



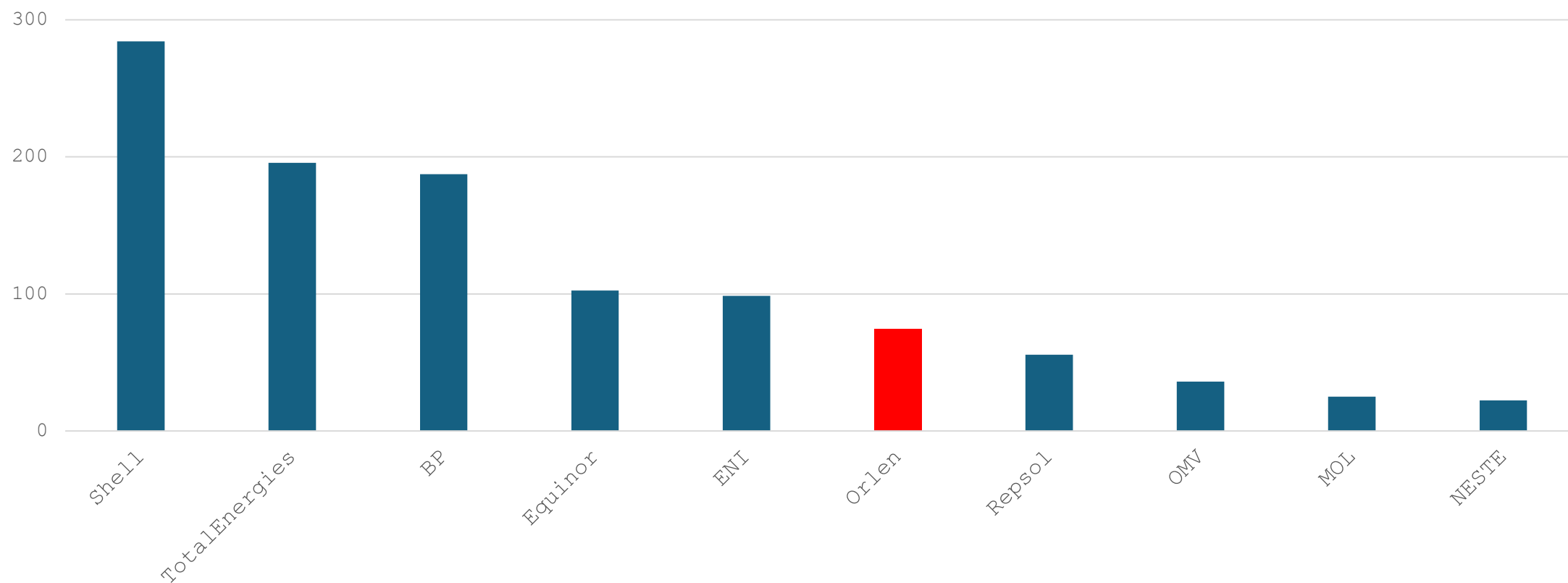
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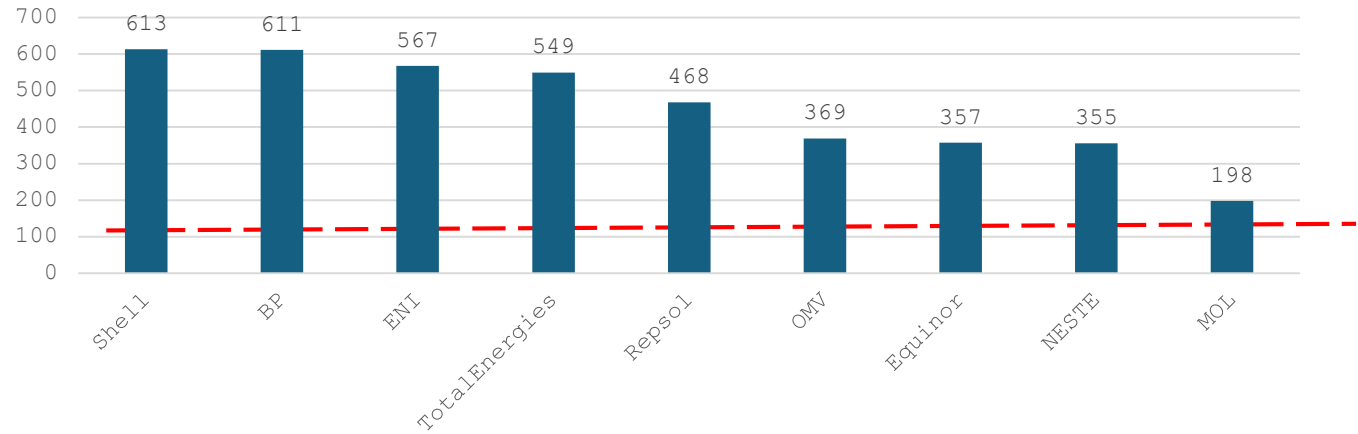
Comparison of remuneration of ORLEN SA CEO with
selected European and Polish companies based on
2024 data

Capital Group revenues of selected European Oil & Gas companies vs ORLEN Group

Revenues in 2024 (in billion USD)

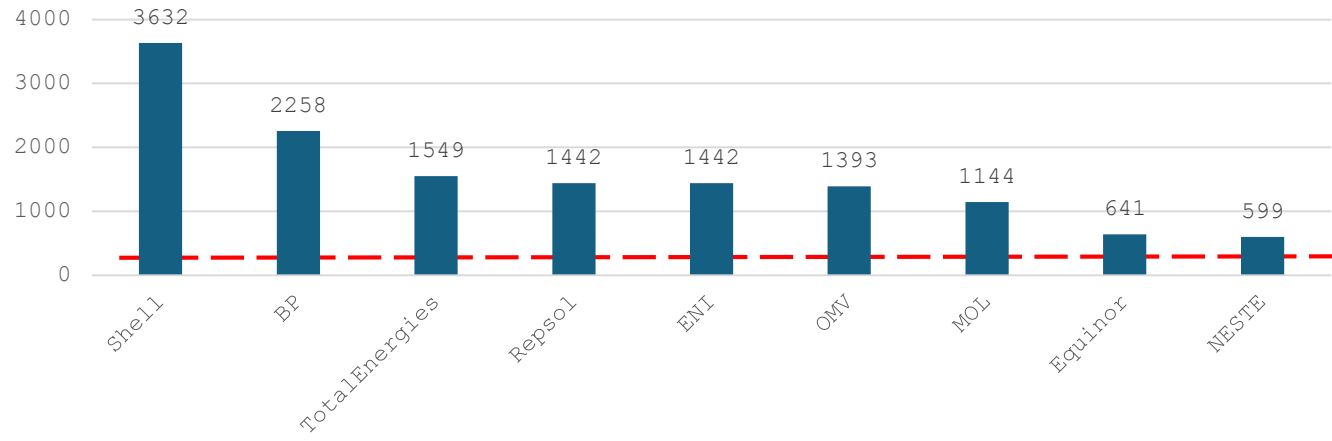


Average monthly base salary of CEOs for 2024
(in thousands of PLN)



Potential maximum monthly base salary
of Orlen CEO: PLN 116,514

Average monthly total compensation of CEOs for
2024 (in thousands of PLN)



Potential maximum monthly total
compensation of Orlen CEO: PLN 233,028

salaries converted into Polish zlotys according to the exchange rate of the
National Bank of Poland as of 23.05.2025

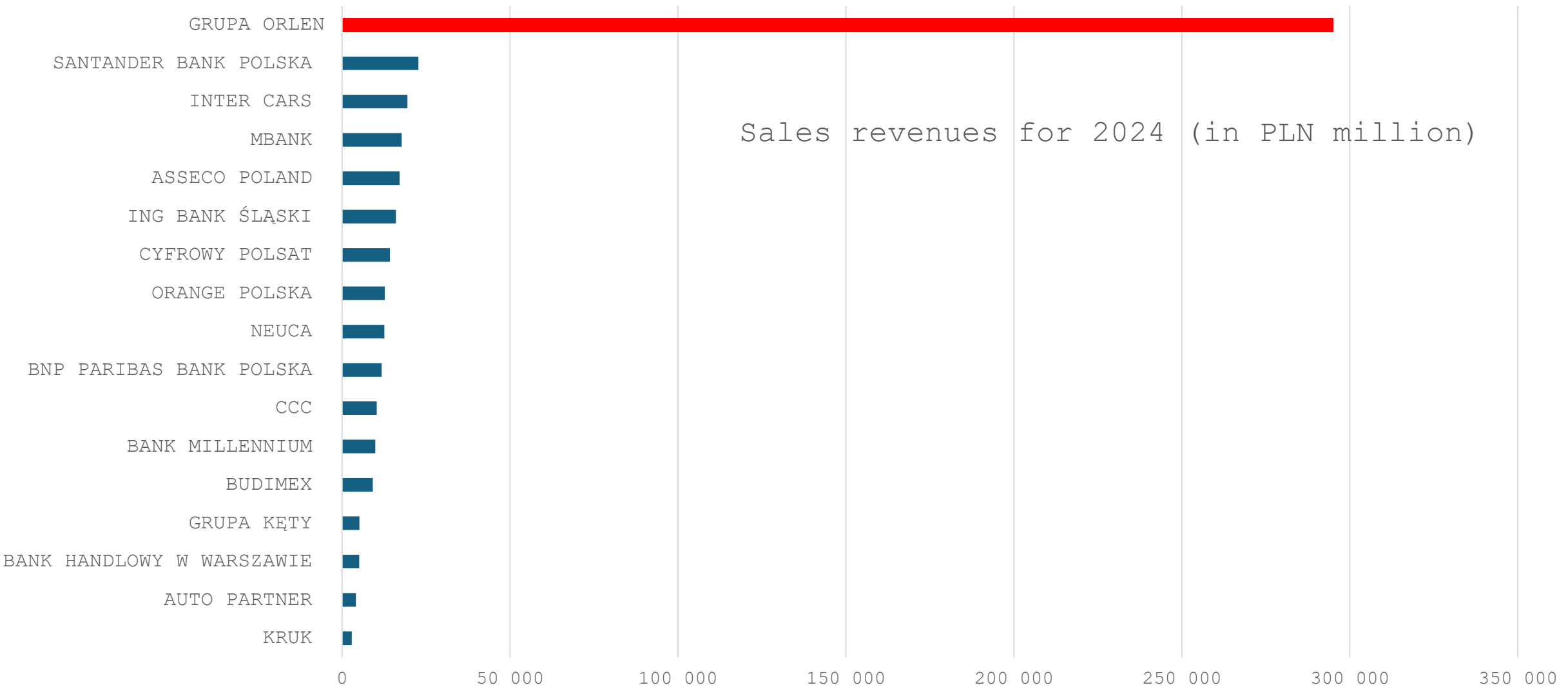
In the case of Neste, the salaries of the two CEOs who held the position in
different periods of 2024 were accumulated.

According to: REPORT OF THE SUPERVISORY BOARD OF ORLEN S.A. ON THE
REMUNERATION OF THE BOARD MEMBERS FOR 2024 : "The Fixed Remuneration of
each Board Member was 15 times or 14 times the average remuneration in the
enterprise sector without payments of rewards from profit in the fourth
quarter of the previous year, (...) which amounted to PLN 7767.61 in 2024,"
and "The value of the Variable Remuneration for a given fiscal year may not
exceed 100% of the value of the Fixed Remuneration due in the previous
fiscal year for which the calculation of the amount of the Variable
Remuneration due is made;" **The maximum base salary of the CEO was taken as:
PLN 116,514, while the total is PLN 233,028**

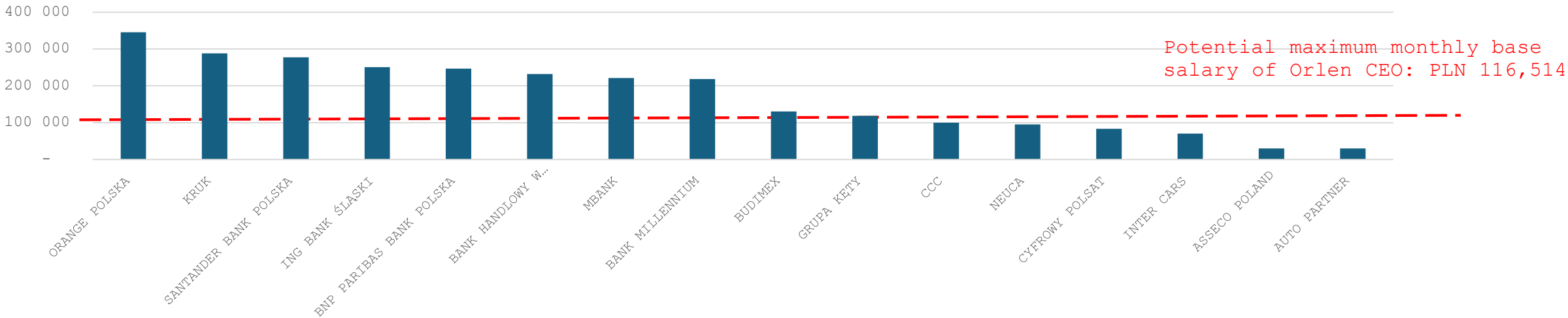
Assumptions for comparison to selected companies from the Warsaw Stock Exchange

1. The comparison was prepared based on the 2024 CEO salaries of large companies listed on the **Warsaw Stock Exchange**, which have already disclosed relevant salary data to the market, operate under Polish law, and their financial year begins on January 1.
2. Companies from the selected Group have in 2024 and 2023:
 - employment of more than **2,500** employees,
 - **market capitalization** level of at least **PLN 2.5 billion**
 - CEO position.
3. In order to obtain market remuneration from the largest companies, companies in which the **State Treasury** directly or indirectly owns a significant stake **were removed**, and thus the remuneration of management boards is largely regulated by the **Polish law (*Ustawa z dnia 9 czerwca 2016 r. o zasadach kształtowania wynagrodzeń osób kierujących niektórymi spółkami*)**.
4. The established comparison group includes **16 companies**.

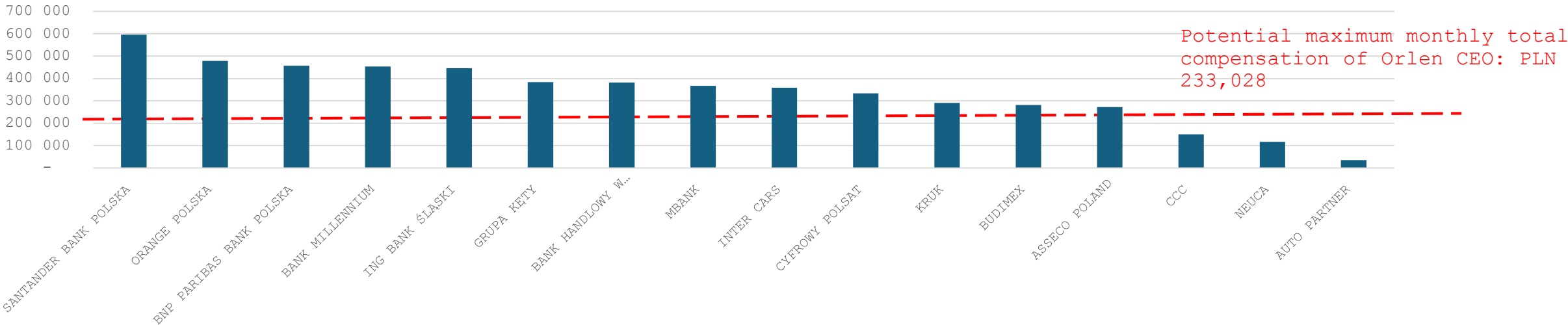
company name	sector	sales revenues in 2024 (thousands of PLN)
ASSECO POLAND	IT	17 132 000
AUTO PARTNER	Automotive industry	4 112 497
BANK HANDLOWY W WARSZAWIE	Banks	5 106 410
BANK MILLENNIUM	Banks	9 881 446
BNP PARIBAS BANK POLSKA	Banks	11 787 855
BUDIMEX	Construction	9 117 843
CCC	Retail	10 302 800
CYFROWY POLSAT	Telecommunications	14 265 900
GRUPA KĘTY	Metal industry	5 144 000
ING BANK ŚLĄSKI	Banks	15 999 000
INTER CARS	Automotive industry	19 473 078
KRUK	Finance Other	2 907 553
MBANK	Banks	17 730 973
NEUCA	Wholesale Trade	12 611 751
ORANGE POLSKA	Telecommunications	12 732 000
SANTANDER BANK POLSKA	Banks	22 716 384



Average monthly base salary of CEOs for 2024 (in PLN)



Average monthly total compensation of CEOs for 2024 (in PLN)





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Compiled by Sedlak & Sedlak on behalf of Orlen SA

based on data published by companies in annual reports and reports on remuneration of management board members

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