

Orange Polska

Investor meetings

2023 results



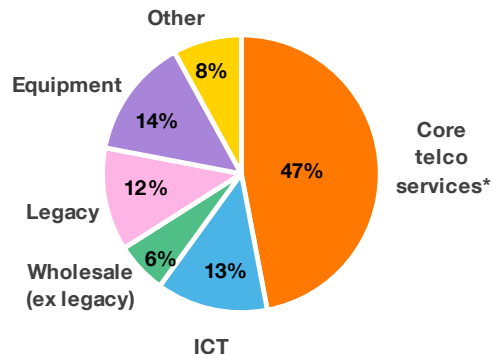
Orange People

Forward looking statement

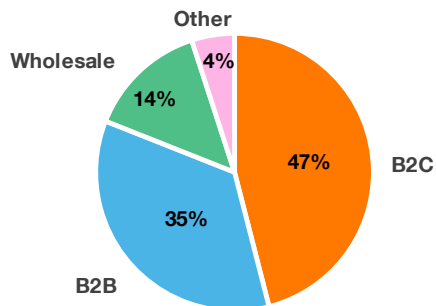
This presentation contains 'forward-looking statements' including, but not limited to, statements regarding anticipated future events and financial performance with respect to our operations. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts. They often include words like 'believe', 'expect', 'anticipate', 'estimated', 'project', 'plan', 'pro forma', and 'intend' or future or conditional verbs such as 'will', 'would', or 'may'. Factors that could cause actual results to differ materially from expected results include, but are not limited to, those set forth in our Registration Statement, as filed with the Polish securities and exchange commission, the competitive environment in which we operate, changes in general economic conditions and changes in the Polish, American and/or global financial and/or capital markets. Forward-looking statements represent management's views as of the date they are made, and we assume no obligation to update any forward-looking statements for actual events occurring after that date. You are cautioned not to place undue reliance on our forward-looking statements.

Orange Polska at a glance: We are a key player in all segments of the Polish telecom market

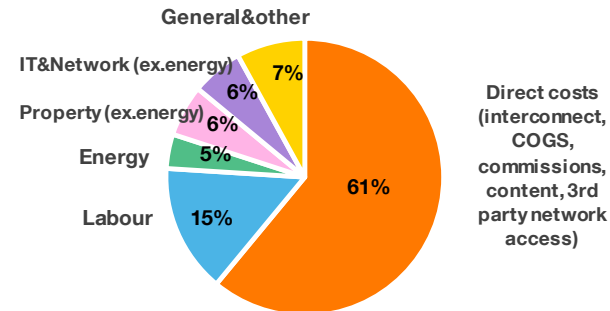
Revenues by services (FY'23)



Revenues by customers (FY'23)



Operating costs (FY'23)









* convergence, mobile, broadband

Commercial strategy centred around:

- **B2C**: fixed and mobile convergence fuelled by growing fibre footprint
- **B2B**: wide portfolio of ICT services complementing core telco business
- **Wholesale**: monetising opportunities related to infrastructure

(as of the end of 2023)

	Fibre HHC**	Fibre retail Customers	Convergent Customers	Mobile Customers	FBF market share	Mobile market share
						
in m	7.97	1.35	1.70	8.94	27%	28%
yoy change	+13%	+15%	+5%	+2%	-1pp	-1pp

** households connectable

Polish telco market is getting more consolidated with focus on convergence and fibre

 More focus on value with **very low level of telco services prices** compared to EU

 Fixed-Mobile **convergence** at the core of commercial strategies

 **Consolidation** mainly triggered by a push towards convergence

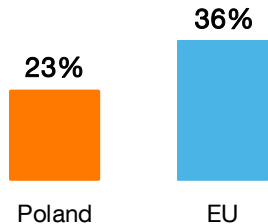
 High demand for fast broadband connectivity, **low penetration of fibre**

 Data consumption booming but **5G only at the dawn**

 Pay-TV – OTT content is increasingly popular but linear TV is still strong

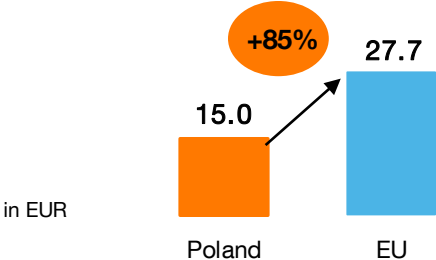
Polish telco market with growth potential

Penetration of fixed internet
(per 100 inhabitants)



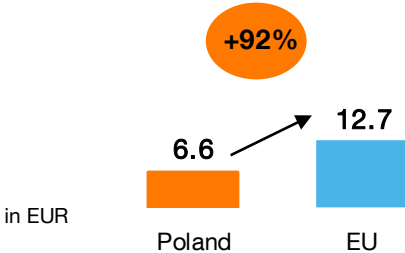
Source: 2022 UKE report/ Digital Agenda Scoreboard, July 2022

Broadband price comparison



Source: 2022 UKE report/ Strategy Analytics Price Benchmarking

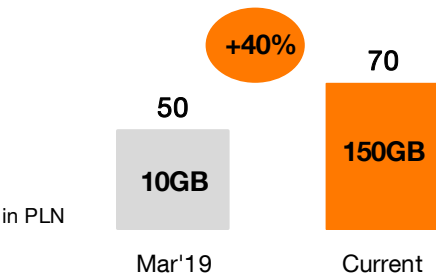
Mobile ARPU comparison



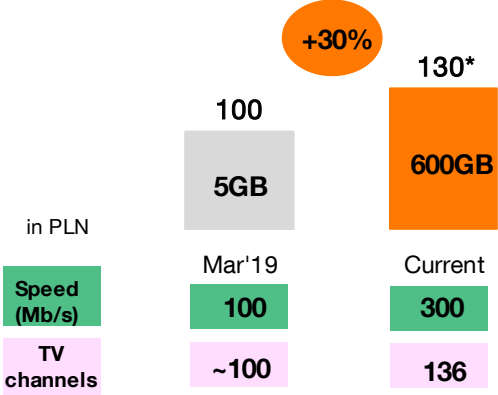
Source: 2022 UKE report/ Analysys Mason

Our more-for-more pricing policy implementation

Mobile middle tariff price evolution



Main convergent package price evolution

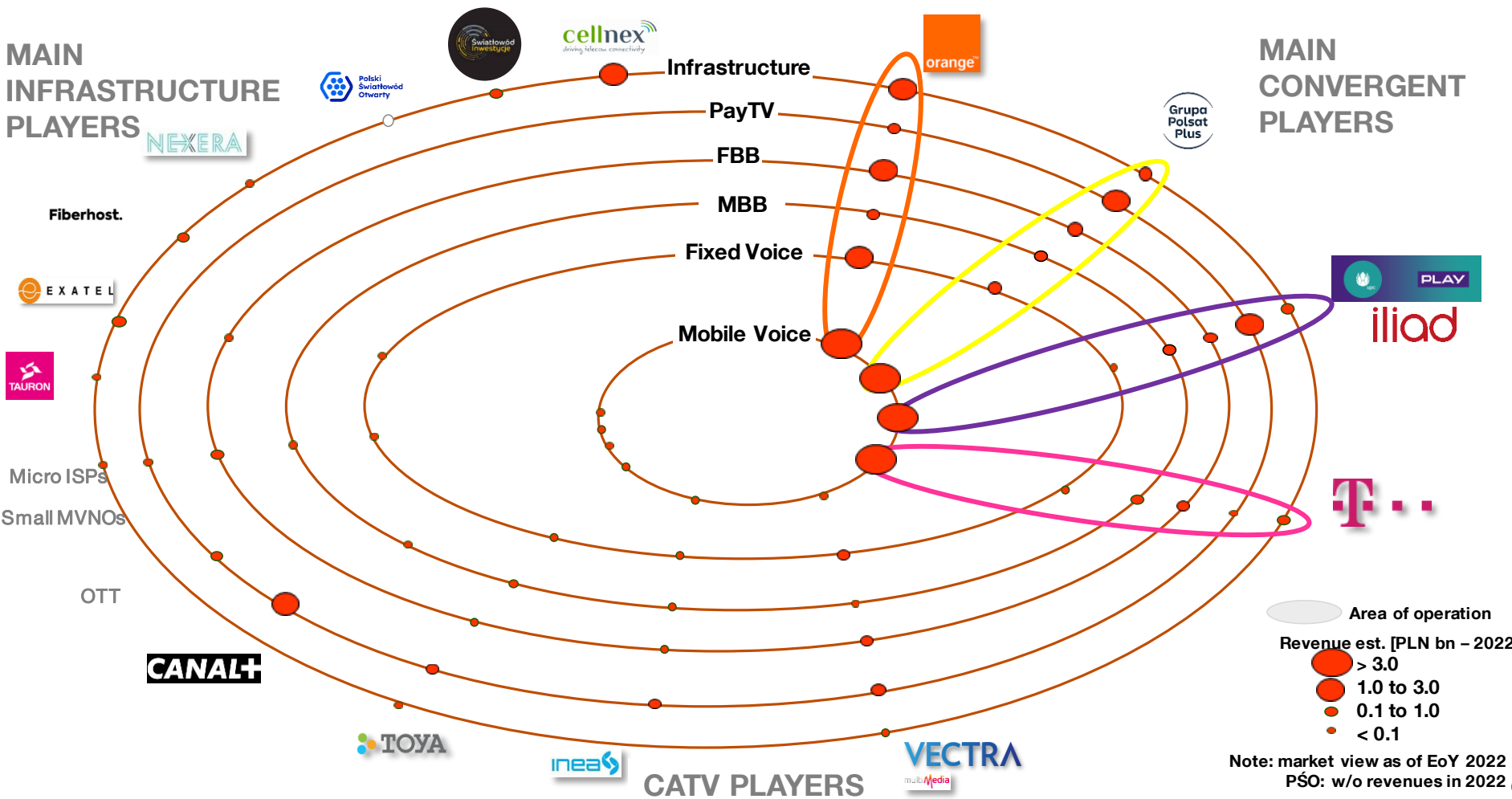


*full price incl. additional fees

Polish Telco Market

MAIN
INFRASTRUCTURE
PLAYERS

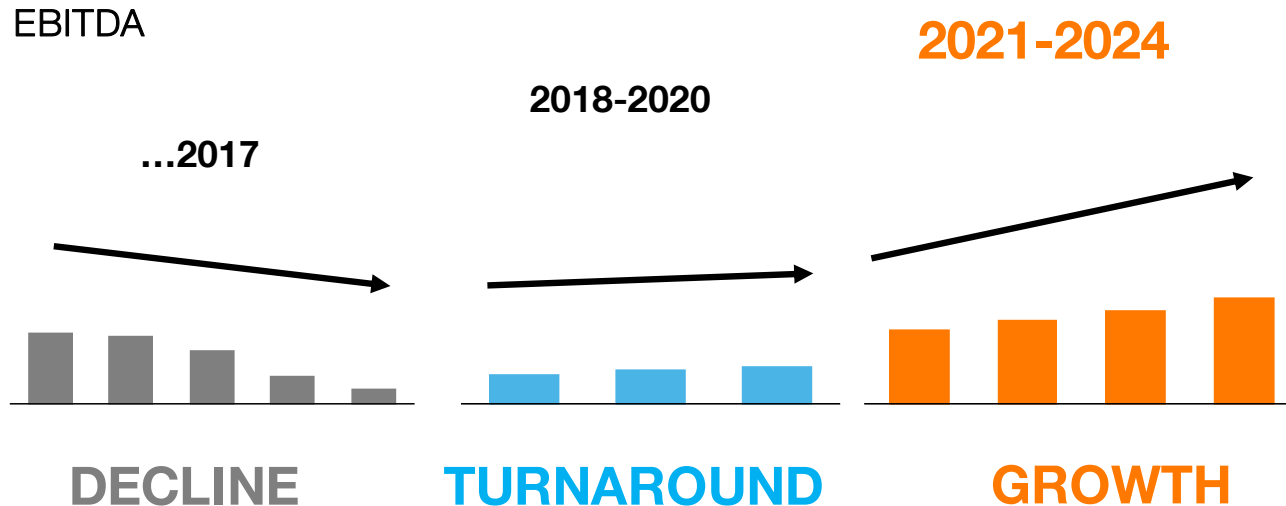
MAIN
CONVERGENT
PLAYERS



Previous strategy brought us turnaround. Our new strategy brings growth

Turnaround was mainly built on

1. **VALUE** strategy supported by significant **FIBRE INVESTMENTS**
2. **B2B** strengthened in key **ICT** segments
3. **TRANSFORMATION** to **LIGHTER COST BASE** & more agile structure



.Grow strategy 2021-24 key directions



We have clearly identified core service revenue drivers


Convergence
households strategy

Customer base
growing
(fuelled by fibre
expansion)

+

ARPO
growing
(value, 5G &
multiservice)

=

Revenues
>8% CAGR


ICT
centered B2B strategy

Growth on core
integration,
software &
cybersecurity

+

New potential
cloud, 5G, data
& IoT

=

ICT revenues
9-10% CAGR


New Wholesale
monetising our assets

Fibre
on existing &
new reach

+

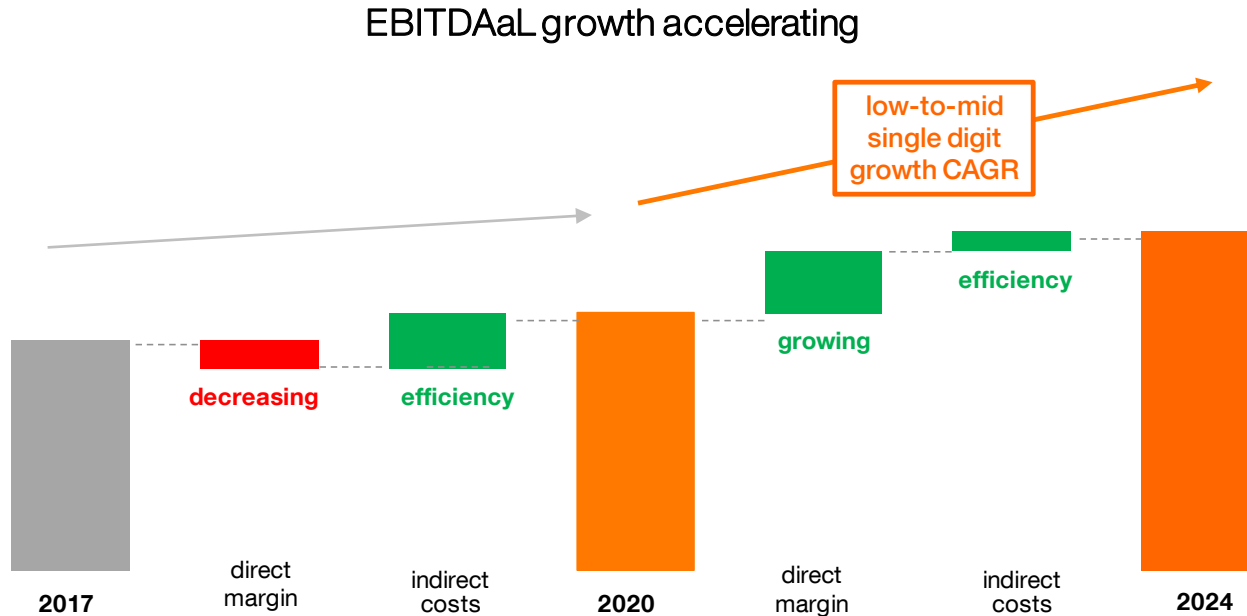
New growth
in infrastructure
& MVNO

=

New sources
of revenues

As presented in .Grow strategy in June 2021

We will grow EBITDAaL both through revenue expansion and cost savings



As presented in .Grow strategy in June 2021

Growth supported by fibre footprint expansion & investments into 5G

Maintained
eCAPEX range
(PLN bn)

1.7-1.9

1.7-1.9* yearly average

Significant **fibre footprint expansion**
realised mainly through **partnerships**



CAPEX
spendings
redirected
from fibre
to 5G

100%



2017-2020

2021-2022

2023-2024

Fibre

5G & RAN renewal

Others

PLN 0.4-0.5bn yearly for **5G rollout** &
once-in-a-decade **RAN renewal**, to
prepare network for further growth




Fibre capex of PLN <0.3bn yearly
allocated to **B2B & cust. connections**

Other capex progressively optimised &
focused on supporting **transformation**

continued optimisation of real estate portfolio



.Grow strategy: we are in line with the plan

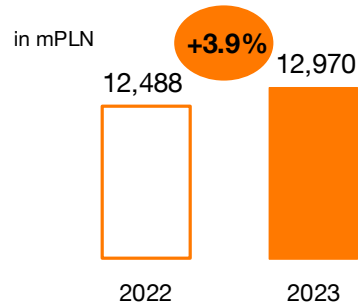
Mid-term guidance (2021 to 2024)*			2021-23 performance
	Revenues	low single digit growth CAGR	+4.1% CAGR
	EBITDAaL	low-to-mid single growth CAGR	+4.4% CAGR
	eCapex (PLN bn)	1.7 to 1.9 yearly average over the period	1.67bn (avg 2021-23)
	ROCE	increase 3-4x (vs. 1.6% in 2020)	7.6% in 2023 (5x increase)
	Net debt / EBITDAaL	we aim to keep safe balance sheet, with financial leverage in the range 1.7-2.2x**	1.1x (at the end of 2023)

* As presented in .Grow strategy in June 2021

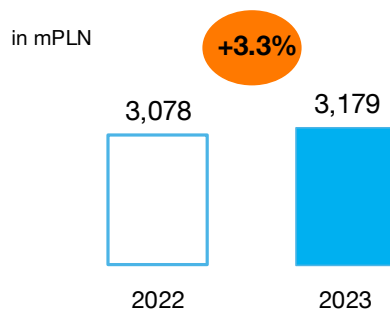
** Long-term prospects for net debt/EBITDAaL

Strong 2023 results

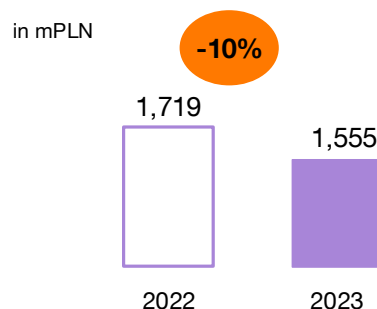
Revenues



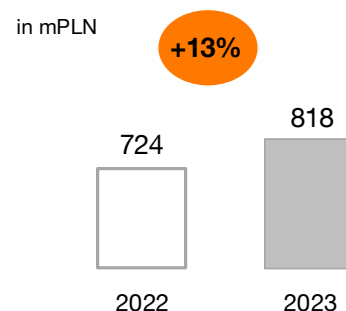
EBITDAaL



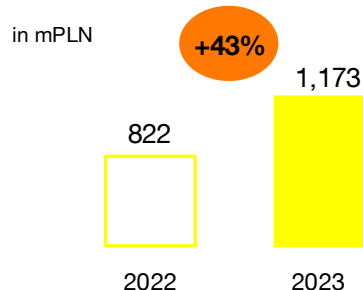
eCapex



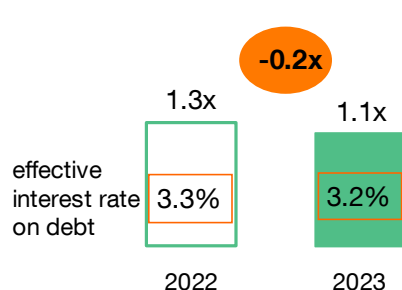
Net Income



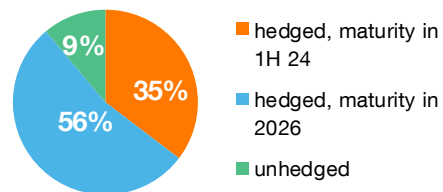
Organic Cash Flow



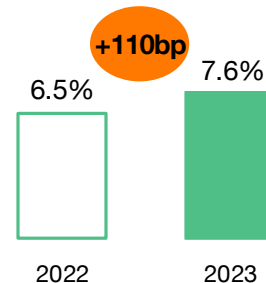
Net debt /EBITDAaL



Interest rate risk well managed (% of total existing debt)



ROCE



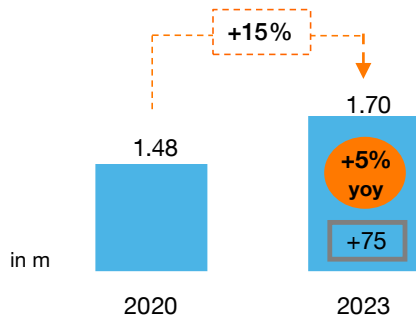


Core telecom services: good ARPO growth coupled with solid customer base expansion



PLN 118.9 **Convergence ARPO +3.7% yoy (vs. +2.5% yoy in 2022)**

Convergence customer base

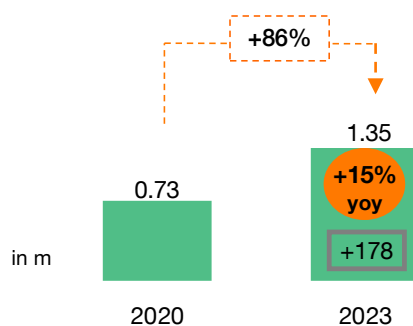


Convergence revenue growth accelerated in 2023 driven by solid customer base expansion and better ARPO growth



PLN 64.2 **Fixed broadband-only ARPO +4.1% yoy (vs. +3.7% yoy in 2022)**

Fibre customer base

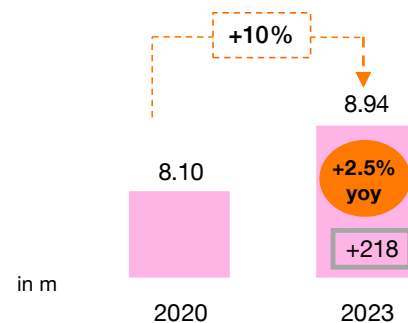


Fibre customer base +15% yoy as we expand footprint and cope well with intensified competition



PLN 29.4 **Mobile-only handset ARPO +3.2% yoy (vs. +2.5% yoy in 2022)**

Mobile handset customer base



Value strategy gradually translates into ARPO growth



Value strategy persistently executed through a variety of marketing tools



Increased prices for new contracts & retention (more for more)

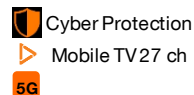
Middle mobile tariff price point*

+27%

*current PLN 70 tariff vs PLN 55 in 2021

More benefits

9x more GB



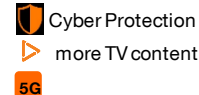
Main convergent package price point*

+18%

*current Love Standard PLN 130 (incl. additional fees) vs PLN 110 in 2021 (prices refer to OPL own network)

More benefits

20x more GB



Additional fee at the end of loyalty contract (unless renewed)

+PLN10/month
in B2C

+PLN5/month
in B2B (mobile)

Applies to contracts signed after Sept 2022



CPI indexation for indefinite agreements

+4%

price increase in 2023 for limited customer group

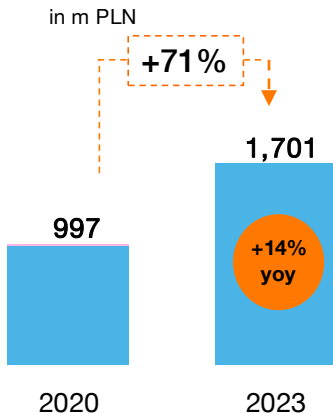
Applies to contracts signed after May 2022

Can be applied only if CPI for prior year >3.5%

Core retail business is complemented by well performing IT&S services and wholesale activity

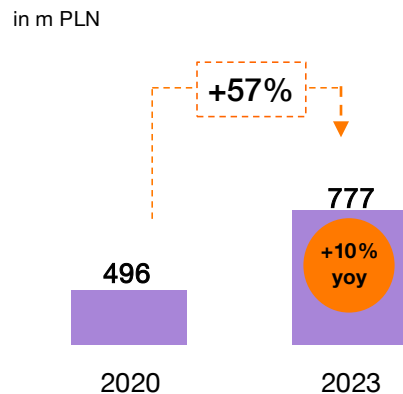
- We are **one of the largest players** on the Polish **ICT market** supporting our telco services for business customers
- Consistent strong ICT revenue growth reflects **well-diversified portfolio** and our ability to benefit from digital transformation of Polish enterprises

Robust IT&S revenues performance



- Wholesale **improves return** on investments in our extensive infrastructure and allows us to **monetise growing demand** from other operators
- Demand is driven by **expansion of fibre networks**, adoption of **convergent strategies** and need for **mobile backhaul**

Strong wholesale revenue* growth



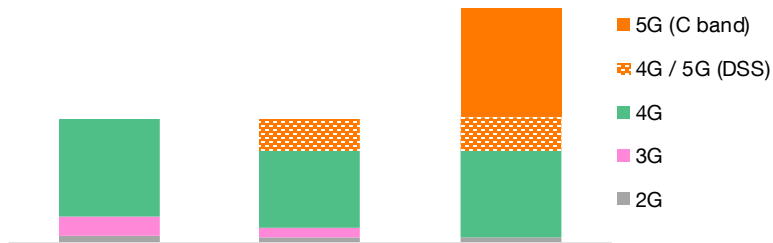
*wholesale revenues excluding non-fibre fixed wholesale and interconnect (legacy)



5G spectrum will improve **mobile network efficiency and unlock new business opportunities**



Our mobile spectrum **resources almost double**



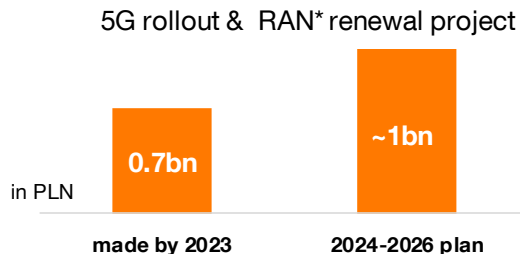
5G

New spectrum brings new **benefits**

Supports **more-for-more** commercial strategy
Makes **easier** growing data traffic management (higher capex efficiency)
New business expected in the mid term (especially B2B)




Expected rollout capex in line with .Grow strategy assumptions



* Radio Access Network

2024 guidance in line to achieve all .Grow financial ambitions

	Revenues	EBITDAaL	eCAPEX
Strategy performance 2021-23	+4.1% CAGR	+4.4% CAGR	PLN 1.67bn (annual average)
2024 outlook	low single digit growth	low single digit growth	PLN 1.7-1.9bn
	<ul style="list-style-type: none">Key trends in core telecom services, IT&S and wholesale to continue support growth	<ul style="list-style-type: none">To be driven by revenue growth and further cost transformation	<ul style="list-style-type: none">Disciplined investing5G network rollout at full pace
			
All .Grow 2020-24 ambitions reconfirmed	low single digit growth CAGR	low-to-mid single digit growth CAGR	PLN 1.7-1.9bn yearly average over the period

Shareholders' remuneration in line with .Grow dividend policy



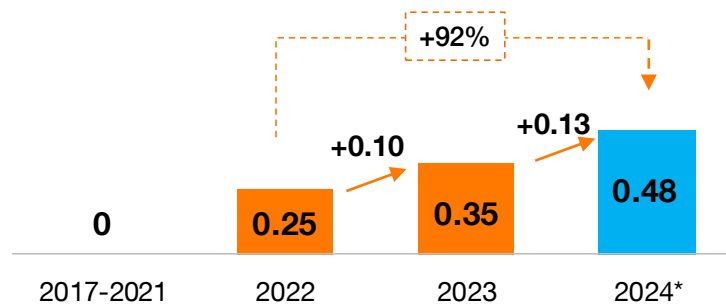
Cash dividend

PLN 0.48

per share

to be paid in 2024 from 2023 profits*
PLN 0.48 as a floor payable in 2025

Dividend per share (PLN)

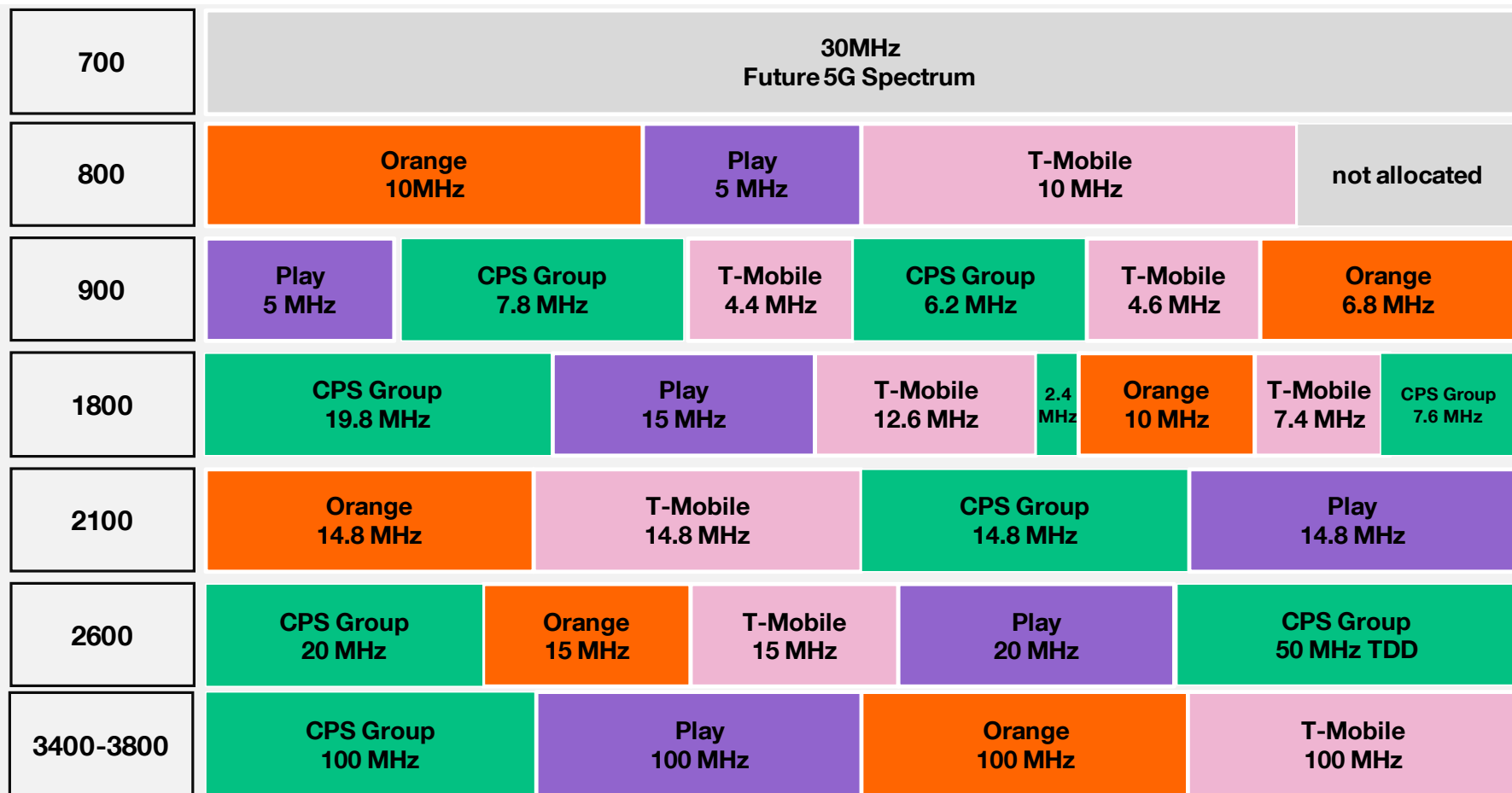


Why OPL is an attractive investment opportunity

1. **Resilient business** profile with **unique assets** (incl. 8m HH fibre footprint & 12k mobile sites) and **services** that are **essential** for our customers
2. We are at **a unique point in our history**, after completing a successful business turnaround we have **entered a growth phase**. We have transformed from a copper-based monopoly to a **modern fibre/mobile** convergent based Company with increasing exposure to **fast growing ICT market**
3. After 3 years of strategy implementation we have **performed exactly as we committed**
4. We have **reinstated the dividend in 2022 and raised it by ~90% in by 2024**, based on a dividend policy that offers a floor
5. A **OCF yield of c.10%** underscores the investment opportunity

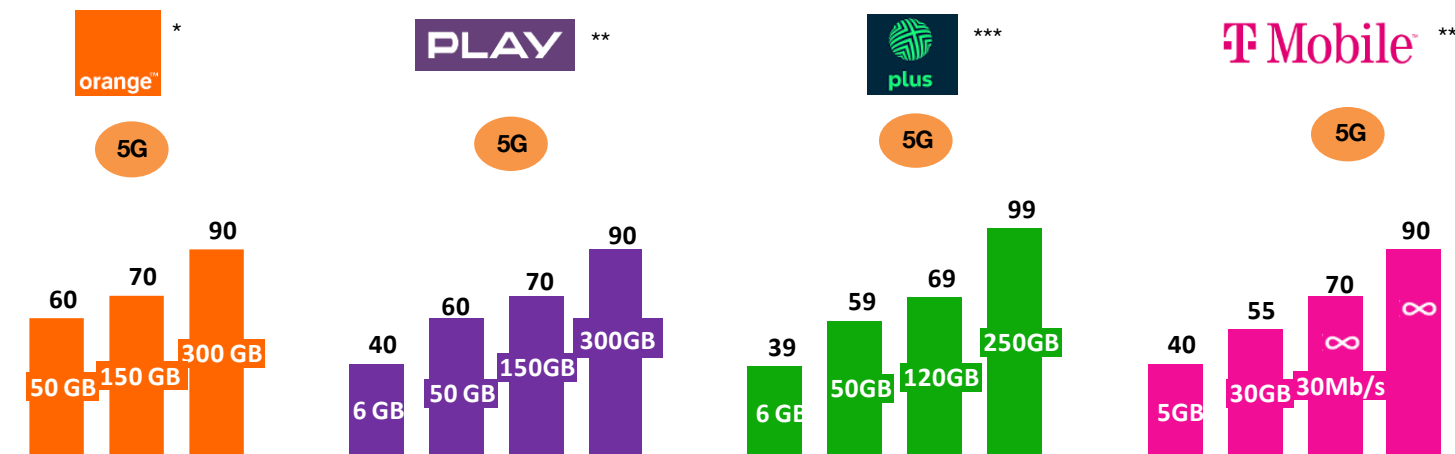
Back up

Map of Polish mobile spectrum



Comparison of mobile offers on the market (1 SIM)- March 2024

PLN/month subscription fee



Contracts for 24 months. After the loyalty period, the subscription fee automatically increases by PLN 10/month for all operators and offers.

* Orange offers: Plan S, Plan M, Plan L

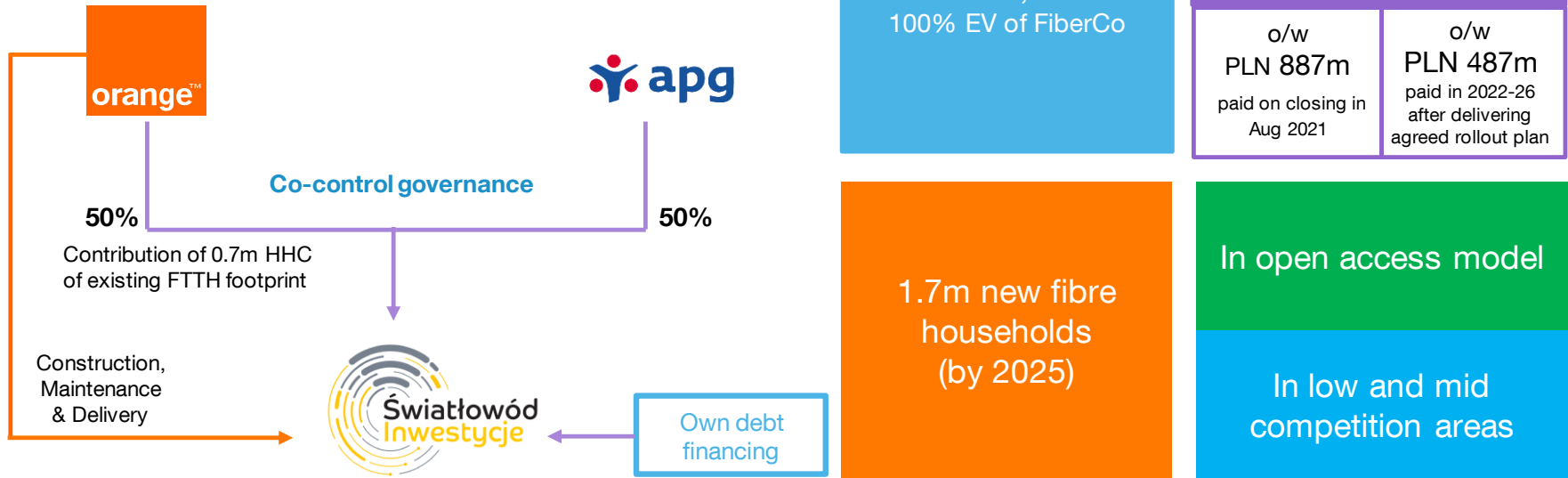
** Play offers: S, S+, M, L

*** Plus offers: S, M, L, XL, Plus tariffs with 12m loyalty

**** T-Mobile offers: T-Mobile XS, S, M, L

FiberCo (Światłowod Inwestycje) as a new concept to continue fibre footprint expansion (signed in April 2021)

Strong customer demand, low broadband penetration outside of big cities and good returns on investment so far motivate us to continue fibre rollout



Settlements between OPL and FiberCo



Current picture of settlements between OPL and Światłowod Inwestycje (FiberCo)

Revenues

wholesale

- telco services: infrastructure rental, transmission network

Costs

labour costs

- investment process and network maintenance

interconnect costs

- BSA access fee per retail OPL client

network & IT

- mainly costs related to customer connections and activations

other external purchases

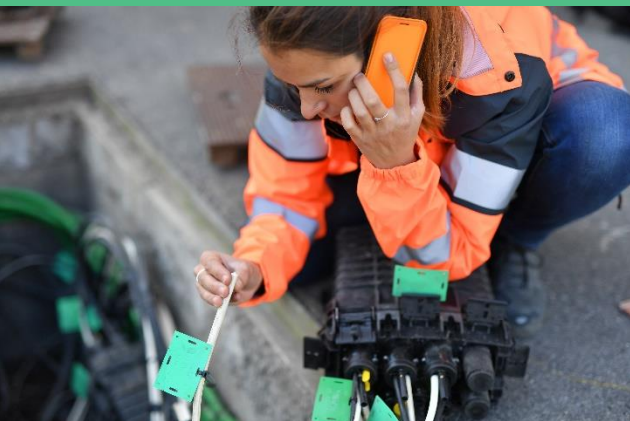
- back office services and materials inventory

other operating income/costs

- income from non-telco services delivered to FiberCo

EBITDAaL

- broadly neutral impact



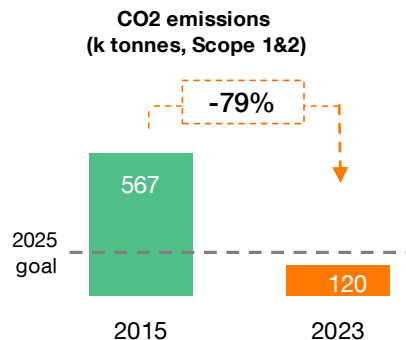
We successfully combine growth with social responsibility



Environment

CO2 emissions reduction goal met 2 years in advance (-65% in 2025 vs 2015)

- CO2 emissions (scope 1&2) 79% vs 2015:
 - energy consumption -2% yoy with 74% coming from renewables (vs. 12% in 22)



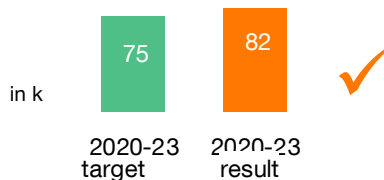
- Scope 3 (value chain) actions related mainly to circular economy
 - ~1.5m refurbished handsets and devices in 2021-23



Social

We make new technologies a supporter of social development

- 82k teachers trained in the completed Lesson:Enter programme (digital skills)



- 5.8k children in 2023 educational programmes (safety, programming)



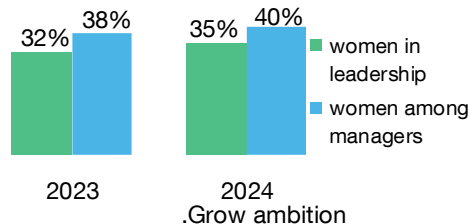
- 6.5k seniors in 2023 online courses reducing socio-digital exclusion



Governance

Responsible management and supervisions to achieve strategic goals

- Increasing diversity in employment: 32% of women in leadership and 38% among managers



- Compliance with the highest ESG reporting standards (preparation for CSRD reporting)