

REPORT

from the activities of the Strategy Committee of the Supervisory Board of Orange Polska S.A. in 2022

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

The 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 2022:

Chairman:

Jean-Marc Vignolles

Members:

Philippe Béguin
Bénédicte David
Bartosz Dobrzyński ("Independent Director") – from 22 April 2022
Patrice Lambert de Diesbach
Monika Nachyła ("Independent Director")
Dr. Maria Pasło-Wiśniewska ("Independent Director")
Wioletta Rosołowska ("Independent Director")

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 2022 was Maria Janczar, Orange Polska Corporate Strategy & Market Research Director.

In 2022 the Strategy Committee held four meetings.

Letter from the Chairman of the Strategy Committee

Dear Shareholder,

2022 was on many dimensions very different year than any of the previous in the history of Orange Polska. It has brought to the whole world and to Poland in particular, dynamic economic and geopolitical changes. When we were all expecting continuation of post-pandemic recovery, the inflationary pressure, energy crises and finally the war in Ukraine has challenged the global balance and the perception of stability among businesses and consumers.

I'm exceptionally proud of Orange Polska as well as its employees joint efforts and active involvement into securing the Company results together with important support provided to those affected by the war in Ukraine – it has made a real difference in the lives of so many.

Orange Polska was able to successfully navigate through these uncertain times and despite strong headwinds continued its .Grow strategy execution with great results. The Strategic Committee was bolstering Management of the Company through discussions on key strategic development areas such as digital transformation, vision for next level of B2B and ICT services, as well as new opening on wholesale operations.

Among top priority areas discussed during our meetings was also Human Capital strategy of Orange Polska, with special focus on recruitment approach, competencies development, talents management and remuneration policy under current dynamically changing macroeconomic situation.

A lot of Committee's attention was also devoted to energy crisis topic, both through overview of Orange Polska own energy consumption optimisation and transformation toward renewable sources as well as repositioning of reselling activities conducted by its Subsidiary - Orange Energia.

The past year has been a challenging but also rewarding one for the Company. Orange Polska remains committed to delivering value to our Shareholders and steering over any economic and political uncertainties that may arise in the future.

Thank you for your continued support.

Jean-Marc Vignolles

Chairman of the Strategy Committee

Issues on the Strategy Committee's agenda for 2022

OPL approach to digital

Digital is the new normal in Poland as customer behavior and needs have changed. Digital was recognised in .Grow strategy as a key strategic lever for future Orange Polska development. The Committee reviewed the setup of Digitization unit that is to deliver ambitious targets: i.e. 25% of sales and 75% of all customer contacts in digital channels in 2024.

B2B and ICT strategy

Orange Polska, a leader on B2B market, reconfirms the directions set in .grow strategy through continuation of value creation path and exploration of emerging sources of growth whilst holistically reinventing itself. B2B unit today is the holding of companies with E2E offering, building synergies on customer relation level. The Committee discussed macro challenges cumulated in recent months and impacting B2B operations.

Overview of OPL wholesale business

Telecommunication market in Poland is still very diversified: along country-wide operators there are hundreds of smaller entities with total number of players exceeding 4000. Growing coverage of wholesale-only fiber operators but also increasing interest in fiber infrastructure sharing by integrated players are changing the dynamics of wholesale market. The Committee analyzed how OPL wholesale strategy reflects recent market trends.

Reshaping Orange Energy

2021 was a year of extraordinary energy price increase with negative impact on whole energy market and OE. Changes implemented in 2021 (offer construction & hedging strategy) decreased significantly risk profile of OE business and allowed to achieve positive results in 1H2022. The Committee discussed Orange Energy transformation plan and outlook on future opportunities & risks.

Green energy transformation

Climate responsibility is an immanent element of .Grow strategy. Orange Polska is halfway towards 2025 renewable energy and emission reduction goals. While PPA contracts are key for climate goals, efficiency remains crucial & energy optimization programme continues. The Committee analyzed company achievements to date and plans for further actions.

Human Capital strategy

The Committee reviewed Orange Polska Human Capital strategy regarding recruitment and competencies development, along with talents management and remuneration policy with view on dynamically changing macroeconomic situation.