońska-Domańska	390 000	26%	464 375	31%	595 568	39%	60 150	4%	1 510 093
Dawid Wrona	780 000	57%	432 574	31%	103 460	8%	58 053	4%	1 374 087
Justyna Kawa	342 500	85%	-	-	46 077	11%	13 832	3%	402 409
Group, total	3 432 500		2 143 965		940 168		492 646		7 009 279

*The variable remuneration presented in the table includes the variable remuneration paid in 2024; the annual bonus for 2023. Exhibit 1 shows the annual bonus for 2024 paid in 2025.

Please note that the table above does not include compensation under the Incentive Program adopted by Resolution No. 30/06/2025, passed by the Company's Ordinary General Meeting of Shareholders on 25 June 2025. The first exercise of the Program took place on 17 July 2025; Mr. Waldemar Olbryk acquired 15 500 shares of the Company at a price of PLN 0.01. The market value of the Company's shares at that time was PLN 46.50, which represents additional compensation in the amount of PLN 720 595.00. The Incentive Program and its implementation are described in sections 02.02 and 7 of this report.

We also draw attention to the fact that Ms. Agata Skowrońska-Domańska received PLN 533 000 in 2025 as severance pay (entirely from subsidiaries) and PLN 19 440 as compensation for the non-compete clause (entirely from the Company).

Members of the Management Board perform their duties at the Company based on management contracts. In addition, Members of the Management Board receive remuneration based on B2B agreements with Archicom Group companies (W. Olbryk and D. Wrona at Archicom Services sp. z o.o., A. Skowrońska-Domańska, J. Kawa, and R. Zboch at Archicom Advisory sp. z o.o.; furthermore, W. Olbryk and D. Wrona served on the

management board of Archicom Advisory sp. z o.o., while A. Skowrońska-Domańska, J. Kawa, and R. Zboch served on the management board of Archicom Services sp. z o.o.).

Ms. Agata Skowrońska–Domańska held the above positions until 6 June 2025, and Ms. Justyna Kawa from June 9, 2025. Members of the Management Board also held positions on the Management Board and other bodies in other companies within the Group (apart from the companies mentioned above), but did not receive any remuneration for it.

The following paragraphs of this section of the Report are devoted to the rules for determining particular components of total remuneration .

02.01 Base fixed remuneration of the Management Board members

For performing their duties, members of the Management Board receive a fixed monthly remuneration, which is part of their total remuneration. This remuneration is determined and approved by the Supervisory Board, but the fixed remuneration should be such a part of the total remuneration of the Management Board Members that it is possible to have a flexible policy regarding Variable Remuneration depending on the Company's or covered person's performance, including a reduction of the amount of these components or not paying them.

Fixed remuneration is paid in arrears, by the 10th of the month following the month for which the salary was due. Since August 2023, salaries have been paid on the basis of concluded management contracts.\

02.02 Variable remuneration of the Management Board members

Members of the Management Board, by virtue of performing their functions on the Company's Management Board, may be entitled to additional variable remuneration. Such remuneration takes the form of an Annual Bonus, the maximum size of which is determined by a resolution of the Supervisory Board. The amount of the Annual Bonus payable to a member of the Management Board depends on the level of fulfillment of the criteria set for Management Board members by the Supervisory Board, reviewed annually under the supervision of the Supervisory Board. Information on the KPIs applied and how they relate to the Company's and Archicom Group's operations is presented in Section 4. *Information on how the total remuneration complies with the adopted Remuneration Policy, including how it contributes to the long-term performance of the Company.*

In addition to the Annual Bonus, the variable remuneration of Management Board members may also include an additional discretionary bonus for the implementation of activities determined by the Supervisory Board and a task bonus for the implementation of tasks related to, for example, company mergers.

The maximum ratio of the Annual Bonus together with the discretionary bonus (to annual fixed remuneration) may not exceed 1:1. In the case of the performance of tasks related to the merger of companies, at least one of which will be an entity belonging to the Archicom Group with total capital worth at least 20% of the Company's equity, or the acquisition of an investor to the Company that will acquire at least 10% of the Company's shares, or the disposal of an organized part of the Company's enterprise, the value of which exceeds the value of 10% of the Company's equity, or the acquisition of an entity outside the Archicom Group with a value of at least 10% of the Company's equity, the ratio of variable remuneration (including annual bonus and discretionary bonus and task bonus) to annual fixed remuneration may not exceed 5.1:1.

Long-Term Incentive Program

Furthermore, pursuant to Resolution No. 30/06/2025 dated 25 June 2025, the Company implemented an Incentive Program for the years 2025–2029 for members of the Company's Management Board, selected members of the Company's Supervisory Board, and other individuals of key importance to the Company ("Eligible Persons"). The purpose of the Incentive Program is to create incentives that will encourage and motivate qualified individuals, who are key to the implementation of the Company's strategy, to act in the best

interests of the Company and its shareholders by enabling such individuals to acquire or subscribe for the Company's ordinary bearer shares. The premise of the Incentive Program is to enable Eligible Persons, during the term of the Incentive Program, to participate in the profit resulting from an increase in the Company's share price relative to the current market price of the Company's shares, in order to ensure optimal conditions for the growth of the Company's financial results and the long-term growth of the Company's value for its shareholders, and thereby to permanently bind the persons covered covered by the Incentive Program to the Company.

The Incentive Program was introduced to enable Eligible Persons to receive benefits from the Program. The benefit may consist of (i) a one-time purchase of existing shares of the Company from the Company's major shareholder, Echo Investment S.A. with its registered office in Kielce ("Majority Shareholder"), or (ii) the grant, in annual tranches, of subscription warrants entitling Eligible Persons to subscribe for newly issued shares of the Company ("Subscription Warrants"). The type of benefit under the Program to which a given Eligible Person is entitled will be determined by the Supervisory Board.

At the time of adopting this resolution, the Incentive Program was directed at members of the Management Board and selected members of the Supervisory Board, engaged by the Company under employment contracts, management contracts, appointment relationships, service contracts (or similar legal relationships). In addition, the status of an Eligible Person may be granted to other individuals of key importance to the Company, identified individually solely by way of a resolution of the Supervisory Board. The group of Eligible Persons will consist of fewer than 149 individuals in each instance.

The Program will be implemented during the fiscal years 2025–2029, i.e., for a period of 5 (five) years ("Term"). The maximum number of Company shares that Eligible Persons may acquire under the Program shall not exceed a total of 708,000 (seven hundred and eight thousand) Company shares, representing 1.21% of the Company's share capital (as of the date of the resolution).

Entitlements under the Incentive Plan will be acquired by Eligible Persons through the purchase of existing shares from the Majority Shareholder or through the grant of subscription warrants.

02.03 Other monetary and non-monetary benefits

Monetary and non-monetary benefits granted to the Management Board members are summarized in the table below.

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Management Board member	PPE contribution by the Company	Remuneration gross-up*	Medical package** & Sodexo benefits	Car allowance	Severance pay	Razem
Archicom S.A.						
Waldemar Olbryk	34 936	166 464	20 547	74 710	-	296 657
Rafał Zboch	14 846	107 373	16 445	120 353	-	259 016
Agata Skowrońska-Domańska	6 781	42 065	11 304	43 128	19 440	122 718
Dawid Wrona	-	36 062	21 991	103 460	-	161 513
Justyna Kawa	-	9 136	4 696	46 077	-	59 909
Company, total	56 564	361 099	74 983	387 728	19 440	899 814
Other Archicom Group companies						
Waldemar Olbryk	-	-	-	-	-	-
Rafał Zboch	-	-	-	-	-	-
Agata Skowrońska-Domańska	-	-	-	-	533 000	533 000
Dawid Wrona	-	-	-	-	-	-
Justyna Kawa	-	-	-	-	-	-
Other companies, total	-	-	-	-	533 000	533 000
Archicom Group						
Waldemar Olbryk	34 936	166 464	20 547	74 710	-	296 657
Rafał Zboch	14 846	107 373	16 445	120 353	-	259 016
Agata Skowrońska-Domańska	6 781	42 065	11 304	43 128	552 440	655 718
Dawid Wrona	-	36 062	21 991	103 460	-	161 513
Justyna Kawa	-	9 136	4 696	46 077	-	59 909
Group, total	56 564	361 099	74 983	387 728	552 440	1 432 814

* Gross-up means that the Company, at its own expense, covers the taxes and contributions charged to the nominal gross remuneration of the relevant Board member.

** Medical package covers also the family members and life partners of the Board members

In addition, the members of the Management Board are collectively covered by an directors and officers insurance against claims up to a total of PLN 200 million. This benefit is not included in the summary of total remuneration.

03. TOTAL REMUNERATION OF THE SUPERVISORY BOARD MEMBERS

The remuneration of members of the Company's Supervisory Board consists of a fixed monthly base salary for serving on the Company's Supervisory Board, which is determined and approved by the Company's General Meeting of Shareholders. In the case of serving on the Audit Committee of the Company's Supervisory Board, Supervisory Board Members are entitled to an additional fixed monthly remuneration, which is determined and approved by the Company's General Meeting of Shareholders. Since 2025, members of the Supervisory Board may be entitled to compensation in the form of the option to acquire financial instruments.

The Company's Supervisory Board includes, among others, members of the Supervisory Board of Echo Investment S.A. (B. Gál, B. Sass, and until 25 June 2025 - P. Kocsis) and the Management Board of Echo Investment S.A. (N. Lindberg, M. Drozd, M. Turek). In connection with the statement submitted by Ms. Małgorzata Turek waiving her remuneration for her role on the Supervisory Board, Ms. Turek did not receive any remuneration from the Company in 2025.

The table below illustrates the total remuneration of the Company's Supervisory Board members for 2025:

Supervisory Board member	Fixed remuneration	Other components	Total remuneration
Konrad Plochocki	84 000	-	84 000
Nicklas Lindberg	55 000	-	55 000
Jacek Owczarek	43 167	-	43 167
Marek Gabryjelski	40 833	-	40 833
Maciej Drozd	38 500	-	38 500
Bence Sass	12 000	-	12 000
Balázs Gál	6 167	-	6 167
Péter Kocsis	5 833	-	5 833
Małgorzata Turek	-	-	-
Total	285 500	-	285 500

Please note that the table above does not include compensation under the Incentive Program adopted by Resolution No. 30/06/2025, passed by the Company's Ordinary General Meeting of Shareholders on June 25, 2025. The first exercise of the Program took place on 17 July 2025; Mr. Nicklas Lindberg and Mr. Maciej Drozd acquired, respectively, 237 000 and 118 500 shares of the Company at a price of PLN 0.01. The market value of the Company's shares at that time was PLN 46.05, which represents additional compensation in the amount of PLN 10 911 480.00 and PLN 5 455 740.00, respectively. The Incentive Program and its implementation are described in sections 02.02 and 7 of this report

Due to the fact that (i) fixed remuneration constitutes 100% of the Supervisory Board members' remuneration and (ii) the Company's Supervisory Board members do not receive remuneration for their functions in Archicom Group companies, the detailed breakdown of total remuneration into components and their mutual relations is not subject to separate presentation.

In addition, the members of the Supervisory Board are collectively covered by an directors and officers insurance against claims up to a total of PLN 200 million. This benefit is not included in the summary of total remuneration.

04. INFORMATION ON HOW THE TOTAL REMUNERATION COMPLIES WITH THE ADOPTED REMUNERATION POLICY, INCLUDING HOW IT CONTRIBUTES TO THE LONG-TERM PERFORMANCE OF THE COMPANY

The total remuneration of the members of the Management Board and Supervisory Board is in accordance with the Company's Remuneration Policy, including the relationship between fixed and variable remuneration.

The goals set for the Management Board members are objective, measurable and directly related to the Archicom Group's overall business activity. The Annual Bonus is determined each year by the Supervisory Board. Annual KPIs are set individually, taking into account the specific role of each Management Board member. The targets take into account the overall operational activities of the Archicom Group - they primarily concern:

- Achievement of adequate numbers of initiated projects (shared goal);
- Achievement of adequate numbers of apartments handed over (shared goal);
- Achievement of adequate numbers of apartments sold (shared goal);
- Securing an adequate volume of land for residential development (shared goal);
- Dividend payments at a fixed level (shared goal).

Furthermore, reduction targets that are common to all Board Members (a certain level of construction site safety, implementation of ESG strategies, preparation of strategic reports, implementation of financial plans, launch of designated projects, coordination of Echo-Archicom's work) apply annually. The incentive nature of the Annual Bonus and the comprehensiveness of the applied KPIs support the development of the Archicom Group, the goals of the stakeholders, and are in line with the Profitable Growth Strategy adopted in 2016 by the current

parent company, Echo Investment S.A. The level of the Annual Bonus for 2025 is presented in Appendix 1 to this Report

05. INFORMATION ON HOW THE PERFORMANCE CRITERIA WERE APPLIED

On 22 July 2025, the Company's Supervisory Board adopted Resolution No. 3/VII/2025 regarding *the establishment of performance targets for the members of the Management Board of Archicom S.A. for 2025*, setting individual KPIs for each Member of the Management Board, which were partially updated and settled by Resolution No. 1/IV/2026 on updating the targets set for the members of the Management Board for the 2025 fiscal year and on approving the achievement of the targets set for the members of the Management Board for 2025.

Information on KPIs and their relation to the Company's and Archicom Group's activity is presented in Section 4. *Information on how the total remuneration complies with the adopted Remuneration Policy, including how it contributes to the long-term performance of the Company.* In addition, the levels of the Annual Bonus paid for 2025 are provided in Appendix 1.

06. INFORMATION ON CHANGES IN REMUNERATION, THE PERFORMANCE OF THE COMPANY AND AVERAGE REMUNERATION OF EMPLOYEES OF THE COMPANY OTHER THAN THE MEMBERS OF THE MANAGEMENT OR SUPERVISORY BOARDS

The summary of changes in the total remuneration of the Management Board members and the Supervisory Board members (from the Company and other Archicom Group companies), the Company's performance and the average remuneration on a full-time equivalent basis of employees of the Company other than Management Board members or Supervisory Board members during the period covered by this report - on an annual basis - is included in the Appendix 2 to this Report.

07. INFORMATION ON THE NUMBER OF FINANCIAL INSTRUMENTS GRANTED OR OFFERED TO MEMBERS OF THE MANAGEMENT BOARD AND MEMBERS OF THE SUPERVISORY BOARD AND THE MAIN CONDITIONS FOR EXERCISING THE RIGHTS FROM THESE INSTRUMENTS

Waldemar Olbryk was a participant in Echo Investment S.A.'s long-term incentive plan, based on the increase in the value of Echo Investment S.A. shares, as disclosed by Echo Investment S.A. in its current reports No. 37/2022 and No. 15/2025. On 17 July 2025, Echo Investment S.A. entered into an agreement with Mr. Waldemar Olbryk pursuant to which the long-term bonus agreement was terminated. Accordingly, this report does not include this bonus.

On 17 July 2025, the first exercise of the long-term Incentive Program adopted by Resolution No. 30/06/2025 of the Company's General Meeting of Shareholders held on June 25, 2025, took place. As part of this exercise, Mr. Nicklas Lindberg, Mr. Maciej Drozd, and Mr. Waldemar Olbryk acquired 237 000, 118 500, and 15 000 shares of the Company, respectively, at a price of PLN 0.01 from the Majority Shareholder. Given the market price of the shares on that date of PLN 46.50, this represents compensation in the amount of PLN 11 018 130.00, PLN 5 509 065.00, and PLN 720 595.00, respectively. The program is described in section 02.02 of this Report.

Other than the above-mentioned long-term bonus program, no financial instruments were granted or offered to members of the Management Board or Supervisory Board.

08. INFORMATION ON THE POSSIBILITY FOR THE COMPANY TO RECLAIM VARIABLE REMUNERATION

During the period covered by this Report, the Company did not claim the return of variable remuneration granted to individual Board Members. The Company's Remuneration Policy does not contain provisions regarding the possibility of requesting reimbursement of variable components of compensation.

09. APPROVAL OF THE REMUNERATION REPORT

This Report was approved by the Company's Supervisory Board by Resolution No. 3/V/2026 dated 12 May 2026.

APPENDIX 1: ANNUAL BONUS FOR 2025

The table below shows the Annual Bonus of the Management Board members for 2025, which was allocated for payment in 2026:

Management Board member	Annual Bonus	Discretionary bonus	Task bonus	Total
Dawid Wrona	170 352	-	438 048	608 400
Rafał Zboch	117 000	-	390 000	507 000
Justyna Kawa	58 500	-	175 500	234 000
Total	345 852	-	1 003 548	1 349 400

Annual Bonus is paid by the Company, whereas discretionary bonuses are paid by other entities of the Group.

The amount of all of the aforementioned bonuses was determined by the Supervisory Board through Resolution No. 1/IV/2026 dated 2 April 2026, based on the achievement of annual and additional goals set by the Supervisory Board for the members of the Management Board. Bonus was paid on 9 April 2026.

We would like to note that on 25 March 2026, Mr. Waldemar Olbryk resigned from his position as President of the Management Board and from his membership on the Company's Management Board, effective immediately. Pursuant to agreements between Mr. Waldemar Olbryk and the companies of the Archicom Group, he did not receive a bonus for the year 2025. This fact was subsequently confirmed by Resolution 1/IV/2026 of the Company's Supervisory Board.

APPENDIX 2: SUMMARY OF CHANGES IN TOTAL REMUNERATION, COMPANY PERFORMANCE AND THE REMUNERATION OF EMPLOYEES

The following tables present changes in the levels of total remuneration of members of the Management Board and the Supervisory Board, collectively from the Company and other Archicom Group entities, and summarize the changes in absolute and relative terms.

Item	2025	2024	2023	2022	2021
Management Board remuneration					
Waldemar Olbryk	2 251 099	2 267 520	1 707 999	1 808 435	676 519
Rafał Zboch	1 471 590	1 382 984	657 229	423 458	211 147
Agata Skowrońska-Domańska	1 510 093	1 340 830	606 827	326 640	157 073
Dawid Wrona	1 374 087	1 206 871	446 472	6 765	-
Justyna Kawa	402 409	-	-	-	-
Tomasz Sujak	-	-	-	1 874 312	1 074 083
Dorota Jarodzka-Śródka	-	-	-	-	241 713
Rafał Jarodzki	-	-	-	-	-
Krzysztof Suskiewicz	-	-	-	-	37 333
Artur Więznowski	-	-	-	-	944 014
Tomasz Ślęzak	-	-	-	-	1 106 276
Paweł Ruszczak	-	-	-	-	-
Krzysztof Andruliewicz	-	-	-	-	76 043
Management Board remuneration, total	7 009 279	6 198 205	3 418 527	4 439 612	4 524 201
Supervisory Board remuneration					
Konrad Płochocki	84 000	84 000	84 000	39 000	39 000
Nicklas Lindberg	55 000	-	-	-	-
Jacek Owczarek	43 167	-	-	-	-
Marek Gabryjelski	40 833	84 000	84 000	51 000	51 000
Maciej Drozd	38 500	-	-	-	-
Bence Sass	12 000	12 000	5 129	-	-
Balázs Gál	6 167	-	-	-	-
Péter Kocsis	5 833	12 000	5 129	-	-
Małgorzata Turek	-	-	-	-	-
Rafał Mazurczak	-	-	-	-	-
Artur Olender	-	-	-	-	14 373
Jędrzej Śródka	-	-	-	-	3 733
Kazimierz Śródka	-	-	-	-	3 733
Rafał Jarodzki	-	-	-	-	3 733
Tadeusz Nawracaj	-	-	-	-	-
Supervisory Board remuneration, total	285 500	192 000	178 258	90 000	115 573
Employees' annual average salary**	187 776	167 947	156 110	139 539	148 823
Financial results					
Net profit of the Company	229 935 000	197 447 000	52 749 000	56 139 000	70 147 000
Net profit of the Archicom Group	83 971 000	107 242 000	245 185 000	110 215 000	112 519 000

REPORT ON REMUNERATION OF MEMBERS OF THE MANAGEMENT BOARD AND THE SUPERVISORY BOARD OF ARCHICOM S.A.
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 - appendix to the Resolution of the Supervisory Board of Archicom S.A. no.
3/V/2026

Item - absolute change	2025/2024	2024/2023	2023/2022	2022/2021
Management Board remuneration				
Waldemar Olbryk	-16 421	559 521	-100 436	1 131 916
Rafał Zboch	88 606	725 755	233 771	212 311
Agata Skowrońska-Domańska	169 263	734 003	280 187	169 567
Dawid Wrona	167 216	760 399	439 707	n/d
Justyna Kawa	402 409	n/d	n/d	n/d
Tomasz Sujak	n/d	n/d	n/d	800 229
Dorota Jarodzka-Środzka	n/d	n/d	n/d	n/d
Rafał Jarodski	n/d	n/d	n/d	n/d
Krzysztof Suskiewicz	n/d	n/d	n/d	n/d
Artur Więznowski	n/d	n/d	n/d	n/d
Tomasz Ślęzak	n/d	n/d	n/d	n/d
Paweł Ruszczak	n/d	n/d	n/d	n/d
Krzysztof Andrulewicz	n/d	n/d	n/d	n/d
Management Board remuneration, total	811 074	2 779 678	-1 021 085	-84 589
Supervisory Board remuneration				
Konrad Plochocki	-	-	45 000	-
Nicklas Lindberg	55 000	-	-	-
Jacek Owczarek	43 167	n/d	n/d	n/d
Marek Gabryjelski	-43 167	-	33 000	-
Maciej Drozd	38 500	-	-	-
Bence Sass	-	6 871	5 129	-
Balázs Gál	6 167	n/d	n/d	n/d
Péter Kocsis	-6 167	6 871	5 129	n/d
Małgorzata Turek	-	-	-	-
Rafał Mazurczak	n/d	-	-	-
Artur Olender	n/d	n/d	n/d	n/d
Jędrzej Śródka	n/d	n/d	n/d	n/d
Kazimierz Śródka	n/d	n/d	n/d	n/d
Rafał Jarodski	n/d	n/d	n/d	n/d
Tadeusz Nawracaj	n/d	n/d	n/d	n/d
Supervisory Board remuneration, total	93 500	13 742	88 258	-25 573
Employees' annual average salary	19 829	11 838	16 571	-9 284
Net profit of the Company	32 488 000	144 698 000	-3 390 000	-14 008 000
Net profit of the Archicom Group	-23 271 000	-137 943 000	134 970 000	-2 304 000
Item - relative change				
Management Board remuneration				
Waldemar Olbryk	-1,0%	33,0%	-6,0%	167,0%
Rafał Zboch	6,0%	110,0%	55,0%	101,0%
Agata Skowrońska-Domańska	13,0%	121,0%	86,0%	108,0%
Dawid Wrona	14,0%	170,0%	6499,0%	n/d
Justyna Kawa	n/d	n/d	n/d	n/d
Tomasz Sujak	n/d	n/d	n/d	75,0%
Dorota Jarodzka-Środzka	n/d	n/d	n/d	n/d
Rafał Jarodski	n/d	n/d	n/d	n/d
Krzysztof Suskiewicz	n/d	n/d	n/d	n/d
Artur Więznowski	n/d	n/d	n/d	n/d
Tomasz Ślęzak	n/d	n/d	n/d	n/d
Paweł Ruszczak	n/d	n/d	n/d	n/d
Krzysztof Andrulewicz	n/d	n/d	n/d	n/d
Management Board remuneration, total	13,0%	81,0%	-23,0%	-2,0%
Supervisory Board remuneration				
Konrad Plochocki	-	-	115,0%	-
Nicklas Lindberg	n/d	n/d	n/d	n/d
Jacek Owczarek	n/d	n/d	n/d	n/d
Marek Gabryjelski	-51,0%	-	65,0%	-
Maciej Drozd	n/d	n/d	n/d	n/d
Bence Sass	-	134,0%	n/d	n/d
Balázs Gál	n/d	n/d	n/d	n/d
Péter Kocsis	-51,0%	134,0%	n/d	n/d
Małgorzata Turek	n/d	n/d	n/d	n/d
Rafał Mazurczak	n/d	n/d	n/d	n/d
Artur Olender	n/d	n/d	n/d	n/d
Jędrzej Śródka	n/d	n/d	n/d	n/d
Kazimierz Śródka	n/d	n/d	n/d	n/d
Rafał Jarodski	n/d	n/d	n/d	n/d
Tadeusz Nawracaj	n/d	n/d	n/d	n/d
Supervisory Board remuneration, total	49,0%	8,0%	98,0%	-
Employees' annual average salary	11,8%	7,6%	11,9%	-6,2%
Net profit of the Company	16,5%	274,3%	-6,0%	-20,0%
Net profit of the Archicom Group	-21,7%	-56,3%	122,5%	-2,0%

SIGNATURES:

Nicklas Lindberg – Chairman of the Supervisory Board

Jacek Owczarek – I Vice Chairman of the Supervisory Board

Konrad Płochocki – II Vice Chairman of the Supervisory Board

Maciej Drozd – Member of the Supervisory Board

Małgorzata Turek – Member of the Supervisory Board

Bence Sass – Member of the Supervisory Board

Balázs Gál – Member of the Supervisory Board