

REPORT

from the activities of the Strategy Committee of the Supervisory Board of Orange Polska S.A. in 2021

The Strategy Committee was established by virtue of the Resolution of the Supervisory Board dated June 15, 2005.

The Strategy Committee is a collegial body whose role is to support the work of the SVB, in particular in the following areas:

- strategic plans set out by the Management Board and especially their main strategic options;
- the Management's planning processes;
- strategic projects related to the development of Orange Polska (such as strategic agreements, alliances, technological and industrial cooperation agreements; significant acquisitions and sales of assets).

The Strategy Committee provides, furthermore, support and advice to the Management Board in these areas.

Strategy Committee members in 2021:

Chairman:

Jean-Marc Vignolles

Members:

Dr. Henryka Bochniarz ("Independent Director") – until 25 June 2021
Philippe Béguin – from 25 June 2021
Thierry Bonhomme – until 25 June 2021
Bénédicte David – from 25 June 2021
Eric Debroeck – until 25 June 2021
Patrice Lambert de Diesbach
Monika Nachyła ("Independent Director")
Dr. Maria Paśło-Wiśniewska ("Independent Director")
Wioletta Rosołowska ("Independent Director") – from 25 June 2021

Permanent guests:

Maciej Witucki, Chairman of the Supervisory Board
Russ Houlden, Chairman of the Audit Committee

All Supervisory Board Members are invited to participate in Strategy Committee meetings.

Supervisory Board members and Orange Polska Management Board actively participated in the works of the Committee, whenever appropriate.

Secretary of the Strategy Committee in 2021 was Maria Janczar, Orange Polska Corporate Strategy & Market Research Director.

In 2021 the Strategy Committee held four meetings.

Letter from the Chairman of the Strategy Committee

Dear Shareholders,

2021 was a year filled with important accomplishments for Orange Polska. Like the year before, there were many pandemic challenges to contend along with encouraging new opportunities and actions. The company have continued to serve reliable and well appreciated services to its clients, supporting them in digital transformation while the internal Orange Polska operations entered “new normal” hybrid working mode.

But 2021 is to be remembered the most as the year of new Orange **.Grow** strategy formulation and announcement to the market. In June, following extensive discussions during our Committee meetings, the new four-year plan for company development by 2024 was approved.

Orange **.Grow** is a bold next step on value creation journey, conceived as an important evolutionary step to stimulate and accelerate sales and profit growth, while laying the foundation for further growth.

Among top priority topics discussed during our Committee meetings was Orange Polska commitment to grow in social responsible way. In its **.Grow** strategy the company has set ambitious ESG goals for itself and is ideally placed with its services both to help others reduce their own environment footprint and to ensure that no one is left behind.

A lot of Committee’s attention was also devoted to one of the big achievements of 2021 - the creation of a FiberCo co-owned with financial investor APG. This joint venture aims to support the rollout of fiber in Poland, in areas where access to very high-speed broadband infrastructure is limited or inexistent. It will allow Orange Polska to pursue its ambitious fiber-optic rollout strategy by sharing investment costs.

Let me take the opportunity to express my sincere thank you to all Committee members and guests who have supported the company with their expertise and experience in such constructive and open exchanges.

Jean-Marc Vignolles

Chairman of the Strategy Committee

Issues on the Strategy Committee's agenda for 2021

OPL strategic plan

Committee analysed successful conclusion of Orange One strategic plan. Its ambitious targets were met and multi-year negative trends in sales and profitability were reversed. Based on these foundations and embracing current market and customer trends, the new four-year plan by 2024 was defined by Management Board and reviewed and discussed by the Committee.

VHBB investment strategy

Fixed broadband retail market in Poland is quickly becoming VHBB oriented thanks to growing fiber coverage, cable technology upgrades and rising customer demand. Orange Polska is a leading player in fiber market with ambition to provide access to more than 8M households by 2024. Wholesale VHBB market in Poland is gradually building-up as more ISPs are opening its networks to others. The Committee discussed additional fiber rollout potential in areas that still lack reliable internet access across the country with a business model that aims to maximize available revenues by opening-up wholesale access to third-party operators and investment shared with financial partner.

OPL green plan

Poland is a challenging market as energy production is highly carbonised, with more than 70 per cent still coming from coal. Climate responsibility is an indispensable part of Orange Polska daily activities and an immanent element of .Grow strategy. The Committee analysed company plans to cut the emissions it produces by 65 per cent in 2025 compared with the level in 2015, mainly through sourcing at least 60 per cent of its electricity from renewable energy. Between 2015 and 2020 Orange Polska completed more than 200 initiatives which have allowed it to save more than 700 Gigawatt hours of energy, reducing carbon emissions of 530,000 tonnes.

5G monetization: Campus Networks

5G monetization is a key element of Orange .Grow strategy. This new technology will be a catalyst for new businesses in B2B as it would bring new perspectives for revenues beyond the legacy services market and accelerate ICT development. The Committee reviewed current Orange Polska achievements in campus networks as well as opportunities and plans by 2024.

Mobile infrastructure

The Committee analysed Orange Polska mobile network development plans by 2024 with special attention put on 5G deployment, 3G switch off and spectrum refarming as well as network assets valuation in perspective of mobile infrastructure landscape in Poland.