

The responses provided to the questions asked by a shareholder prior to the Annual General Meeting of the Company convened for 25 June 2026.

TOPIC 1: Mall CZ Acquisition – Potential Misuse of Company Assets

Q.1. *"In connection with the acquisition of Mall Group's Czech operations, was an independent internal audit or external forensic review conducted to assess whether the transaction terms were consistent with arm's length principles and in the best interest of shareholders?"*

Company answer:

The Board engaged a team of professional external advisors to conduct financial, commercial, tax, and legal due diligence for this transaction. Additionally, two renowned consulting firms supported management with post-merger integration planning, and the Board obtained a fairness opinion regarding the acquisition price of Mall Group's operations. Following the transaction, an independent internal audit was conducted. Based on the findings of that report, the Board determined that an external forensic review was unnecessary.

Q.2. *"Can the Board confirm whether any related-party relationships, undisclosed conflicts of interest, or side arrangements existed between Allegro's decision-makers and the counterparties involved in the Mall CZ transaction?"*

Company answer:

The Board is not aware of any related-party relationships, undisclosed conflicts of interest, or side arrangements between Allegro's Board members and the counterparties involved in the Mall acquisition. No irregularities were detected, and no concerns or issues regarding the transaction were reported to the Company.

Q.3. *"What governance controls were in place at the time of the Mall CZ deal to prevent potential misuse of company assets, and were those controls independently reviewed post acquisition?"*

Company answer:

At the time of the Mall CZ transaction, the company maintained a robust, multi-layered governance framework designed to ensure full transparency, rigorous oversight, and the safeguarding of company assets. The acquisition followed a highly structured M&A protocol spanning over a year, featuring continuous, data-driven validation. Key governance mechanisms included:

- Independent professional valuation: We engaged top-tier external financial and strategic advisors to perform extensive stand-alone and synergized valuation exercises using standard market methodologies.
- Multi-stage Board Oversight & 'Superdays': Every phase of the negotiation was subject to rigorous Executive Team review and formal approval by the Board of Directors (BoD). Dedicated 'Superdays' involving cross-functional reviews with top Allegro leaders provided deep operational scrutiny and challenge sessions.
- Strict confirmatory Due Diligence (DD) and price adjustments: The governance controls actively prevented the overpayment of assets. When the sellers' initial valuation expectations were significantly higher, driven by market conditions and alternative liquidity tracks, the Board maintained strict discipline. Following a comprehensive confirmatory DD that revealed weaker current trading and higher required turnaround investments, the BoD aggressively pushed back. This data-driven approach led to successive downward revisions

of our offers, resulting in a final renegotiated purchase price that was substantially lower than the sellers' proposals.

TOPIC 2: Foreign Expansion – Prudence & NPV Estimates

Q.4. *"Does the Board maintain formal NPV or IRR projections for each international market it operates in, and is the Board prepared to share the assumptions underlying those models - particularly regarding customer acquisition costs and payback periods?"*

Company answer:

The Board's financial and operational steering is anchored in comprehensive 5-year plans, detailed business cases, and annual budgets, which are developed through a rigorous combination of top-down strategic modeling and granular, bottom-up planning.

These 5-year plans serve as the baseline for our internal NPV calculations, ensuring that capital allocation decisions are backed by structured financial metrics. Within these plans and detailed business cases, we closely monitor and analyze key performance indicators, including those related to customer acquisition costs, and a wide range of other operational metrics, to ensure sustainable value creation and scalability across our markets.

However, while these models and figures are essential internal tools for management and decision-making, we do not disclose the specific NPV calculations, underlying assumptions, or granular operational metrics for individual markets due to competitive sensitivities.

Moreover, at this stage of development, the individual markets are not material enough to warrant separate disclosure in accordance with IFRS 8 on segment reporting. This may change as the international markets grow relative to Poland in the coming years.

Q.5. *"How does the Board define 'prudent management' in the context of international expansion, and what are the predefined financial thresholds or KPIs that would trigger a strategic review or exit from an underperforming market?"*

Company answer:

There are strategic, financial planning and ongoing performance elements to managing the existing international investments and potential footprint extensions in the future.

Strategically Allegro's long term value will be significantly higher if we are successful in exporting our highly profitable and relatively asset light business model into additional markets. The three markets we've already entered extend the Polish Total Addressable Market by more than 25 million of population, i.e. by 67%. The Group's EV trading multiple of GMV is 0.7x while profitable and faster growing international GMV growth would be valued at higher multiples. The key is to reach profitability and constantly learn and improve our execution in the new international markets.

Moreover, to manage the risk around funds committed to international expansion, our Medium Term Aspirations have set a limit of 12% of Polish EBITDA to be invested in 2026, and this ratio should fall to zero as the projects reach break-even, which is expected to be achieved in 2029.

In financial planning we look at discounted cash flow projections from these projects, including potential terminal value based on estimated EV multiples, benchmarked against other similar businesses.

At the operational level we focus on demand and supply funnel metrics, plus profit margin analysis to track progress towards building a sustainable and healthy, profitable business. The progress on the marketplace flywheel, which we have reported in detail in recent quarterly reports, is key at this stage of development.

In the Board's view, establishing public benchmarks for strategic decisions - such as market withdrawals - would disclose commercially sensitive information, potentially allowing competitors to anticipate and plan their responses. The Board is confident that the evaluation process outlined above is robust enough to determine whether an international expansion project should be continued.

Q.6. *"Given the sustained operating losses in international markets, has the Board commissioned an independent assessment of whether continued capital allocation to foreign expansion represents the highest-value use of shareholder funds?"*

Company answer:

Incurring operating losses for multiple years before reaching profitability is standard practice for market entry projects across many global industries. Allegro's international marketplaces are sequentially accelerating their growth while significantly narrowing losses as a percentage of GMV - a trend that clearly signals improving business performance. Furthermore, the majority of historical losses from the legacy Mall businesses ceased following the closure of the legacy Mall and CZC e-shops in Q2 2025. Given these positive dynamics and the management processes outlined in our response to Question 5, the Board has not deemed it necessary to engage an independent consultant to assess the prospects of our international expansion.

The Board wishes to reiterate that successfully establishing profitable operations in three new countries would significantly expand Allegro's growth horizons and pave the way for future market entries, offering substantial long-term value creation.

TOPIC 3: Workforce Scale & Structure

Q.7. *"With approximately 5,000 employees in Poland and 1,000 abroad, how does the Board justify this headcount ratio relative to revenue generated in each geography, and has a formal benchmarking exercise been conducted?"*

Company answer:

Currently at Allegro, 5.9k employees work in Poland and 600 employees work outside Poland. Accordingly around 5% of Group GMV generated abroad compares to 10% of headcount working abroad. While deciding on headcount location for employees running processes we take into account not only the currently generated GMV but also the development stage of the market: high-growth from our perspective but most of the leadership roles are set in the group level regardless of the country they are located.

Q.8. *"What percentage of the workforce operates under a remote or hybrid work arrangement, and how many working days per week are employees contractually required to be on-site? Has the Board assessed productivity implications of current remote work policies?"*

Company answer:

In 2025 the company took the decision to move away from post-COVID work practices and this commenced in March 2026. Presently the vast majority of Allegro employees work in a hybrid model, with the office first (4:1) being the most common. Following the full implementation of the return to office policy, employee productivity (GMV/ headcount ratio) improved significantly. For the three months March - April - May 2026, this ratio is 15.9% higher than for the same period in the previous year.

Q.9. *"How many Allegro employees and managers are simultaneously engaged in employment or contractual arrangements outside the Group? Is prior approval mandatory for any outside employment or contractual engagement undertaken by Allegro employees and managers?"*

Company answer:

Under applicable Polish law, we are not allowed to inquire about concurrent employment, conditions of employment with other entities (except with competitive entities in accordance with our Transparency Policy). Therefore, the company does not possess such information.

TOPIC 4: Allegro One Box – Profitability Gap vs. InPost & Execution Capability

Q.10. *"InPost has demonstrated that a parcel locker network at scale of approximately 10,000 units can generate around PLN 1 billion in EBITDA, benefiting from network density and logistics integration. Allegro One Box currently appears to generate a significantly inferior unit economics profile. Can the Board provide a direct comparison of One Box's EBITDA per locker versus InPost's equivalent metric, and explain what structural factors account for the gap?"*

Company answer:

Historical benchmarks regarding a 10,000-locker scale refer to an earlier phase of market development when the competitive landscape was highly concentrated. Today the APM market is mature and dynamic, with four significant challenger networks being rolled out, including Allegro One. In 2026, our established logistic partner is leveraging a mature parcel locker logistics network, while Allegro One Box is in an earlier, high-growth phase. Expanding rapidly, Allegro exceeded 9.5k machines in Q1 and is on track to hit its year-end 2026 goal of over 12k locations, driving down unit costs through scaling volumes. Allegro One's EBITDA per locker is commercially sensitive information. However, the key point is rather whether Allegro One's cost per parcel drives down average cost per parcel. When this is the case, savings come with every incremental parcel shipped by Allegro One. We have disclosed data on the Allegro One and Allegro Delivery's progress on this key metric several times since the beginning of 2026. Allegro One's cost and the rates paid to Allegro Delivery partners bring savings to the Group. The Letter of Intent we have just signed with InPost, paves way for further savings while providing visibility and security for both parties in their long-term operational and financial planning.

Q.11. *"Is the Board able to demonstrate a credible path to achieving InPost-comparable returns on the One Box network - or does the Board acknowledge that, given InPost's entrenched first mover advantage, network effects, and third-party carrier volume, Allegro One Box may be structurally incapable of reaching equivalent profitability at any realistic scale?"*

Company answer:

Allegro One Box is not a standalone business and therefore our benchmark for success is not a direct unit-cost comparison with InPost, but rather Allegro One's capacity to deliver fulfillment at a cost structurally lower than prevailing commercial market rates. Following a dynamic scale-up phase, the network has successfully and consistently met this objective since mid-2025. Furthermore, developing our own infrastructure provides critical strategic leverage in our broader logistics procurement. This alternative capability directly strengthens our positioning for future partnerships, as evidenced by the recently signed Letter of Intent regarding our future cooperation, ensuring we are well-positioned to optimize long-term commercial terms.

Q.12. *"Has an independent assessment been conducted to verify that the Group possesses the execution capability necessary to operate this business efficiently at scale?"*

Company answer:

We have successfully built and expanded our One Box APM network since late 2021. To help develop our plans over the past few years, we collaborated with a consulting firm possessing deep expertise in the Polish logistics industry. An external independent assessment was not deemed necessary by the Board.

TOPIC 5: Conflicts of Interest – Board & Management External Engagements

Q.13. *"Are current and former members of the Management Board and senior management contractually required to obtain prior written approval from Allegro before taking up positions on supervisory boards, advisory boards, or management bodies of any external entities — including companies, startups, or non-profits? If so, which corporate body grants such approval?"*

Company answer:

Under Polish and European law, employers cannot restrict employees from taking outside work unless it is with a competitor. In line with this, Allegro strictly prohibits all employees from working for competitors, with key personnel signing non-compete agreements that extend this restriction for 12 months after leaving the company. Furthermore, to ensure the full dedication of our senior leadership to Allegro's strategic objectives, we maintain robust internal standards. We expect our senior leaders to prioritize their role at Allegro, and any potential external conflicts of interest are managed through our established internal disclosure and oversight procedure.

Q.14. *"Does Allegro's internal compliance framework require senior managers — below Board level — to disclose and seek approval for any contractual arrangements, consulting agreements, or advisory roles with third parties that may create a conflict of interest? How many such disclosures were made in the last financial year?"*

Company answer:

Under Polish and European law, it is not possible to prohibit employment with another employer or in any way limit employment with another employer until consent is given, except for a competitor. In accordance with our Transparency Policy and employment regulations, Allegro employees are prohibited from undertaking work, including consulting work, for competitors. The company has a formalized process for verifying and assessing whether a given activity may constitute a conflict of interest. There have been several inquiries, and in some cases, employees have been informed that they cannot undertake a given type of work.

Q.15. *"Does the Board consider that the incentive scheme implemented within the Company effectively achieves its intended objective of retaining key talent, in light of the level of turnover in managerial positions within the Company?"*

Company answer:

Managerial turnover almost halved between 2022 and 2025. This positive trend aligns with the rollout of our incentive scheme, which launched its first annual grants in 2021. Because the scheme features a three-year vesting schedule (25%/25%/50%), it takes three years for participants to realize 100% of a grant annually. Consequently, the full retention benefits of the program began materializing clearly by 2025. The Board believes the incentive scheme has been highly successful in retaining key talent.