

## **REPORT**

### **on the activities of the Strategy Committee of the Supervisory Board of Orange Polska S.A. in 2025**

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 co-operation agreements; significant acquisitions and sales of assets).

Furthermore the Strategy Committee provides support and advice to the Management Board in each of those areas.

#### **Strategy Committee members in 2025:**

Chairman:

Jean-Marc Vignolles

Members:

Philippe Béguin  
Bénédicte David  
Bartosz Dobrzyński (Independent Board Member)  
Monika Nachyła (Independent Board Member)  
Maria Paśło-Wiśniewska, PdD (Independent Board Member)

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

Members of the Supervisory Board and the Management Board actively participate in the works of the Committee, whenever appropriate.

Secretary of the Strategy Committee in 2025 was Maria Janczar, Orange Polska Corporate Strategy & Market Research Director.

In 2025 the Strategy Committee held four meetings.

## Letter from the Chairman of the Strategy Committee

Dear Shareholders,

2025 has been a year of resilience and strategic progress for Orange Polska, set against a complex and often challenging environment in Poland. While the macroeconomics remained difficult and global tensions persisted, our sector demonstrated stability, and Orange continued to deliver solid performance and innovative solutions for our customers.

Despite these external headwinds, we successfully advanced our vision, concluding in the launch of "Lead the Future" strategy for 2025-2028—a bold roadmap that has already garnered positive market recognition and driven our first-year achievements to new heights. The strategy reflects Orange Polska commitment to sustainable growth through innovation and customer-centric solutions, while transforming the company into modern, effective and future proof organisation.

With network excellence being at core of our business model, our strong attention throughout the year was on strengthening of Orange Polska infrastructure position, with particular emphasis on fiber connectivity. Recognizing the critical role of high-quality, reliable networks in supporting digital transformation of our clients, we have been actively expanding our fiber footprint both organically and through strategic acquisitions. This dual approach allows to accelerate growth and enhance service quality.

The culmination of these efforts was the signing of an acquisition agreement with one of Poland's major pure fiber wholesale operators. This company boasts a high-quality fiber network that is highly complementary to our existing infrastructure enabling significant operational synergies and bringing benefits to the market.

With those important milestones, Orange Polska is well-positioned to navigate ongoing challenges and capitalize on emerging opportunities while continuing to deliver value to its shareholders and leading the future.

Thank you for your continued trust and support.

**Jean-Marc Vignolles**

Chairman of the Strategy Committee

## Issues on the Strategy Committee's agenda for 2025

### *Summary of .Grow strategy execution*

The Strategic Committee conducted a comprehensive review of the implementation of Orange Polska's .Grow strategy at its completion, confirming that all strategic objectives were effectively executed. Key milestones were successfully achieved with outcomes aligned with the company's long-term vision, putting Orange Polska on a profitable, sustainable, commercially-driven path of growth.

### *New OPL strategy for years 2025-2028 and its communication plan*

The Committee examined Orange Polska's new "Lead the Future" strategic plan (2025–2028), assessing its four pillars — grow profitably, enhance network, transform & innovate and empower people — alongside the plan's financial ambitions, guidance and dividend policy. The plan is aimed to maintain Orange Polska's profitable growth trajectory and raise its efficiency to generate significantly increased cash flow and deliver sustainable value creation for shareholders.

As part of that work the proposed communication plan was discussed to ensure clear messaging around commercial growth engines, the company's network and FiberCo rollout as well as the transformation plan including ESG commitments.

### *Lead the Future transformation program.*

The Committee assessed Orange Polska's transformation plan under the Lead the Future strategy, aiming at fundamental transformation of the way company operates, to provide an unmatched customer experience and deliver further efficiencies and cost savings. A strong emphasis was put on AI and digitalisation as core enablers to automate customer journeys, personalise offers through advanced analytics, optimise network planning and predictive maintenance.

### *OPL fibre strategic market approach*

The Committee reviewed market dynamics in the Polish fibre sector with ongoing consolidation among competitors alongside robust, sustained demand for high-speed broadband. Discussion covered the strategic choices available to the company including organic rollout under EU-funded programs and investment via FiberCo as well as selective inorganic opportunities, to accelerate scale and monetization of the infrastructure while strengthening competitive positioning.