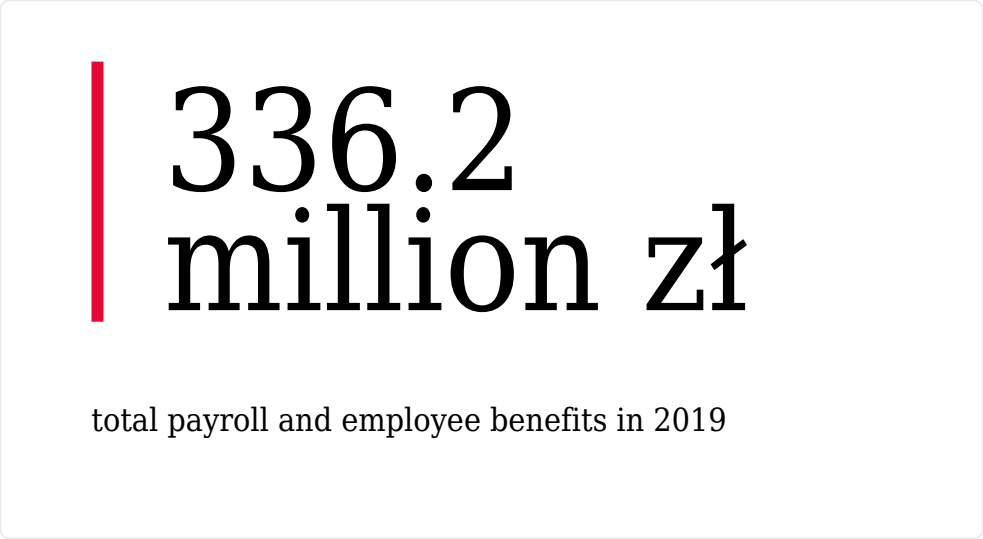


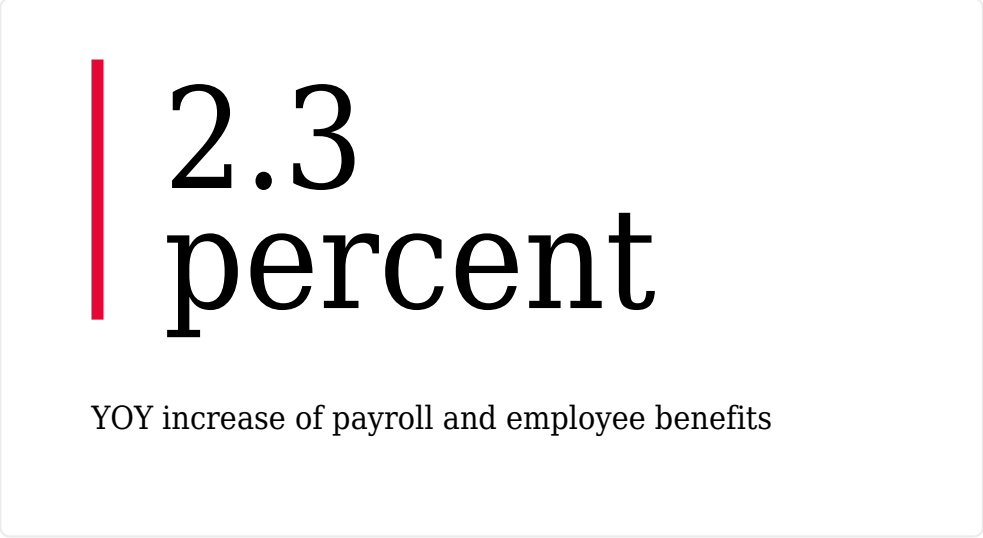
REMUNERATION

Agora Group has a number of motivation programmes in place, such as monetary schemes, sales-based plans, motivation schemes for Management Board Members, etc. In 2019 payroll and employee benefits grew by 2.3%, mainly in Film and Books segments, due to the growing number of cinemas and restaurants. This category of costs was also higher in Outdoor Advertising and Radio and lower in Press and Internet businesses. This category of costs was also impacted by the restructuring reserve from the reduction in printing services.



336.2
million zł

total payroll and employee benefits in 2019



2.3
percent

YOY increase of payroll and employee benefits

Payroll and employee benefits in Agora Group

Wynagrodzenia i świadczenia dla pracowników Grupy Agora

AGORA Report 2019

	Agora Group			Agora S.A.		
	2019	2018	YOY	2019	2018	YOY
Total payroll and employee benefits	336.2 mln zł	328.7 mln zł	↑2.3%	182.0 mln zł	193.4 mln zł	↓5.9%

Source: Consolidated Financial Statements of Agora Group according to IFRS 2018; Financial Statements of Agora S.A. according to IFRS 2019

Women and men pay against average pay in Agora Group

Stosunek wynagrodzenia kobiet i mężczyzn w Grupie Agora do średniego wynagrodzenia ogółu pracowników - 2019 rok

	Agora Group		Agora S.A.	
	Women	Men	Women	Men
managers and senior managers	92.1%	108.8%	93.6%	107.1%
Other employees	94.9%	107.0%	92.9%	109.8%

Source: Human Resources, Agora Group.

Stosunek wynagrodzenia kobiet i mężczyzn w Grupie Agora do średniego wynagrodzenia ogółu pracowników - 2018 rok

AGORA Report 2019

	Agora Group		Agora S.A.	
	Women	Men	Women	Men
managers and senior managers	94.7%	106.3%	94.4%	106.3%
Other employees	98.9%	101.2%	94.1%	106.7%

Source: Human Resources, Agora Group.

Average pay in Agora Group as percentage of minimum pay in 2019, by gender

Relacja średniego wynagrodzenia kobiet i mężczyzn w Grupie Agora do płacy minimalnej w 2019 r.

	Women	Men
Agora Group	236%	265%
Agora S.A.	264%	297%

Source: minimum pay in 2019 was 2250 zł. Human Resources, Agora Group.