



CEO's Letter

**GSM CONVENING
NOTICE AND BUDGET
OVERVIEW 2024**



Dear investors,

In a global context where technology is evolving at an accelerated pace and the generational shift in the digital economy is happening before our eyes, 2Performant will launch, on April 1st 2024, BusinessLeague.com - the world's first online commerce championship.

Through Business League, retailers and digital marketers collaborate in a gamified, transparent, fair, and predictable environment, generating increasingly greater value in the new economy.

Last year, through 2Performant, online sales of over 142 million euros were generated, and in 2024 we aim to exceed 200 million euros, according to the budget we submit for your vote.

The project, based on a unique concept at the intersection of online commerce, digital marketing, and gaming, represents an extremely powerful differentiator that we have compared to all affiliate networks in the world. I want to emphasize once again that it is a project developed from scratch by the 2Performant team based on over 12 years of experience in gamifying collaborations between brands and digital talents.

In addition to the growth in the local market which is expected to accelerate in 2024, this launch aims to strengthen our regional position.

Starting in April, we will resume our expansion plans in the CEE region, targeting six markets we are familiar with - Czech Republic, Slovakia, Poland, Hungary, Croatia, and Bulgaria.

Last year, 13% of 2Performant's turnover came from these countries. We have clients, users, partners, and brand awareness in each of them.

From the second quarter onwards, we will invest in marketing, sales, event participation, and building local Business League communities in the region. The timing couldn't be better.

E-commerce in CEE – a growing market - is under the assault of major players from China and Western Europe, and traditional models of managing performance marketing budgets no longer yield the necessary returns.

Demand for professionals in the field has exploded, and our model is the only one that highlights actual performers on both sides - stores and marketers.

Translated into operational figures, our objectives for 2024 are as follows:

	2023	2024	Variation
Online stores (at year-end)	550	+1000	81.82%
Sales number	2,858,928	4,144,838	44.98%
Sales value	€ 142,165,776	€ 216,582,601	52.35%

Based on these, we aim for a 55% increase in turnover, doubling gross profit, and increasing EBITDA by 131%, to 5.6 million RON. You can find the detailed budget in the documents published today [here](#).

Our ambitions are even greater than that.

After consolidating our position in the region - for which we are already considering acquisition targets - next year we will prepare to enter the US market, a market where transparency, competitiveness, and pay-for-performance are prevalent in the DNA of the majority of entrepreneurs and digital professionals.

We have been planning this move since the moment of listing, and I am pleased that we have reached the point where we can communicate it publicly.

Admittedly, very few Romanian technology companies have succeeded in scaling a product validated in the local or regional market to a global level.

What do I base my statement on when I say that 2Performant can succeed where most have failed?

1 We have a unique product: a platform that targets the new generation of e-commerce professionals, offering them a unique experience of work and professional education.

Why hasn't anyone else seen this route besides us? Alongside inspiration, funding, luck, timing, and a lot of hard work, 2Performant had another essential advantage over other players:

In 2010 - 2012, the e-commerce and digital marketing market in Romania consisted exclusively of very young people, the vast majority of whom were early adopters. To attract them, we resorted to a gamification strategy, which has resulted in the company's growth from launch until today.

In essence, by solving a problem of the local market back then, we found a solution that addresses a current and future issue of the new generation of professionals globally:

What will a workday look like in 5, 10, or 20 years?

We are confident that the future of work is a gamified and performance-based environment, for which we already have an approach built and validated over 12 years.

The e-commerce industry is worth over \$3.2 trillion globally today and is estimated to exceed \$5.1 trillion by 2029.

We cannot ignore this opportunity.

2 We've seen it's possible.

There are hundreds of Romanian entrepreneurs globally with businesses worth tens, hundreds of millions, or even billions of dollars. We know dozens of them, and over the past 20 years, we've followed all those who have tried. We've learned from them - both from their successes and especially from their failures - theirs and also ours.

UiPath has shown the world that Romania can produce Unicorns listed on Nasdaq.

We aim to become one of the next ones.

Is it possible? Yes.

Is it probable? Statistics are not in our favor, but we see it as an opportunity, inaccessible to many, a context that motivates us.

Limits are meant to be exceeded, and the reward for those who succeed is exponentially greater.

3 We have a strong team that has proven over the past 2 years that it can deliver growth through innovation, predictability, and profitability.

Ana Oprîță - Chief Technical Officer

Cristina Angelescu - Chief Operating Officer

Adriana Ionaș - Chief Financial Officer

Alain Gavriluțiu - Creative Director

They are leading the 2Performant team, delivering the results of recent years and joining me in assuming responsibility for our plans for global expansion. I thank them and each of the over 50 people who currently make up the team, for their ambition, patience, and perseverance.

To support the planned growth, we have begun an extensive process of adapting our internal structure and culture, operational optimization, attracting and developing new skills, and improving team

retention. Since the last quarter of last year, we have brought experienced consultants on board to help scale organizations and adapt to remote work environments, and the results are already visible.

Also to support growth, we will expand the Board of Directors to 5 members, bringing in 2 entrepreneurs with experience in global scaling who will contribute directly to both the strategy and planning of expansion, as well as its implementation.

Our proposals are **Matei Pavel and Vladimir Oane** - both serial entrepreneurs, each with at least one significant exit to international players, and with an excellent knowledge of the markets we intend to enter.

Alongside them, the focus of the current **Board members - myself, Anda Patzelt, and Iulian Cîrciumaru** - will remain on intensifying relations with the capital market and ensuring appropriate funding levels for the opportunity we are targeting.

Matei and Vladimir have been with 2Performant from the beginning and have been part of the advisory board both before and after listing. I am pleased that they have accepted the proposal to run for this position.

Details can be found in the General Meetings' notice - I would be very glad to receive other nominations from eligible entrepreneurs or professionals who wish to have a say in 2Performant's future growth.

4 We have access to funding and expertise in capital-raising.

For the necessary investments over the next 2 years to accelerate growth profitably, we will conduct a capital increase this year, the details of which we will publish in May 2024.

We have a 15-year history of continuous growth, honoring promises made to investors. We have demonstrated that we can consistently grow profitably and intend to continue doing so.

For efficiency, relying on the experience gained from our listing, we propose delegating the implementation of this operation to the Board of Directors within the limits that you can vote on at the meetings on April 22. The details are in the announcement published today.

The money raised through the capital increase will be predominantly invested in promotion and sales in the targeted markets but also for further development of the BusinessLeague.com technology. At that time, we will, of course, publish details about the destination of all the amounts we intend to attract.

Online commerce in the region boasts tens of thousands of honest, competent, and persevering entrepreneurs—significant members of the new generation of businesspeople and digital professionals.

For those like them - from anywhere in the world - we are building BusinessLeague.com, and through investment in 2Performant, you can capture a share of the value they create in the new economy.

Therefore, I invite you to carefully read the agenda of the General Assemblies on April 22 and make every effort to participate - either online through Evote or in person at Hotel Marmorosch at 12:00 and 13:00. Beyond expressing the vote of each interested investor, we greatly desire to receive your feedback, especially from young investors, so I encourage you to send us questions or comments regarding the documents published today at investors@2performant.com if you cannot participate live - physically or online.

In conclusion, I invite you, before expressing your opinion through voting on our plans and proposed budget for 2024, to reflect on the following questions:

1. What is the potential for local/regional/global growth of a project at the intersection of e-commerce, digital marketing, and gaming, based on a 100% performance-based model: Cost Per Sale?
2. How much can 2Performant capture from this opportunity locally/regionally/globally, and what resources does it need for each scenario?

We find the answers together starting in April.

See you on the 22nd

Dorin Boerescu,

CEO & Co-founder