

Orange Polska creates value for its customers by providing a friendly and effortless customer experience. We do this by supplying unmatched connectivity, and by selling a broad portfolio of innovative convergent, mobile and fixed products and services, supported by a proactive sales force, outstanding customer care, and highly motivated employees. Satisfied

customers provide the revenues and profits the Company needs to reinvest in the business, ensuring continued value creation for all our stakeholders. Our business model is unchanged compared to the previous Integrated Report. However we believe the new presentation better reflects process of our value creation.



**External environment** (Regulatory, Economic, Telecom market, Supply Chain, Social, Environmental)

**Key resources**

- Natural**
- Spectrum
  - Energy

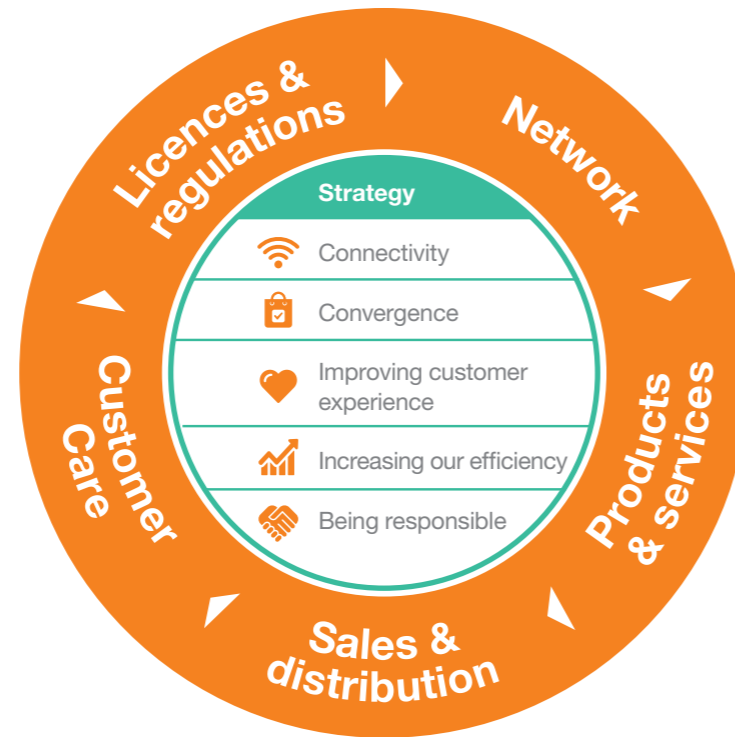
- Manufactured**
- Network infrastructure
  - Software
  - Points of Sale

- Human & intellectual**
- Employees
  - Innovation
  - Knowledge about customers and market

- Social & relationship**
- Brand
  - Relations with market regulator, authorities and financial community
  - Business partners
  - Social impact

- Financial**
- Debt
  - Equity

**Business model**



**Outputs**

- Unmatched data connectivity for households and businesses**
- Providing best connectivity
  - Delivering a palette of services adjusted to customer needs

- Effortless and friendly customer experience**
- Optimal sales channel mix
  - Making customer journey easy and friendly

- Acting in an effective and responsible manner**
- Focus on efficiency
  - Management of the impact on the environment
  - Impact on society
  - Being digital and caring employer

**Outcomes**

- Value creation for all stakeholders**

- Performance measures – KPIs**

Risk management

**Internal environment** (Corporate governance, Corporate culture)