

## Open Letter from TSS to the Shareholders of Asseco Poland S.A.

2 October 2025

Dear Shareholders,

As of the beginning of this month, we increased our equity stake in Asseco Poland S.A. ("Asseco"). Our mandate is simple: to be a patient, rational owner, supporting managers who build durable value for customers and shareholders in continuity with Asseco's long-standing culture and values.

Over the past decades, Asseco has become a regional IT leader. Looking ahead, Adam Góral has put in place a succession plan that both empowers the current management team and brought us in as a long-term strategic investor.

We want managers to prosper when shareholders prosper, and to share the pain when conditions are difficult. Mechanisms matter. We prefer that managers acquire shares at market prices, typically funded from a portion of annual cash bonuses, with multi-year vesting and holding periods. We care most about customer outcomes, product vitality, returns on invested capital, and cash generation, not short-term revenue or profit optics. These will also guide our discussions with management and the annual incentive plan we intend to propose for the broader leadership group.

To support successful execution of the succession plan, we are proposing a one-off management alignment program at nominal value. While this is not something we typically propose, given the leadership transition, the company's scale, and limited management ownership outside the founder, we think a small, transparent, finite grant of Asseco shares is warranted. This is an exception, not a precedent.

The sources for the proposed one-off incentive are 3.0% of Asseco shares currently held in treasury and 1.5% sourced from open-market buybacks, to be completed before any grant. No new shares will be issued.

A 3.0% stake would be granted to Adam Góral, connected to the successful completion of the succession plan and to the multi-year process he will lead as chairman securing Asseco's Polish legacy while transitioning into the next phase under new leadership. The remaining 1.5% would be allocated, on a retention and alignment basis, to a defined group of senior key managers. In the coming months, the details of this plan will be developed. This will include precise vesting periods, the breakdown among managers, and any lock-up periods. In line with good governance, we will set out these terms in plain language, including service requirements and sale restrictions. Our goal is to keep the mechanics simple, transparent, and fair to all shareholders while securing the continued commitment of key management through the next phase of growth.

Markets fluctuate. We aim to be an active shareholder focused on long-term value creation. We have no short-term share price targets. We observe that the current share price already suggests

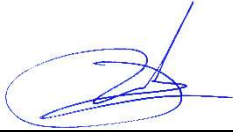
that the market is anticipating potential outcomes of our partnership. Looking ahead, we believe value will be created by focusing on margin expansion, growth in annual recurring revenue (ARR), and disciplined capital allocation. This underlines the importance of aligning management's interests with those of shareholders.

Every złoty has alternatives: product investment, selective acquisitions that clear high hurdle rates, dividends, buybacks, or alignment programs. We will favor the option that we believe increases long-term per-share value.

If the Supervisory Board agrees, we will circulate the full proposal ahead of the shareholder vote. If shareholders approve, implementation will proceed in line with the agreed terms.

We look forward to embarking on this partnership in the spirit of long-term value creation.

Respectfully,

A handwritten signature in blue ink, consisting of a large, stylized 'Z' followed by a horizontal line and a small flourish.

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Ramon Zanders

Group CEO, TSS Europe