



KINGUIN
everybody plays!

**CULTURE
BOOK** ▶



Table of content

- 03_Founder's letter**
- 05_Introduction**
- 08_Timeline**
- 10_Mission**
- 11_Identity & Vision**
- 12_Values**
- 16_Teams**
- 18_Possibilities & Learning**
- 20_Communication**
- 21_Feedback**
- 22_Praise & Support**
- 24_Events**
- 26_Care**
- 28_Technology**
- 30_Spaces**



Thank you for taking the time to get to know Kinguin. It's amazing to have you here!

My name is Viktor Romaniuk, and I am the person who once upon a time had the wild idea to create this company - an idea that, over the years, has evolved into a whole new universe of businesses, projects and, most importantly, people. Kinguiners.

What inspired me to start this journey, you ask? The answer is simple - passion. Gaming and Esports have always been a huge part of my life and I was a professional player myself at one point. This was the world I knew and the place where I wanted to leave my mark. I've always had 100 ideas per minute (just ask my coworkers ;), but the ones that truly moved and inspired me centered around gaming. The choice of my path was clear.



Of course, no business succeeds without a little bit of luck, and boy, did I get lucky - I found the right people to join me. People who not only shared my passion, but brought to the table the exact skills and expertise I was missing. Most of those people are still with Kinguin today, after a decade, and even more incredible talent has joined us along the way. Yes, I absolutely got lucky and I'm forever grateful for that.

Together with the team, we've built Kinguin on the principle of putting people first. We wanted our Kinguiners to explore their interests, ambitions and ideas, to express themselves in various fields and truly find their place. Here at Kinguin we have no dress code, no formalities, no boundaries on who you can talk to. We meet and talk as equals. Nobody is "too junior" to have an input. To me, Kinguin is about freedom, comfort and belonging.

What does the future hold for Kinguin? I don't know, but with the team we have and the care we put into what we do, I can tell it's going to be amazing. Whether you are already a Kinguin, or still considering becoming one - let's create our vision together - to be the world's most open digital entertainment playground!

Viktor Romaniuk

Founder





Introduction to Kinguin



Welcome to Kinguin. We're the proud creators of an industry-leading marketplace, providing users with access to games, software, and technologies they need, from anywhere in the world. From humble beginnings, we've grown to be home to a diverse, innovative team of Kinguiners, who are at the heart of everything we do at Kinguin.

Our primary area of operations is as a **pioneering digital marketplace for gamers**. But that's far from all we do. We've been involved in everything from humanitarian work, to wrestling, and we've brought together the remarkable teams we needed to bring our many dreams to life. We're creating a digital playground for everyone from the tech savvy to the PC newbie.

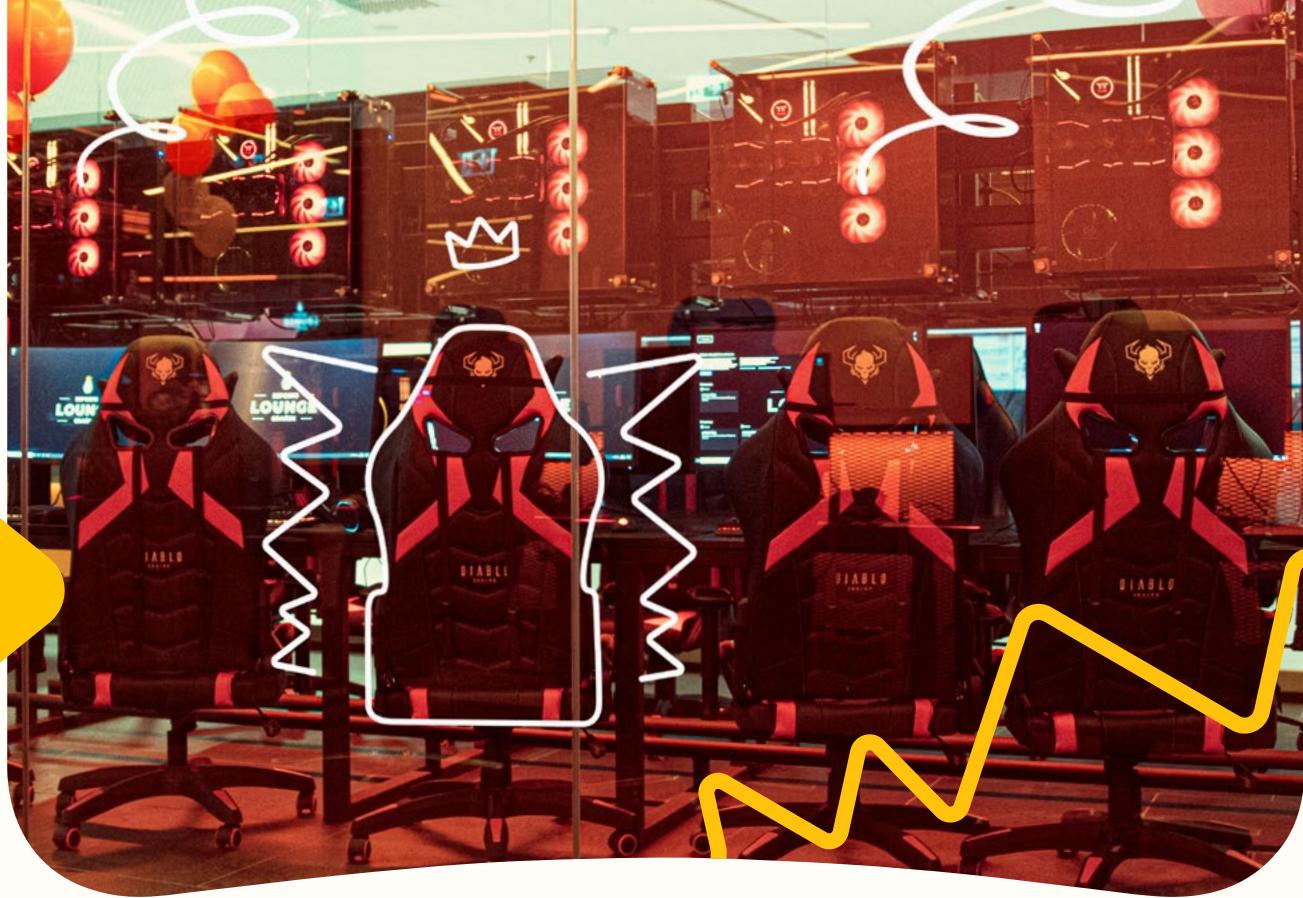
Kinguin is the internet's candy store, whatever your digital needs. If you've ever used a computer, then Kinguin has the products you need. Game keys are our lifeblood, but we provide global access to everything from antivirus software to Amazon gift cards, all with just a few clicks.



But we're not just limited to the digital space. We've built two incredible esports facilities from the ground up – facilities which have been used for everything from educating the next generations of gaming content creators and esports professionals to housing citizens displaced by the conflict in Ukraine.



These facilities truly do it all. As a pro player you can wake up in the morning in one of our **Esports Performance Center's** comfortable, cozy rooms, head downstairs for breakfast, hit the gym or chill on the roof terrace, and settle down for a day of focused training in one of our dedicated esports practice rooms, fully fitted with state of the art gaming equipment.



And if you're more of a casual player or esports viewer? Look no further than our **Kinguin Esports Lounge!** Here we provide a space for gamers to kick back and relax, solo or in a party. Dozens of high-end PCs, private bootcamp rooms, a lounge area designed to fully enjoy the very best of esports competition. We host everything from watch parties, to esports tournaments and gaming events – whether you're a fan, aspiring pro, or an industry veteran, our lounge has something to offer. Grab a burger, fries and a drink. Watch your favorite esport teams or play yourself in our gaming zone. **As a gamer you're in the place to be.**

We strive for absolute success in every new venture we set our minds to. It's this attitude that's allowed us to expand into esports, blockchain, events management, and all our other expansive projects while maintaining our status as one of the pioneers of digital gaming marketplaces in the world.

I'm Commander Shepard, and this is my favorite store on the Citadel!

Mass Effect 2



Kinguin Timeline





*What is a man but the sum of his memories?
We are the stories we live! The tales we tell ourselves!*

Clay Kaczmarek, Assassin's Creed Brotherhood



Kinguin's Mission

***Make gaming accessible
and inclusive for everyone.***



As a company, Kinguin has always been committed to breaking down barriers and making gaming accessible to everyone. This mission started from the very beginning, when we began as a small e-commerce store in Poland, selling digital copies of PC video games.

Gaming ecosystems have always been closed spaces, with things like centralized pricing policies and region locks putting up inadvertent barriers for gamers across the world. Kinguin's aim has always been to break down those barriers, and bring games to the people that love them, wherever they may be.

Now, as we look to the future, we see an even greater opportunity to **become the most open digital entertainment playground in the world**. The emergence of new technologies is making it possible to build truly open ecosystems that are accessible to everyone. And this is exactly what we are striving to do at Kinguin. We want to be the go-to destination for gamers everywhere. A place offering find everything they need to fully enjoy their digital hobby, regardless of their location, platform, or budget.

*It's Time To Kick Ass And Chew Bubble Gum...
And I'm All Outta Gum.*

Duke Nukem



Kinguin's Identity & Vision

***To be the World's most
open digital entertainment
playground.***

► Our identity as an innovative, global gaming company sets us apart in the industry. But we don't just want to stand out from the crowd – we aspire to become the world's most open digital entertainment playground.

This vision drives us to constantly push the boundaries of what is possible in the gaming world on our way to make gaming accessible and inclusive for all. Our dedication to this vision is what pushes us to grow and evolve as a company, and it is our responsibility as Kinguiners to uphold and work towards this vision in everything we do.

Keeping this vision at the forefront helps ensure that we are all moving in the same direction, working towards a common goal, and making a real impact in the gaming industry.

If our lives are already written, it would take a courageous man to change the script.

Alan Wake



Kinguin Values



Passion

Care Impact

*We all came here for a reason,
we never lose sight of it*

We want people to bring all their passions to work with them - you are the change-makers! We want those big, crazy ideas popping out from everywhere. Whether it be on your Twitter feed or your team's weekly, let that passion run wild!

DO

Lead by example

Create new solutions based on customers, employees, and partners needs

Innovate, explore, and prototype, fail fast

Stay focused on blueprint, sustainability, and giving back to community

Foster open-minded, inclusive work environment

Remove waste, simplify, improve

Remain curious and continue to seek knowledge and adventure

DON'T

Neglect shared ideals

Deliver solution without users and business owners approvals

Overemphasize long term goals and exploration of new options

Ignore immediate concerns and exploitation of existing opportunities

Discriminate, disrespect or exclude

Ignore waste, inefficiency, bottlenecks, gaps or lack of control

Ignore continuous learning and personal development



We care about each other, our customers and our shareholders, treating them with respect and care they deserve, fostering a sense of belonging within the company and with our customers.

We really want our Kinguiners to be happy - and our way to ensure that is to be kind, empathetic and to genuinely care. With so much happening around us in the world, we want to make sure you're doing OK - and if you're not, we'll work with you to help and support you as much as we can.

DO

Foster engagement through open, clear and concise communication

Unite and loyalize people through sincerity, empathy, teamwork

Build trust by fostering good relations and delivering your declarations

Create a warm and welcoming work environment

Ask for help and support

Focus on building win-win relationships

Seek first to understand, then to be understood

DON'T

Share secret, sensitive and confidential data without NDA

Stress people with neurotic behaviors which bring uncertainty and chaos

Break trust

Create a hostile work environment

Ignore the needs and concerns of colleagues

Be an asshole

Stifle competition and exploration of options through over-emphasis on consensus building



We act with purpose and measure the results to drive positive impact in everything we do

We're not messing about - we mean business around here. We know that by everyone pulling together to hit our commercial goals and sales, we will smash it. We give it our all - no stone left unturned and all that, but seriously, we are laser focused in our quest for being one of the best companies to work for on the planet.

DO

Take accountability and declare results

Earn before spending

Prioritize based on declared results, ROI, and payback period

Maximize outcome and synergize

Analyze before investing, get budget approval

Track results and take corrective action immediately

Focus on personal and professional development to enhance capabilities

DON'T

Push the blame on others

Spend without checking cash flow

Be never enough guy

Work in silos

Make commitments without budget approval

Hide unfavorable results

Neglect self-care and balance to avoid high levels of stress and anxiety



Kinguin Teams



Creative and Marketing Team

The experience of our customers is a priority - and the Creative and Marketing Team are the masterminds responsible for ensuring it's the best experience possible! From listening to what our customers say, through providing new solutions and campaigns, to packaging it all in our unique branding, they always go the extra mile to fulfill the vision of what Kinguin can and should be.



Revenue Team

The Revenue team is our money making arm! These guys are all about **hunting down new opportunities, new partners, new tech**. Ensuring we're right at the forefront of innovation and being best in class, they chase every single one of those revenue and sales opportunities as we drive towards our annual turnover, GMV and profit targets.



DD Technology Team

Being a global and largely digital company, we need the **best geeks in our ranks!** The Technology Team develops, optimizes, and maintains the backbone of our operations. This is also where you will find our Customer Service team, so the work of our techies always remains focused on the needs of the customer.

DD Business Support

Behind every company's success, there is a **robust support system** of many moving parts. Business Support is just that - a place where the unsung heroes carry out their great deeds. Data & Analytics, Legal, Compliance & Security, Payments, and Change Management are only a few examples of the teams that make up this extremely important branch of Kinguin.

DD People Team

Kinguin would be nothing without Kinguiners, and the People Team ensures that we are **continuously creating a wonderful place to work**. Don't be fooled by all the HR memes floating around - our People Team is made up largely of the same brand of enthusiasts as the rest of Kinguin.

DD Finance Team

Making money is only half the battle - managing it is a whole different beast. The Finance Team makes sure we manage them in a healthy and sustainable way, while also being the most fun and friendly Finance Team to work with under the sun.



Possibilities & Learning



Kinguiners are achievement hunters - you can blame our gaming origins.

There's nothing more satisfying than collecting that trophy you've been working hard to earn, and we think that same logic can be applied to your professional life. We want our Kinguiners to constantly be striving for that next achievement, that next trophy, and we want to give them the tools to hunt out those achievements at work.

Opportunities for growth, whether that's within your role or by moving to a new one, are one of the most important things we can offer you here at Kinguin. If a new role opens up on our team, we're just as likely to look among our Kinguiners for the perfect candidate as we are to look to the wider world. We've already hired them once, so why shouldn't we do it again?



There are a hundred different areas where we can use your expertise to build something amazing.

You also don't have to switch job roles to work on projects outside your area of focus. We encourage our Kinguiners to share knowledge and ideas across departments. Knowledge is the most powerful tool we have in our arsenal, and we want every employee to be empowered by what they and their coworkers bring to the table.



So you've worked out a new way of solving a problem? Tell someone about it. Not sure how to complete a new task? Ask around, and see if anyone else has a proposed solution. Your colleagues are some of the best in the industry at what they do – learning from them is the most important thing you can do here at Kinguin.

You may ask, what about those Kinguiners who already enjoy what they are doing, but still want to develop their skills? We are glad to report that we got that covered too!

We continuously organize workshops and webinars for our employees, both externally and internally, and make sure they include as many Kinguiners as possible. Gaining and sharing knowledge is something we couldn't go without in this wild and ever-changing industry, and Kinguiners are always hungry to learn!

It's more important to master the cards you're holding than to complain about the ones your opponents were dealt.

Grimsley, Pokemon Black and White



Communication

As an international company, we're fortunate to have employees working remotely from countries all over the world, from Poland, France, Germany, Bulgaria, UK to Hong Kong or the Philippines. We empower Kinguiners to work in whatever way suits them best – but we can't deny that we miss some of the office chit chat that comes from having everyone working in one place.

And so, we created **Kinguiners Weekly**. Every Wednesday, the entire company comes together for a communal call spearheaded by our top executives.

In a friendly, relaxed atmosphere, anyone can address their questions to our senior leadership, no matter how big or small. We speak not only about business but also our culture, feelings or wellbeing. Got a big announcement to make, or a weekly win you want to share? Tell us during Kinguiners Weekly!

All of our Kinguiners, from interns to the CEO, can be contacted on the same **Workplace** platform and everybody is invited to directly pitch to the Executive Team. Anyone you could ever need to talk to is just a single message away – it's all about working together to get the results we're proud of.

Whether it's to suggest a groundbreaking improvement on how we do things or to **share a photo of your cat**, feel free to reach out to whoever you need, whenever you need them.



Stay awhile, and listen!

Deckard Cain, Diablo 2



Feedback



We trust our Kinguiners to tell us how we're doing, whether it's good, bad, or somewhere in between. Whether you've been here since our humble origins in 2013, or are brand new to the company, **we know your opinions and ideas are one of the most powerful tools we have to fulfill our vision.**

It's easy to tell your employees that you want them to give you honest feedback. It's even easier to let that feedback sit in a box somewhere and never be used to make meaningful changes. We could be happy with only hiring yes-people, who'll tell us everything is perfect and that we don't need to change a thing.

But that's not the Kinguin way, and it never has been. We empower our people to challenge us on our decisions, and to give us a healthy dose of reality whenever it's necessary. This feedback is supplied directly to our senior leadership, and is one of the most important tools in shaping the strategy of our entire company. We're not afraid to take a hit to our egos if that means our people get to work for a company they're truly proud to represent.

We run frequent surveys regarding the experience of our Kinguiners, whether that's on how they're adapting to work-from-home life, how they find our employee benefit scheme, or even how satisfied they are with Kinguin as a whole.

We want to hear from you!



True grace is beautiful in its imperfection, honest in its emotion, freed by its own frailty.

Morgana, League of Legends



Praise & Support



We know our Kinguiners are the best of the best.

And we want to make sure they know it too.

We're all about teamwork here at Kinguin. Your colleagues aren't your rivals – they're your collaborators, and we believe that the best collaboration happens in a safe, supportive environment. Nobody knows what you're capable of better than the people that work with you day in, day out, and so nobody is better equipped to shout out your successes than those colleagues.



Once every three months, give our employees the opportunity to nominate each other for the **Team Player of the Quarter** award. This award doesn't just reward individual achievements (although don't get us wrong, that's something we love to see). It helps identify the people who are constantly offering support in all its forms to others, and doing their part to make Kinguin a collaborative workplace. Kinguiners can nominate anyone from entry level to C-Suite, and those nominees go through a round of voting before winners are announced.



We also have another tool for helping highlight our star employees here at Kinguin: the **Kudos bot**. This bot allows our Kinguiners to shout out their coworkers for a job well done in a dedicated internal channel. It's always nice to be appreciated for your hard work, and Kudos bot works tirelessly to bring that recognition to everyone.

Sometimes, good feedback means most from the people who work with you every day – not senior leadership who only get glimpses of what your workdays are like. Kudos bot helps us empower our Kinguiners to spread positivity every day, and it's a tool that our employees genuinely love to use.

It's dangerous to go alone! Take this

wise old man, The Legend of Zelda



Events

With our Kinguiners spread out across the world, finding time to kick back and catch up with your colleagues can be a little challenging - so we make sure that when we are all together, whether virtually or in-person, we make it an event to remember.

We provide opportunities for our local employees to meet up in-person at our **Holiday Party** and **Kinguin Summer Retreat**. We also run frequent online events to give everyone a chance to let their hair down and enjoy some quality time with their coworkers, regardless of where in the world they're located.

One of the crown jewels of our Kinguin events calendar is our **Kinguin and Friends** initiative. It's important to us that our Kinguiners are always learning – and so we created a series of one-day, in-person events with industry partners like Immutable X or Google, where we bring industry trailblazers in to give inspirational talks. And what event would be complete without its own afterparty, complete with ample opportunities to network with like-minded industry professionals?



Whether you're a trivia quiz master or a hardcore gamer, we want you to be able to interact with your coworkers in a way that's fun and relaxing for you. And if offline is more your thing? Then look no further than our **Kinguin Strava Challenge**, which encourages our Kinguiners to get themselves moving and form healthy, sustainable habits.

We know work isn't your entire life – and honestly, we're glad it's not. We want our Kinguiners to come to work every morning refreshed, happy, and ready to innovate. Not drained, stressed, and overworked. We encourage our employees to socialize and enjoy their time outside of work, whether through events run by us or their own leisure activities.



You must gather your party before venturing forth.

The Narrator, Baldur's Gate



Care

►► What does it mean for a company to care? For us, it's about giving back to the world around us, and to make sure that nobody in our community gets left behind as Kinguin grows and expands. **Our responsibility to give back to all our communities is in our DNA.** We want to use our platform to elevate the people around us, something which has been our aim from the very beginning.

Recently, we've dedicated ourselves to helping those displaced by the conflict in Ukraine. We opened up our Kinguin Esports Performance Center in Warsaw to help house professional esports players who'd been forced out of their homes due to ongoing violence, as well as their families. We helped our Ukrainian employees secure safe passage out of the country, and have helped numerous other refugees find safe haven in Poland.

A little closer to home, we've worked with orphanages throughout Poland to bring the joy of gaming to disadvantaged children. We've provided them with the latest consoles and games, and have even



put on workshops with famous Polish content creators to show them that a career in gaming is possible for anyone, no matter your start in life.

We're always happy to call on our famous friends to help us make the world a better place. And who better to bring to our Children's Day event than esports royalty and fitness evangelist PashaBiceps? In collaboration with his home town Nasielsk, we set up an event to educate parents and children about the worlds of esports and traditional sports – including a chance for the children to take on Pasha himself in both video games and traditional fitness challenges.



The right man in the wrong place can make all the difference in the world.

The G-Man, Half-Life 2



Technology



Now, this next bit is for the true tech nerds among us. For those who aren't so invested in software engineering and systems design, here's a TLDR: **we've built an infrastructure that ensures that all the tech you need to do your job works in the best and most efficient way possible, whenever you need it.**

We started off selling digital copies of PC games from a tiny e-commerce store in Poland, back when the market was ruled by giants like EA, Activision, Blizzard, and Valve. We know how difficult it can be to feel like you're working against industry competitors with more funding, more technology, and more tools at their disposal.

And so, keeping our employees up to date with the latest technology and tools for success is one of the most important things we do here at Kinguin. When we started out, we just couldn't find a system that worked for us. We needed a solution that wasn't available anywhere – so we put our heads together, got to work, and made that solution ourselves. That solution was the **Kinguin Microservice Platform**.

Now this is where we get technical. KMP is one of our greatest achievements here at Kinguin – and that's not something we say lightly. It's a collection of microservices, a cohesive whole made up of all the individual parts our technological departments could need for their day-to-day work life. It took our Technology team a little over 4.5 years of hard work to finalize the migration of our services, which is an impressive timeline for a project of this scope.





What is even more remarkable, every separate arm of KMP can be updated separately on a continuous basis. So far, KMP includes Java, Kotlin, React, Node.js and Golang – empowering our developers to scale and deliver quality solutions to fit our every possible need.

KMP is a living, breathing part of the Kinguin ecosystem – it can even recognise when more or less power is needed and scale back on server load to accommodate for that. Not only is it practical, it's one of the many ways we're trying to lower our energy consumption and make Kinguin a greener, more environmentally friendly company.

You plod along, putting one foot before the other, look up, and suddenly, there you are. Right where you wanted to be all along.

A Level-up Message, The Elder Scrolls IV Oblivion



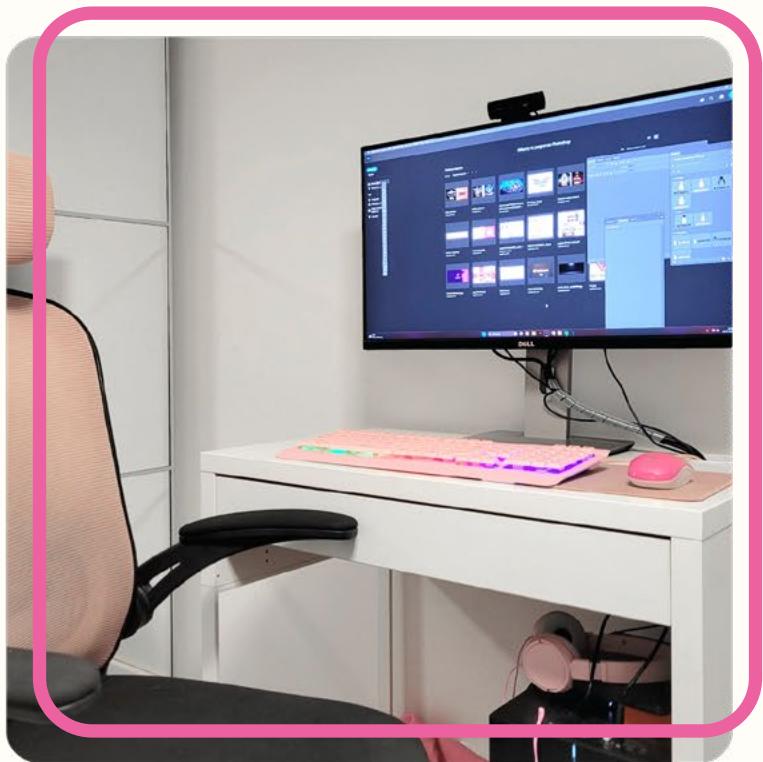
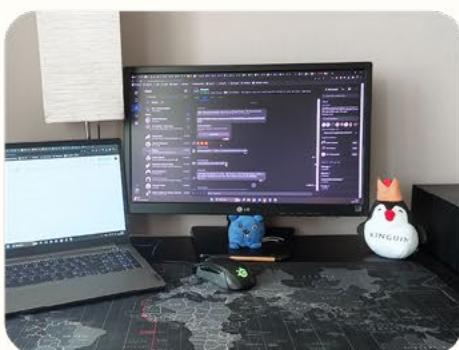
Kinguin Spaces



Battle stations at the ready – it's time to talk workspaces. In the age of flexible working and individuality, we know **your workspace is essential for your mental health and productivity**. We want all our Kinguiners to be working in an environment that not only fulfills their needs but also brings them comfort.

All Kinguiners are free to choose whether they would prefer to work from home or from one of our in-person locations (provided your role does not mandate otherwise). And if you choose to be at home, we're able to provide all the creature comforts of office life, free of charge – any piece of equipment that is available in our offices can be requested for home use.

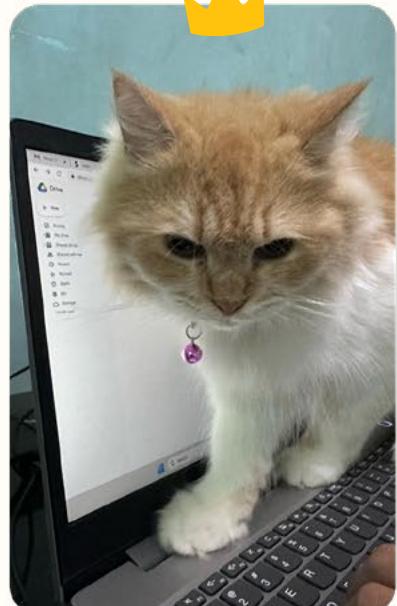
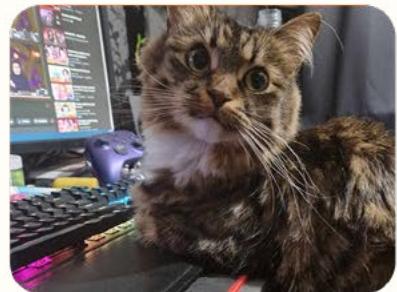
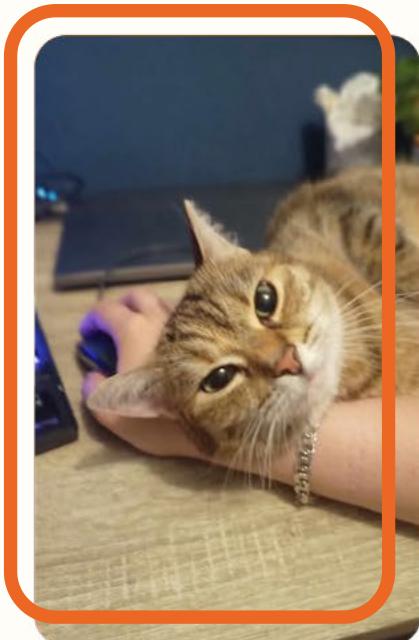
Working from home is an incredible tool that's helped a lot of people access roles that they wouldn't otherwise have been able to take on. It's helped us grow a team of people that spans continents, and bring multiple cultures and points of view to the Kinguin team. But it's not for everyone.





If you work better in an **office environment**, then we're happy to accommodate your preference. We have offices in Hong Kong, Warsaw, Poznań, Gdańsk and Koszalin that any of our local employees can choose to work from, and our Esports Performance Center in Warsaw is open as a workspace to any Kinguiner who would like to use it.

Ultimately, **Kinguin doesn't have one location. It's wherever our Kinguiners are** – whether that's their own homes, or one of our dedicated facilities.



*We all make choices, but in the end...
our choices make us.*

Andrew Ryan, BioShock

Thank You



KINGUIN
everybody plays!