



Annual ESG Report for 2025 | Broadcasting on the Good Wavelengths

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ABOUT THE REPORT

Letter from the President of the Management Board

Sustainable development and environmental responsibility are the cornerstones of our approach.

In the face of dynamic regulatory changes and rising societal expectations, we view the implementation of ESG principles not merely as an obligation.



For the fifth consecutive year, we are pleased to place our ESG Report in your hands. It remains an integral part of our dialogue with stakeholders and an opportunity to demonstrate how we strengthen our market position while respecting the environment, society, and the principles of corporate governance.

Acting in a responsible and sustainable manner is of strategic importance. Both consumers and investors increasingly take into account how companies conduct

their business when choosing services and products. At Emitel, across every area of our operations, we strive to refine our activities so that they are not only economically effective but also have a positive impact on our surroundings.

Emitel continues to grow based on its values. Over the past year, we have undertaken an internal review of the four pillars that have long defined us.

We respond to evolving external requirements and recognise the potential of our people. I am convinced that the success of any organisation depends on the agency and commitment of those who create it. For this reason, we have introduced a fifth pillar, namely "Leadership and Responsibility". Each of us plays a role in shaping how the company functions and meets its goals. Consequently, we urge our employees to take ownership of the company's growth and value enhancement by effectively managing the tasks, resources, and teams entrusted to them. The validity of our approach to shaping organisational culture is reflected in the fact that, for the sixth time, we were awarded the Top Employer title at the beginning of 2025.

As a technology-driven company, we base our operations on data and high standards. We place great importance on these principles and apply them in our work with clients, in product development, and in monitoring the quality of our services. In 2025, we achieved certification for ISO 50001:2018, which verifies that our energy management system complies with international standards. Year by year, we manage energy more efficiently, improving our financial performance while reducing our carbon footprint. In keeping with this ethos, we have implemented an electronic document circulation system to minimise paper usage and improve internal processes. We make every effort to ensure that the initiatives described in this report are grounded in measurable data. To this end, we have begun implementing the European Sustainability Reporting Standards

(ESRS), which enable us to assess our performance in a credible and transparent manner.

In 2025, we were involved in a wide range of artistic, social, and sporting initiatives. We supported the International Chopin Piano Competition, of which we have been a partner since 2021, as well as the Chopin and His Europe Festival. Once again, as a technology partner, we were present at the Krakow Film Festival. Our positive impact on society also includes supporting the Zwolnieni z Teorii programme, which helps students develop practical skills in empathy, creativity, and effective communication.

For numerous years, we have actively participated in initiatives that promote biodiversity. We contribute to the protection of the Peregrine Falcon, which often chooses our transmission towers as nesting sites. This species is under strict protection in Poland.

I encourage you to read the report and discover the initiatives that characterise Emitel as a company that is committed not only to business excellence but also to social responsibility.

Maciej Pilipczuk
President of the Management Board Emitel S.A.

About Emitel S.A.

Terrestrial Telecommunications Infrastructure in Poland

Emitel S.A. is a leading integrator of terrestrial telecommunications infrastructure in Poland and is affiliated with the international fund, Cordiant Digital Infrastructure Limited.



Products and Services

We are a leading integrator of terrestrial telecommunications infrastructure in Poland and part of the international group Cordiant Digital Infrastructure Limited.

Every day, we ensure that television and radio signals reach millions of households without interruption, providing stable and secure communication. We design modern wireless communication systems and make our tower infrastructure available to mobile network operators, acting as a trusted broadcasting and multimedia partner who understands the strategic importance of reliable access to information.

At the same time, we are advancing the technologies of the future. We design and test networks that facilitate commercial drone operations, provide support for smart cities with solutions in the realms of Smart City initiatives and the Internet of Things (IoT), and establish the groundwork for the forthcoming stages of digital transformation. Aware of our role within the

national connectivity ecosystem, we act responsibly and with a long-term perspective, focusing on solutions that genuinely strengthen the stability and development of digital infrastructure.

For over 50 years, we have managed tower infrastructure in Poland. Our portfolio of broadcasting and telecommunications sites continues to grow, reaching 774 locations as of the end of 2025. Our network coverage extends to over 98% of Poland's territory.

Our Products and Services



Broadcasting and Multimedia

- Television and Radio
- IPTV
- CDN
- DAI
- HbbTV



Wireless Connectivity

- DAS antenna systems
- Signal enhancement
- Internet and leased lines
- Critical communications
- Radio planning



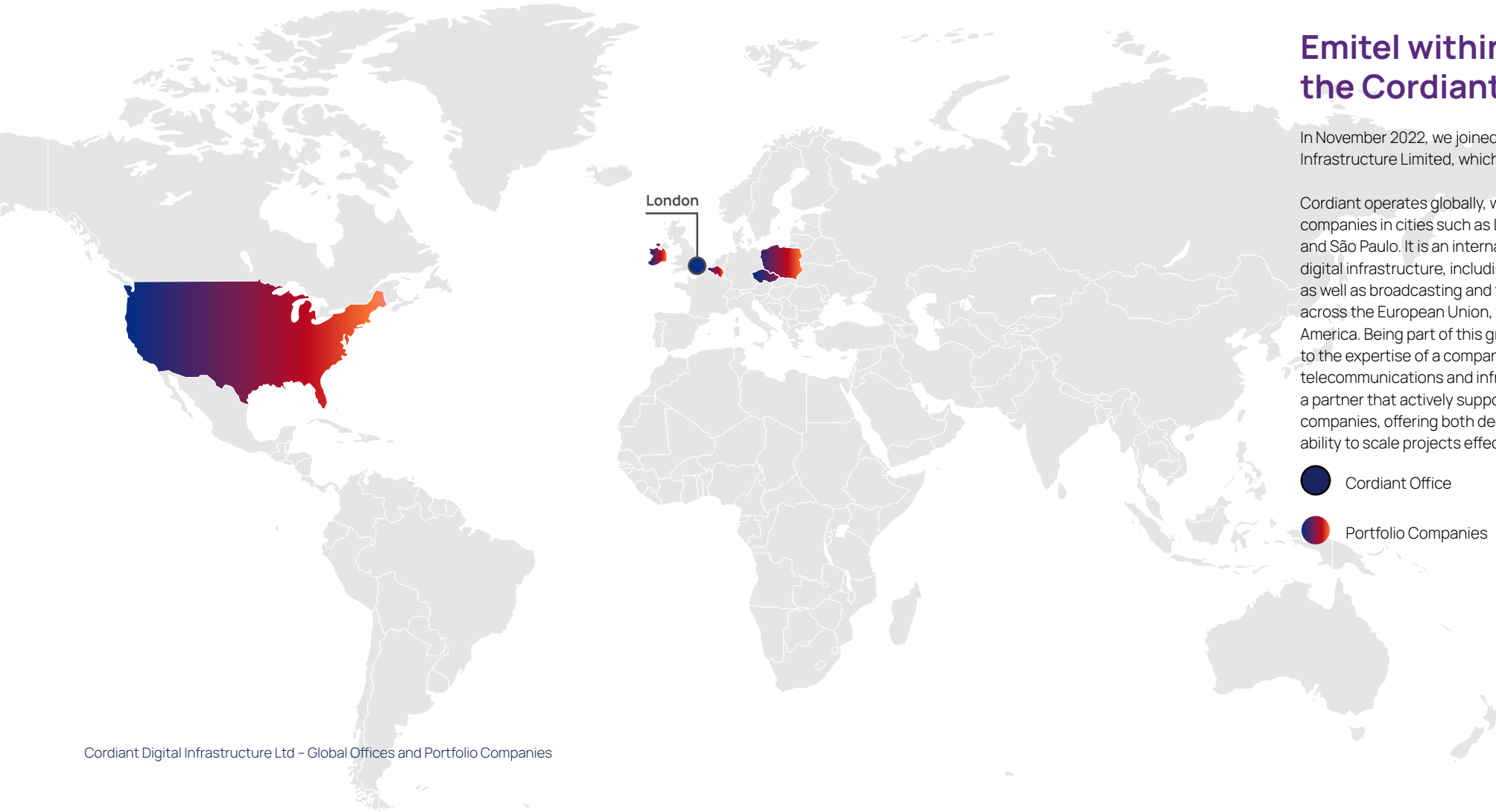
Smart City and IoT

- Remote meter reading
- Parking systems
- Lighting management



Infrastructure



- Infrastructure leasing
- Construction of tower structures
- Technical and design consultancy



Emitel within the Cordiant Group

In November 2022, we joined the family of Cordiant Digital Infrastructure Limited, which became our sole shareholder.

Cordiant operates globally, with offices and portfolio companies in cities such as London, Luxembourg, Montreal, and São Paulo. It is an international investor specialising in digital infrastructure, including data centres, fibre networks, as well as broadcasting and telecommunications assets across the European Union, the United Kingdom, and North America. Being part of this group provides us with access to the expertise of a company with extensive experience in telecommunications and infrastructure investments. It is a partner that actively supports the growth of its portfolio companies, offering both deep technical know-how and the ability to scale projects effectively.

-  Cordiant Office
-  Portfolio Companies

Cordiant Digital Infrastructure Ltd – Global Offices and Portfolio Companies

Values

We ensure that our employees adhere to the highest ethical standards, making responsible decisions in their daily work, in line with Emitel's values and the principles outlined in the Code of Conduct and Ethics.

Our values are:

1. Positive energy and enthusiasm in action
2. A search for simple solutions
3. A sense of urgency
4. A drive for growth and curiosity about the world
5. Leadership and responsibility



Leadership and Responsibility – a New Value at Emitel

On 1 September 2025, we expanded our set of values to include Leadership and Responsibility. This marks a natural continuation of the direction in which we aim to develop as an organisation, highlighting the importance of a proactive mindset and the conscious impact each employee has on the company's operations. We understand leadership as taking initiative in everyday situations, responsibly managing tasks and resources, and supporting others in achieving shared goals. Regardless of position, each of us plays a tangible role in shaping the organisational culture, fostering a collaborative environment, and influencing the pace at which we meet our challenges.

The introduction of this value was accompanied by the "Integrated through Values" campaign, which actively engaged employees in demonstrating how these principles are reflected in their daily work.



Each of us, irrespective of role, can be a leader within a team, a project, or in the execution of everyday responsibilities. Leadership is the ability to take initiative, positively influence reality, and inspire others to act. Each of us has an impact on how the company operates and achieves its objectives. Therefore, we expect every employee and manager to share responsibility for the company's development and growth in value by effectively managing entrusted tasks, resources, or teams, and by taking full responsibility for their actions and results.

Maciej Pilipczuk,
President of the Management Board at Emitel. Chief Executive Officer at Emitel S.A.

ESG at Emitel

We believe that responsibility and sustainable development form the foundation of a modern business. Our ESG Policy for 2021–2025 outlines five strategic areas:

- protecting landscapes, biodiversity, and habitats,
- enhancing energy efficiency,
- reducing the impact of electromagnetic fields,
- managing waste and wastewater,
- promoting strong interpersonal relationships in the workplace.

Each of these areas was supported by specific actions and KPIs, the implementation of which was monitored quarterly by the Company's Management Board.

ESG activities at our company go beyond merely meeting regulatory requirements arising from directives. They are, above all, an integral part of our organisational culture. We combine care for our employees and environmental impact with the continuous improvement of process and energy efficiency. Implementing ESG also means transparency: the reports we prepare are produced with the utmost diligence, enabling all stakeholders to see the tangible results of our efforts.

In February 2025, an ESG Team and its supervising Steering Committee were formally established. The ESG Team consists of 16 members representing various areas of the organisation and is responsible for

developing a comprehensive sustainable development plan for the Company, based on the CSRD directive and ESRS standards. This work is ongoing, with full implementation planned for 2026.

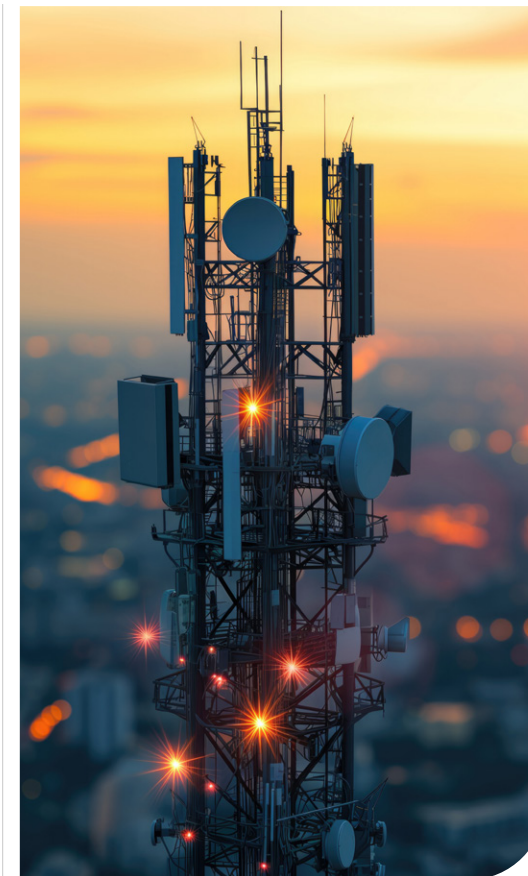
The execution of our ESG strategy also strengthens cooperation with our investor, Cordiant Digital Infrastructure Limited, which values companies that oper-

ate responsibly in both social and environmental terms and maintain transparent corporate governance. An integral part of our ESG Policy is a document defining specific initiatives and internal KPIs. Their implementation has been continuously monitored through quarterly reports presented to the Management Board, which bears direct responsibility for executing strategic objectives and achieving the targets set.



As in a well-tuned orchestra, where every instrument matters, at Emitel, each of our actions contributes to how effectively we achieve our goals and impact our surroundings. This year, alongside our first step towards reporting in line with the CSRD directive, another important element was added to our "score": an energy management system compliant with ISO 50001. This is a clear example that ESG is not a single initiative or project, but rather the harmony of many actions—from energy efficiency and daily operational decisions to the engagement of people across the entire organisation. At first glance, these areas may seem unrelated; however, it is only when combined that they form a coherent whole. And it is precisely then that an effect emerges—one that often exceeds initial expectations.

Klaudiusz Nokielski,
Head of Operational Support and Analysis Department. Emitel S.A.
ESG Team Leader.



Strategic Directions of the ESG Policy

1. Caring for the landscape, biodiversity, and habitat protection

Primarily involves minimising the impact of our technical infrastructure on natural habitats.

SDGs: 12, 13, 14, 15



2. Improving energy efficiency

We strive to ensure that the equipment we use is modern and environmentally friendly.

SDGs: 7, 9, 12



3. Minimising the impact of electromagnetic fields (EMF) on the environment

Electromagnetic fields, as carriers of radio and television signals, must remain safe.

SDGs: 11, 12



Waste and wastewater management

We focus on minimising the environmental burden associated with waste generated by broadcasting facilities, technical equipment, and office spaces.

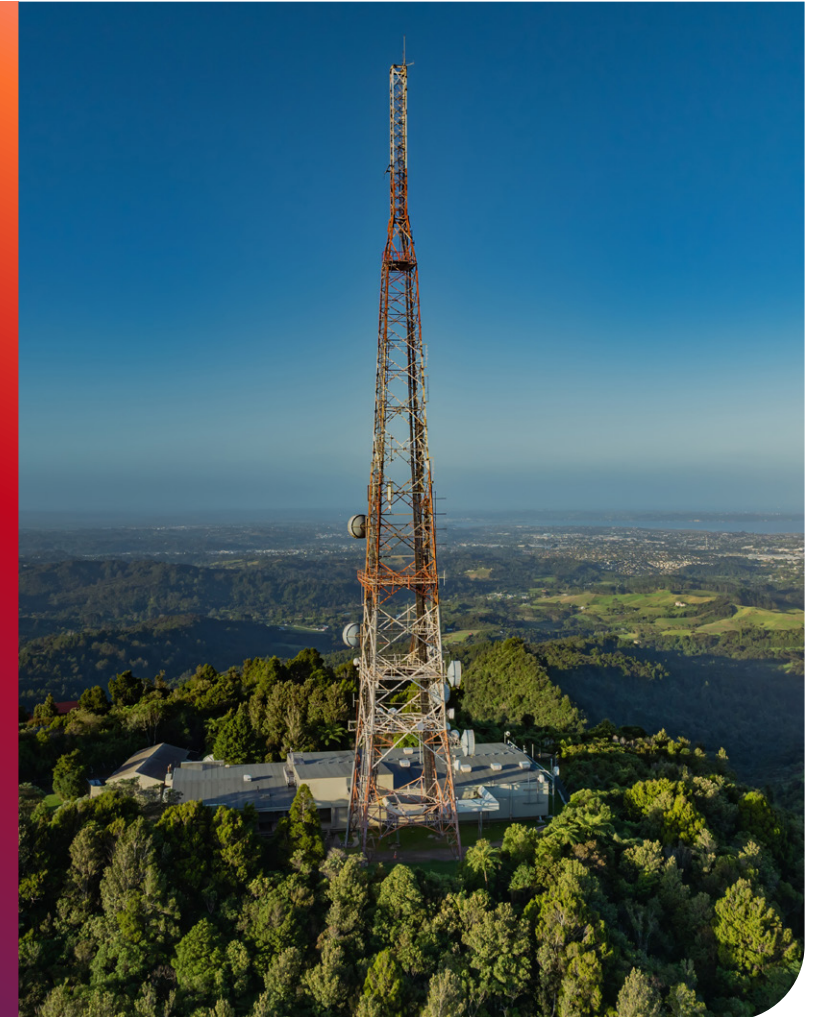
SDGs: 6, 11, 14



4. Fostering interpersonal relations

We place the highest priority on safety, health, self-worth, workplace atmosphere, and employee engagement.

SDGs: 3, 4, 5, 8, 10, 17



EU Taxonomy

At the turn of 2025 and 2026, we initiated work to enhance the systemic management of Emitel's operations. The objective was to integrate EU Taxonomy criteria into CAPEX planning and to establish a system for identifying activities covered by the Taxonomy Regulation. The work also included assessing the degree of alignment of these activities with regulatory requirements, as well as reporting in accordance with the principles and criteria set out in Regulation (EU) 2020/852 and its delegated acts under the EU Taxonomy framework.

By the time this report was published, we had identified areas of activity falling within the scope of the Taxonomy and had begun the process of assessing their compliance with the Technical Screening Criteria and Minimum Safeguards.

Based on a review and analysis of actual operations and planned capital expenditures (CAPEX), the ESG Team determined that the Company's activities and planned CAPEX qualify under the following EU Taxonomy categories within the specified environmental objectives:

Environmental Objective 1 – Climate Change Mitigation:

- 4.1 Electricity generation using photovoltaic technology
- 4.25 Production of heating/cooling from waste heat
- 7.2 Renovation of existing buildings
- 7.3 Installation, maintenance, and repair of energy efficiency equipment
- 7.5 Installation, maintenance, and repair of instruments and devices for measuring, regulating, and controlling the energy performance of buildings
- 7.6 Installation, maintenance, and repair of renewable energy technologies

Environmental Objective 2 – Climate Change Adaptation:

- 4.25 Production of heating/cooling from waste heat
- 7.2 Renovation of existing buildings
- 7.3 Installation, maintenance, and repair of energy efficiency equipment

Environmental Objective 3 – Water and Marine Resources:

- 4.1 Provision of IT/OT data-based solutions to reduce leakages

Environmental Objective 4 – Circular Economy:

- 5.1 Repair, refurbishment, and remanufacturing of products
- 5.4 Sale of second-hand goods

The next phase, already underway, involves conducting a thorough assessment of compliance with the Technical Screening Criteria, including the Substantial Contribution and Do No Significant Harm principles, as well as compliance with Minimum Safeguards.



Evolution of the Approach to Material Issues

In previous years, we structured our activities to align them with the United Nations Sustainable Development Goals (SDGs). Our strategic directions covered five key areas, each linked to selected SDGs. Under the ESG Policy for 2021–2025, based on the GRI standard, we relied on a materiality matrix that considered both the impact of our operations on the environment and the influence of socio-economic changes on the Company's condition.

Materiality Matrix

In 2025, we took a significant step towards aligning with new reporting requirements. We initiated a double materiality assessment in accordance with the ESRS approach, enabling us to identify areas of greatest importance both in terms of our environmental impact and their financial relevance. This allowed us to determine both potential and actual risks and opportunities for the organisation. Although this report has still been prepared in accordance with GRI standards, it represents the first step towards ESRS-compliant reporting. The results of the double materiality assessment will serve as the foundation for the structure and scope of future reports.

Material reporting areas	Materiality of the area		Significance of Impact		ESG Policy 2021–2025 priority area
	Medium	High	Within the Company	Outside the Company	
Care for landscape, biodiversity and habitat protection		✓		✓	✓
Improving energy efficiency		✓	✓	✓	✓
Ethical values		✓	✓		
Minimising the impact of EMF on the environment		✓		✓	✓
Workplace equality		✓	✓		✓
Corporate governance		✓	✓	✓	
Waste management	✓		✓	✓	✓
Service continuity and reliability		✓	✓	✓	
Digitalisation and innovation, including process automation	✓		✓	✓	
Employee relations and development, safe working conditions		✓	✓		✓

Dialogue that Empowers

Building and maintaining trust among our stakeholders, as well as promoting best practices in sustainable development in Poland, are of paramount importance to us. We are fully aware that our operations have a significant impact on the environment; therefore, we assess both their positive and negative effects. Within our ESG Policy, we identify the areas that are most significant from the perspective of key stakeholder groups. The annual reports serve as a tool to ensure transparency and enable the evaluation of our actions. We engage with stakeholders through a wide range of communication channels.

Stakeholder Mapping

As part of the Sustainable Transformation and ESG Reporting project at Emitel, we updated the identification of our stakeholders and assessed their materiality. This resulted in a list of key stakeholders:

1. Employees and Associates:

- Individuals employed under employment contracts
- Individuals engaged under B2B agreements

2. Customers:

- Mobile network operators
- ISP operators
- Television broadcasters
- Radio broadcasters
- Public sector clients

3. Investors:

- Shareholders
- Financing banks

4. Local Communities:

- Landowners on whose property Emitel infrastructure is located

5. Regulatory and Supervisory Authorities:

- Auditors
- Regulators

6. Suppliers and Consortium Partners:

- Providers of specialised IT services and equipment
- Suppliers of broadcasting services and equipment
- Consortium partners.

- Human capital development, including training and transparent career paths
- Employment conditions, including flexible working arrangements, job security, fair remuneration, social dialogue, freedom of association, the functioning of works councils, and compliance with labour law
- Cybersecurity and personal data protection
- Ethical and responsible stakeholder communication
- Anti-corruption and anti-bribery measures
- Compliance with applicable laws and regulations.

The conclusions drawn from stakeholder dialogue, together with the issues identified as material by key stakeholder groups, form the basis for our double materiality assessment and the determination of disclosure scope. The material topics identified in this way will be consistently reported and monitored in future sustainability reports.

We asked our stakeholders about the issues related to our operations that are most important to them.

Key Issues Identified by Stakeholders:

- Impact of electromagnetic fields
- Use of potentially hazardous substances and substances of very great concern
- Soil pollution
- Air emissions
- Water pollution
- Water discharges, including into seas and oceans
- Electricity and fuel consumption
- Emergency communication services
- Organisational carbon footprint
- Decent working conditions across the value chain
- Respect for human rights throughout the value chain



Awards and Recognitions in 2025



Emitel featured in the report “Responsible Business in Poland. Good Practices”

In the 23rd edition of the Forum Odpowiedzialnego Biznesu report “Responsible Business in Poland. Good Practices”, three examples of Emitel’s best practices were highlighted in the areas of working conditions and social engagement: “An Inclusive Work Environment”, “Training Offer Tailored to Needs”, and “Engagement in Supporting Youth”. This serves as further confirmation of the consistent implementation of our ESG strategy. Since 2017, we have submitted 49 good practices implemented at Emitel to the Forum, covering, among others, an organisational culture based on open communication, employee health and wellbeing, volunteering, equal opportunities, social dialogue, knowledge transfer, initiatives for employees’ children, language learning, and onboarding programmes.



Emitel recognised in the Grand ESG 2025 competition.

During the Grand ESG conference at the SGH Warsaw School of Economics in Warsaw, we received a distinction in the “Best ESG Implementation” category. The jury particularly appreciated our data-driven approach, measurable environmental outcomes, and the consistent translation of ESG strategy into concrete actions.

The justification highlighted, among others:

- significant reductions in energy consumption through infrastructure modernisation;
- projects aimed at reducing the environmental footprint of our operations;
- transparent reporting and the development of impact management processes;
- stakeholder engagement and a systemic approach to social responsibility.



Emitel once again awarded the Top Employer Poland title.

In 2025, for the sixth time, we were awarded the Top Employer Poland title by the Top Employers Institute. This distinction is based on a detailed assessment of areas such as HR strategy, employee development, diversity, wellbeing, and the working environment. Emitel has consistently met the programme’s requirements since 2019. The award confirms that we consistently create a work environment founded on high standards, development opportunities, and partnership-based dialogue.

The award confirms that we continuously foster a working environment built on high standards, development opportunities, and partnership-based dialogue. For Emitel, this title represents not only recognition of the quality of our HR practices, but also an integral element of our broader approach to corporate governance—particularly significant in light of our role as an operator of critical infrastructure.



Innovator of the Year – “Zero-Emission Heating”

Our project “Zero-Emission Heating” received the main award in the Innovator ESG 2025 competition in the “Business of the Future – Energy Transition” category. This recognition confirms that the technological solutions we develop actively support climate transformation and enhance the energy efficiency of broadcasting infrastructure. For more information about the project, please refer to page 39.

Why This Matters to Us?

Governance and Corporate Management

The development of digital infrastructure and the implementation of new technologies are central to our strategy. We deliver new projects, expand our infrastructure portfolio, and introduce innovative solutions in response to the growing market demands. We focus on areas such as Smart City, artificial intelligence, and drone technologies, while continuously strengthening cooperation with partners. These activities are supported by an efficient management system, responsible leadership, and an organisational culture grounded in ethics and transparency.

Topics Covered in This Chapter:

- Management Board and Supervisory Board
- Infrastructure development and investments
- Integrator of the infrastructure of the future
- Key projects and contracts
- Technological innovation (AI, Smart City, drones)
- Management systems and corporate governance
- Ethics and compliance



Management Board and Supervisory Board

The Supervisory Board of Emitel S.A. comprises representatives of the investor, Cordiant Digital Infrastructure Limited, which acquired 100% of the Company's shares in November 2022.

The Supervisory Board consists of five members, appointed and dismissed by resolution of the General Meeting for individual five-year terms of office. Its primary responsibility is to exercise ongoing oversight of the Company's activities, including monitoring the performance of the Management Board, as well as the Company's financial and operational results.

In particular, the Supervisory Board reviews the financial statements and approves the business plan and budget for each financial year.

The roles of President of the Management Board and Chief Executive Officer are held by Maciej Pilipczuk, who has been associated with Emitel for ten years. Prior to assuming his current position, he served for three years as a Member of the Management Board and Chief Financial Officer.

As of 14 January 2025, the Supervisory Board appointed Maciej Gumulski as a Member of the Management Board, responsible for the finance area. At the same time, he assumed the role of Chief Financial Officer (CFO). He has been associated with Emitel since 2007.

Effective from 1 May 2025, the Supervisory Board of Emitel appointed Jarosław Helman to the Company's Management Board, entrusting him with responsibility for the sales function, which he oversees in his concurrent role as Chief Sales Officer (CSO).

On 22 April 2025, Maciej Staszak resigned from his position as Vice President and a Member of the Management Board.

The Management Board adopts a strategic approach to ESG matters. In 2024–2025, members of the Management Board participated in training covering ESG, the Corporate Sustainability Reporting Directive and Corporate Sustainability Due Diligence Directive, the process of sustainable transformation, and changes arising from the Omnibus Directive.

Management Board of Emitel S.A.

as of 1 January 2025



Maciej Pilipczuk

President of the Management Board and Chief Executive Officer



Maciej Staszak

Vice President of the Management Board and Sales Director Resigned from his position as Vice President of the Management Board on 22 April 2025.



Maciej Gumulski

Member of the Management Board and Chief Financial Officer



Jerzy Godek

Member of the Management Board and Technical Division Director



Jarosław Helman

Member of the Management Board (from 1 May 2025) and Chief Sales Officer

Supervisory Board of Emitel S.A.

Steven Marshall

Chairman of the Supervisory Board

David Kippen

Member of the Supervisory Board

Andrzej J. Kozłowski

Member of the Supervisory Board

Andrew Ewe

Member of the Supervisory Board

Kevin Moroney

Member of the Supervisory Board



Maciej Pilipczuk

President of the Management Board and Chief Executive Officer

Maciej Pilipczuk has served as President of the Management Board (CEO) of Emitel S.A. since 1 January 2025. He has been associated with the Company since 2015, during which time he has held several positions, including Chief Financial Officer (CFO) and Member of the Management Board.

He brings over 20 years of experience in the telecommunications and digital infrastructure sector, gained at leading companies such as Emitel, UPC Polska and Polska Telefonia Cyfrowa (now T-Mobile Polska).

Throughout his career, he has been involved in key developments in the Polish telecommunications market, including the rollout of 3G, 4G and 5G networks, the construction of large-scale networks enabling the first triple-play services, the consolidation of cable and tower operators, and the expansion of terrestrial digital infrastructure supporting one of the most advanced digital terrestrial television systems in Europe.

He is a graduate of the Wrocław University of Economics, where he obtained a Master's degree in Finance and Banking, and Aalborg University, where he completed Business Studies and earned an MSc in Economics and Business Administration. Since 2012, he has been a member of the Association of Chartered Certified Accountants (ACCA).



Jarosław Helman

Member of the Management Board and Chief Sales Officer

Jarosław Helman joined Emitel in May 2025. He is an experienced executive with a strong background in modern technologies, telecommunications and infrastructure. He has over 20 years of experience in developing and implementing commercial strategies, business development and operational management across both B2B and B2C markets. He previously held roles at companies such as Play, Liberty Global and Orange Polska. Most recently, he was associated with FOTC, an official Google Cloud partner operating across Central and Eastern Europe.

He has delivered numerous transformation, optimisation and growth projects in the areas of sales, customer service, service portfolio expansion and partnership development.

He is a graduate of the Nicolaus Copernicus University in Toruń (Faculty of Philology) and has completed BBA and MBA programmes at the University of West London and the Polish Open University.



Jerzy Godek

Member of the Management Board and Technical Division Director

Jerzy Godek has been associated with Emitel since 2012. He initially served as Director of Network Planning and Service Development, and subsequently as Director of the Technical Division, where he was responsible for technology development and maintenance.

He has over 20 years of managerial experience in infrastructure investment management, IT support systems, and telecommunications network maintenance, gained at companies such as Emitel, Netia and Telekomunikacja Polska. During his career, he has been responsible for delivering of numerous infrastructure projects, including the construction of a nationwide digital terrestrial television network and a digital radio (DAB+) network, as well as the development and modernisation of Netia's broadband backbone and access networks.

He graduated from the Warsaw University of Technology (Faculty of Electronics, Telecommunications). He also studied Management at the SGH Warsaw School of Economics and Financial and IT Project Management at the Kozminski University.



Maciej Gumulski

Member of the Management Board and Chief Financial Officer

Maciej Gumulski has served as a Member of the Management Board and Chief Financial Officer since 1 January 2025. He is an expert in finance and controlling, with over 20 years of professional experience. He has been associated with Emitel since 2007. From February 2022, he served as Director of the Controlling Office, where he was responsible for managing FP&A and Commercial Finance teams, as well as supporting strategic business decisions.

Previously, he held positions including Director of Commercial Finance, Head of Planning and Investment, and Head of Business Controlling. He began his career at Emitel as a Financial Analyst. Prior to joining the Company, he worked in the public sector, where he was responsible for implementing EU-funded programmes supporting SMEs.

He is a graduate of the Cracow University of Economics and completed the International Management programme at the Pforzheim University. He specialises in financial analysis and modelling, company valuation, and business strategy.

Changes That Set the Pace

Responsible leadership is one of the foundations of Emitel's long-term development. It builds investor confidence and enables us to create lasting value for our stakeholders. In a rapidly evolving market environment, we are focused on consolidating our position as a leading telecommunications infrastructure provider and a trusted partner in enabling digital transformation.

Examples of initiatives enhancing business resilience include investments that have contributed to the further development of Emitel's infrastructure portfolio and the strengthening of our market position:

1. Replacement of three reinforced concrete towers with steel structures (see p. XXX);
2. Annual magnetic inspections of guy wires in the tallest masts in Poland owned by the Company;
3. Implementation of a project management methodology defining the project lifecycle (initiation, planning, execution, closure), project roles, and required deliverables (see p. XXX);
4. Replacement of antenna systems at four RTCN-class facilities and 12 TSR-class facilities (mountain relay stations).

Through the consistent execution of our strategy, we continue to develop the competencies required to meet growing customer demands and future challenges, including those related to the development of new services and digital infrastructure.

The foundation of effective management is our certified Integrated Management System, which incorporates both a Business Continuity Management System and an Information Security Management System, fully aligned with ISO 22301:2019 and ISO/IEC 27001 standards. We also hold the status of a Service Provider within the Trusted Partner Network. In addition, we consistently maintain ISO 14001:2015 certification, and in 2025, we successfully completed the certification process for our energy management system, achieving compliance with ISO 50001:2018.

This topic is discussed in more detail in the "Environmental Protection" chapter.

We place particular emphasis on business ethics and responsible conduct. We make every effort to ensure that our employees act in accordance with applicable laws, Emitel's values, and the principles set out in the Code of Conduct and Ethics. Ethical decision-making and transparency are not treated as formal requirements, but as an integral part of everyday management practice. Our activities are grounded in clearly defined values that support both our organisational culture and our decision-making processes.

Resilient Digital Infrastructure as a Pillar of Security and Economic Development in Poland

Acquisition of PSN Infrastruktura / EM Cast

In November 2024, we acquired 100% of the shares in PSN Infrastruktura, a telecommunications and broadcasting infrastructure operator that has been active on the market since 1994. In 2025, PSN Infrastruktura was rebranded as EM Cast and became a subsidiary of the Emitel Group, as registered in the National Court Register.

The company owned a substantial portfolio of broadcasting sites used for radio and television signal transmission, as well as telecommunications services, in locations such as Łódź, Opole, Białystok and Wzgórze Telegraf in Kielce. The integration of the technical and infrastructure ecosystems of PSN and Emitel contributes to achieving our objective of landscape conservation.

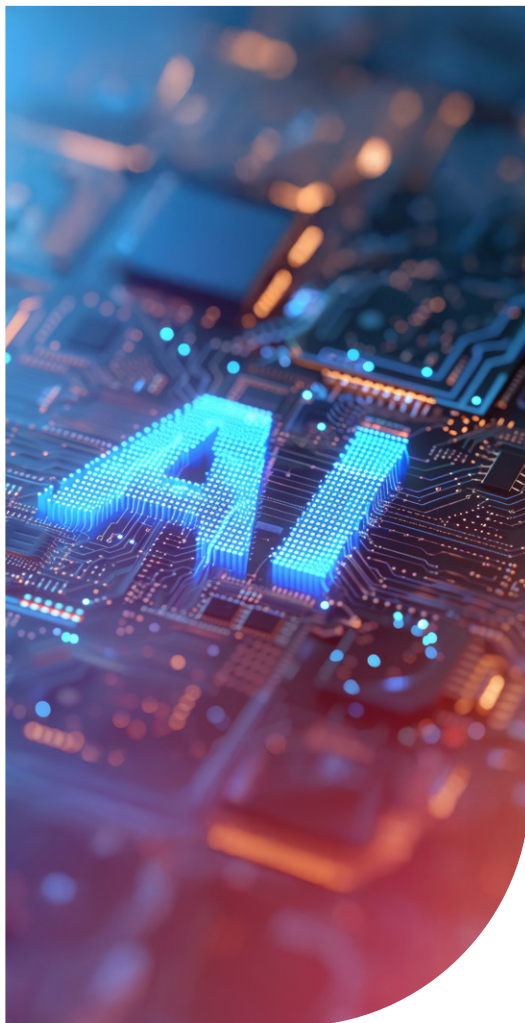
On 30 June 2025, the company was formally merged with Emitel.

Company Development

In 2025, we continued to expand our operations by delivering new projects and securing significant contracts. Below is a brief overview, with further details provided in subsequent sections of the report:

- Emitel S.A. expands its cooperation with Orange Polska in the development of telecommunications infrastructure – [learn more about the project](#),
- Emitel has deployed a drone traffic monitoring network across eight airports nationwide – [learn more about the project](#),
- Emitel is implementing advanced HbbTV solutions for Telewizja Puls – [learn more about the project](#),
- Emitel is strengthening its cooperation with Polskie Radio – [learn more about the project](#).

We are expanding our cooperation with Polskie Radio, ensuring the stability of programme transmission in the UKF-FM band. In 2025, we were awarded Polskie Radio's tender for the transmission of programmes in the UKF-FM band, covering 62 out of 83 lots, corresponding to 141 individual transmissions. In addition, the delivery of 10 lots is carried out in cooperation with EM Cast, a company within the Emitel Group. The agreement further strengthens the long-standing partnership between Emitel and Polskie Radio. For many years, we have been providing nationwide radio transmission services, ensuring a reliable, high-quality signal. The newly signed contract enables the continued development of broadcasting infrastructure and the ongoing support of public media in delivering content to audiences across Poland.



Technologies Shaping the Future

Integrator of the Infrastructure of the Future

Recent years have been a period of growth and delivery of numerous projects. These included the launch of new radio and television transmissions, research and development work in advanced technologies such as 5G Broadcast, the expansion of our tower infrastructure portfolio, and the implementation of our first Smart City projects. We are planning further development within the telecommunications sector, focusing on new technological ventures and the deployment of innovative solutions for our clients.

AI Projects

The development of artificial intelligence is progressing rapidly, and as a modern organisation, we actively respond to these global changes. The implementation of AI at Emitel is a long-term initiative aimed at harnessing its potential across various areas of the Company's operations. This initiative encompasses both technological and organisational aspects, with a strong emphasis on employee engagement and the design of an environment conducive to the development of new competencies. Based on the AI implementation roadmap prepared in 2024, we conducted webinars and workshops enabling employees to acquire essential knowledge in the field of artificial intelligence.

Emibot – AI Assistant at Emitel

In September 2025, we introduced Emibot—an AI assistant available to all employees and collaborators, based on the Google Gemini technology. The solution operates within a secure, closed environment, where all input data remains the exclusive property of Emitel. This ensures that the capabilities of artificial intelligence can be fully utilised while maintaining a high level of information security.



Artificial intelligence continues to evolve at an extraordinary pace. At Emitel, we consistently adapt to this changing landscape, treating AI as a strategic direction for development. By implementing our AI roadmap, we focus equally on technology and the development of our employees' competencies. The introduction of Emibot enables us to leverage the potential of AI safely and effectively in our daily work.

Grzegorz Rosiek,
Head of IT Applications and Infrastructure Maintenance, Emitel S.A.
AI Project Director

Key Projects and Contracts 2025

Emitel Drone Labs – A New Level of Innovation

Emitel has developed a drone flight monitoring network across eight airports in Poland.

We are expanding our activities in the design and deployment of network infrastructure for drones, thereby strengthening our position in the Polish market. In 2024, we delivered a network project that enables the monitoring of Beyond Visual Line of Sight (BVLOS) flights, marking an important step towards the development of commercial drone services.

As part of the Emitel Drone Labs initiative, we have been working for nearly a year on a nationwide infrastructure designed to integrate drone traffic with other airspace users, in line with European regulatory frameworks. The network, spanning eight locations across Poland, enables real-time flight monitoring and advanced data analysis.

In September 2024, we completed BVLOS mission trials, including cargo flights carrying payloads of up to 30 kg. These trials confirmed the strong potential for the use of drones in logistics, healthcare, and emergency response services. In 2025, further testing was conducted involving fully autonomous drone operations.

Participation in Droniada Future Forum Tech as a Technology Partner

In September 2025, we participated in the Droniada Future Forum organised by the Łukasiewicz Research Network – Institute of Aviation, in cooperation with the MicroMacro Institute Foundation. Emitel acted as the Technology Partner of the event, as well as of the broader Droniada series of expert initiatives dedicated to unmanned technologies.

The forum addressed key issues related to airspace security, cybersecurity, the automation of unmanned aerial systems (UAS), and their role in strengthening national resilience and economic competitiveness. As a company advancing its own dedicated business line in unmanned aerial systems, we outlined our vision for the design and delivery of secure infrastructure underpinning both commercial and defence operations. Our experts also actively contributed to panel discussions and consultations on the future of the Polish drone ecosystem, bringing a perspective grounded in infrastructure expertise and the integration of telecommunications solutions with advanced high-tech systems.

In parallel, we are undertaking efforts to obtain a prestigious certification as a drone mission partner—an accolade that would represent the first distinction of its kind in Poland.

Read the interview: “Emitel S.A. – how to become the ‘Sherpas’ of the drone market”:

<https://droniada.eu/emitel-jak-zostac-szerpami-rynku-dronowego/>

Link to the report “Polish Drone Army”:

<https://sprawdzamy.com/static/files/reports/polska-armia-dronow.pdf>

Digital Twin Project

In 2024, we participated in a pilot Digital Twin project implemented with one of our Partners. As part of this initiative, we provided selected tower infrastructure sites for testing a solution that uses drone-based photography to create digital models of infrastructure. These models are analysed within the MAST system and support, among other things, the assessment of structural occupancy by antenna installations, as well as inspection and inventory processes.

The pilot confirmed that the use of digital twin technology can improve the quality of infrastructure data and enhance the efficiency of managing our towers and masts.

The strong results of the testing phase encouraged us to expand our cooperation under a new partnership model. In 2025, the project continued within an acceleration programme funded by the Polish Agency for Enterprise Development, where we act as both a substantive partner and the target user of the solution. Together, we are developing new functionalities within the MAST system, including a 3D model generation module, tools that support infrastructure

inspections, and an application for automating drone flights, developed in cooperation with the Warsaw University of Technology.

A key benefit of implementing this solution will be a significant improvement in infrastructure inventory processes and a reduction in the time required to approve equipment installations on our sites, thanks to access to up-to-date digital models.

According to the adopted schedule, the development phase is expected to be completed by the end of 2025. Following a final evaluation, the potential for broader operational implementation will be assessed.



Cities Operating at Full Power – Smart City

We implement Smart City solutions that genuinely improve residents' quality of life while supporting environmental protection. We focus on technologies that are practical, scalable, and tailored to the real needs of cities.

In Wrocław, we are developing a remote water meter reading system. This removes the need for residents to manually report meter readings, while enabling the city to respond more quickly to irregularities and potential leaks. In Piaseczno, we have implemented an IoT-based parking system that helps drivers to quickly find available spaces. The result is reduced time spent searching for parking, lower traffic congestion in city centres, and decreased emissions.

Intelligent Parking Systems – Smart Parking

The implemented smart parking system provides drivers with real-time information on available spaces, reducing the average time spent searching for parking by 12 minutes. This contributes to lowering CO₂ emissions in cities, where up to 30% of traffic is generated by vehicles looking for parking. Smart parking solutions help avoid approximately 355 kg of CO₂ emissions annually per parking space by optimising traffic flow and reducing search time.

Emitel Connect Application

A Smart City is a city that leverages information and communication technologies to enhance the interactivity and efficiency of urban infrastructure. While sensors and transmission networks—including solutions



based on the LoRaWAN® standard—play a key role, it is applications that enable effective data collection, analysis, and presentation. Drawing on insights gained from completed projects, we found that relying exclusively on applications provided by sensor manufacturers—while simplifying implementation—constrained

flexibility and limited our ability to tailor solutions to individual client needs. In response, we developed our own Smart City platform, Emitel Connect, built on the ThingsBoard® framework. This solution represents a significant step forward in the development of IoT and Smart City services, allowing Emitel to capture

an additional part of the value chain. Key features of Emitel Connect include:

- **technological neutrality**—support for multiple sensor types and integration of solutions from various vendors within a single platform;
- **support for multiple data sources and transmission networks**, not limited to the LoRaWAN® standard;
- **scalability**, enabling the management of large numbers of devices;
- **development flexibility**—rapid creation of dedicated applications, dashboards, and data analysis rules tailored to diverse business models;
- **independence from external providers**, resulting in reduced project costs;
- **enhanced data security** through separation of client applications and data within a single platform;
- the ability to deploy in-house applications for Emitel's own operational needs.

The implementation of Emitel Connect opens up new possibilities for delivering complex Smart City and IoT projects, both for local government entities and business clients, further strengthening Emitel's position as an integrator of modern, scalable, and secure technological solutions.

Emitel as a Partner of the Poznań CityLab Programme

We became the first partner of the Poznań CityLab programme, implemented by the City of Poznań Office and the In_Spire Foundation, operating within

the Poznań International Fair Group. Through this cooperation with the local government, we are able to test and implement innovative solutions in the areas of Smart City and DAS systems. The Poznań CityLab programme aims to connect business, academic and social communities, supporting the development of innovations for residents and local enterprises. Its objective is not only to test new solutions, but also to deploy them in real urban environments.

On 28 February 2025, we officially launched this collaboration. During a meeting with representatives of the City of Poznań and the In_Spire Foundation, we discussed plans and opportunities for implementing modern technologies that can have a tangible impact on the city's development. Participation in this project provides a tangible opportunity to help shape the technological future of the Wielkopolska region.

Emitel at Smart City Expo World Congress in Barcelona

Modern cities require innovative technologies, making our participation in the Smart City Expo World Congress, one of the most important international events dedicated to smart cities, a natural step.

During the event, our experts explored solutions in the fields of IoT, Smart City, and wireless communication, while also exchanging insights with representatives of municipalities and technology companies. Together with our Poznań CityLab partners – Beyond.pl,

INEA, Lena Lighting S.A. and the City of Poznań – we discussed how collaboration between business and public administration supports the development of modern, sustainable cities.



We also participated in a meeting organised by the Ministry of Digital Affairs Poland, attended by Deputy Minister Rafał Rosiński, which fostered relationship-building and the exchange of experience.



Local governments are increasingly adopting solutions that enable more effective management of natural resources and more efficient delivery of public services. Smart City projects translate into tangible improvements in residents' quality of life and greater operational efficiency for municipal entities. Emitel's IoT solutions combine strong business performance with a broader social mission. We plan to continue expanding our offering in this area.

Jarosław Helman

Member of the Management Board
Chief Sales Officer
Emitel S.A.

Emitel Develops Intelligent Water Management Systems

We continue to deliver projects that advance the digital transformation of local authorities and water utilities, further strengthening our Smart City and Internet of Things (IoT) portfolio. In Bytom, we are deploying a remote water metering system encompassing more than 6,000 devices fitted with radio modules, enabling automated consumption monitoring and the early detection of faults. The project, based on LoRaWAN technology, includes network planning and deployment, system maintenance, and SLA guarantees, with completion scheduled for 2028.

At the same time, we are delivering projects across the Podkarpackie region, including the municipalities of Cieszanów, Narol, Horyniec-Zdrój, and Lesko, which are co-financed under the European Funds for Podkarpacie 2021–2027 programme. These projects involve hybrid metering systems, combining remote readings in high-traffic areas with drive-by readings in less accessible locations. We are responsible for radio planning, network infrastructure integration, and system monitoring and maintenance.

These solutions support more efficient water resource management, improve the operations of water utilities, and increase service accessibility for residents. Our key technology partner is HSB Stella, a distributor of Itron devices. Projects are delivered in a consortium model, where Emitel is responsible for the network layer and service maintenance, while HSB Stella provides hardware and software.

According to data from the Municipal Water and Sewage Company in Wrocław, the implementation of modern technologies has reduced water losses in the network from 15% to 5%.

WOD-KAN 2025 in Bydgoszcz

From 20 to 22 May 2025, we participated in the International WOD-KAN Trade Fair for Machinery and Equipment in Bydgoszcz—one of Poland's key industry events dedicated to the development and optimisation of water supply and wastewater systems. This marked the fifth consecutive year of our Company's presence at the fair, underscoring our long-term commitment to engaging in meaningful dialogue with local authorities and municipal utilities on the sustainable management of water resources.

During the event, we presented Smart City and IoT solutions supporting the digitalisation of water services, including remote metering and real-time water management systems. The growing interest in such technologies reflects the evolving approach of cities towards protecting natural resources and improving water efficiency.



Emitel Implements Advanced HbbTV Solutions for Telewizja Puls

We have implemented a new functionality within the HbbTV PlayPuls service—"Puls on Demand"—for Telewizja Puls, enabling viewers to access content in a flexible and convenient way.

The solution provides access to live broadcasts and archived content, with pause, rewind, and catch-up features for up to seven days. By leveraging Emitel's CDN infrastructure, the service ensures high-quality transmission, secure content distribution, and enhances the attractiveness of free-to-air digital terrestrial television.

DAB+

We operate a nationwide broadcasting infrastructure for digital radio in the DAB+ standard. For many years, on behalf of Polskie Radio, we have delivered continuous transmissions while gradually expanding coverage across new regions. As a multiplex operator, we ensure programme transmission, maintenance of broadcasting facilities, and uninterrupted signal delivery. DAB+ represents an evolution of traditional FM radio—it enables the broadcasting of a greater number of programmes within a single multiplex, improves sound quality, and allows the transmission of additional data such as graphics and text information.

5G Broadcast

As a broadcasting infrastructure operator, in cooperation with Telewizja Puls, we launched a pilot transmission in Warsaw using 5G Broadcast technology. This is the first project of its kind in Poland, where one-way television signal transmission (broadcast) is delivered via terrestrial broadcasting infrastructure—without relying on mobile networks, internet login, or SIM cards.

The pilot includes the transmission of TV Puls and PULS 2 channels. The signal is broadcast from one of Emitel's facilities and covers the Warsaw metropolitan area. The project is experimental in nature and aims to evaluate technological capabilities and assess the potential for future implementation of this new broadcasting standard.

5G Broadcast offers a wide range of applications—from free-to-air mobile television and live HD streaming, to digital radio, software updates, and emergency alert systems. A key advantage is its ability to integrate with interactive services in a hybrid broadcast + broadband model, enabling features such as on-demand content and personalised advertising. This solution may also help reduce the load on mobile networks and play a significant role in the development of services for autonomous vehicles and smart cities. The technology enables simultaneous content distribution to an unlimited number of devices—such as smartphones, tablets, and in-car receivers—without requiring individual connections. The development of this technology is also the subject of ongoing testing and standardisation efforts across Europe.

DAS Antenna Systems

We design and build Distributed Antenna Systems (DAS), ensuring reliable connectivity in demanding environments. Our projects include, among others, Elekrownia Powiśle, Stadion Śląski, the POLIN Museum, and the Wilanów district. The Marketing and Communications Office, in cooperation with the Sales Office, has produced an expert video material presenting key information about DAS antenna systems.



Strategic Cooperation with Łazarski University

We have established a strategic partnership with the Łazarski Aviation Academy, a research unit operating within Łazarski University. As part of this collaboration, we serve as a strategic partner for the new specialisation "Drone Traffic Administration" within the Administration programme.

The initiative is designed to equip future managers with the capabilities required to deliver commercial drone projects, in response to the rapid expansion of the drone market and the growing importance of effective airspace management within an evolving regulatory landscape.

Within this partnership, we actively contribute to the development of the curriculum, ensuring its practical relevance. Emitel representatives deliver mentoring sessions and guest lectures, while our experts have

joined the academic Expert Council, supporting the university in areas such as business partnerships, commercialisation of R&D projects, and communication around emerging technologies.

The first cohort of students began their studies in September 2025, gaining direct exposure to industry practice and expert knowledge.



Today's academic environment directly shapes the future of the drone market and the competencies it will require. In the coming years, drones will become a natural element of the airspace above us, performing a wide range of commercial tasks. This creates a clear need for structured and forward-thinking education tailored to the evolving drone industry.

I am pleased that the Łazarski Aviation Academy has chosen to involve companies actively operating in the airspace sector, such as Emitel, in co-creating its study programme. Equally important is the university's recognition not only of the technological dimension of unmanned aerial systems, but also of the

importance of social education in this field, including areas such as communication and marketing, which I represent on the Expert Council.

Wojciech Szczęsny

Head of Marketing Section, Emitel S.A.

Member of the Expert Council, Łazarski Aviation Academy



Expanding Cooperation with Orange Polska

In 2025, we expanded our cooperation with Orange Polska by signing an agreement for the delivery of several hundred new telecommunications towers under a Build-to-Suit model. The infrastructure, intended for the installation of base stations and other telecommunications equipment, will be deployed across Poland and will significantly expand Emitel's infrastructure portfolio in the coming years.

The project is based on long-term agreements concluded for individual locations and represents a further stage in the cooperation between Emitel and Orange Polska in the development of modern telecommunications infrastructure. This investment will support the continued expansion of mobile networks while enhancing nationwide access to high-speed connectivity.

Cooperation with Orange Gains Momentum

Alongside ongoing projects, we are progressing work under a new B&L contract. It is worth noting that both the first and second batches of locations are largely situated along motorways and expressways. This aligns with market demand, as major transport corridors require significant network reinforcement—particularly in the context of growing data traffic and the expectations of drivers and businesses.

Locations along high-speed routes present both design and logistical challenges. In many cases, there is limited access to existing technical infrastructure, such as low-voltage power networks, requiring additional analysis and coordination with utility operators.

Membership in Industry Organisations

We actively participate in industry organisations in Poland and internationally, treating this as an integral part of responsible management and capability development. Membership in these initiatives allows us to co-create market standards, exchange knowledge, and respond more effectively to client needs and the challenges of a changing business environment.



Polish Chamber of Electronic Communications



National Chamber of Commerce for Electronics and Telecommunications



Polish Chamber of Information Technology and Telecommunications



Polish Digital Broadcasting Chamber



Employers of Poland



American Chamber of Commerce in Poland



British-Polish Chamber of Commerce



Broadcast Networks Europe



LoRa Alliance

Governance and Corporate Management

Electronic Document Management

The implementation of an Electronic Document Management (EDM) system forms part of a broader digital transformation of our business and administrative functions. The system enables the centralisation, digitisation and archiving of documents, automation of processes, and compliance with applicable regulations, including integration with public administration platforms. It enhances operational efficiency, strengthens data security, and prepares the organisation for further mandatory digital systems, such as the National e-Invoicing System (KSeF).

In the first phase of implementation, we launched the handling of incoming and outgoing correspondence, document digitisation and archiving, a central contractor database, a records register, and integration with Polish Post platforms. These functionalities were made available to users in early June 2025.



The implementation of an Electronic Document Management system has tangibly transformed the way we handle documentation in our day-to-day operations. Through the digitalisation of correspondence and the structured organisation of document flows, information management has become more efficient, enabling employees to access the materials they require with greater speed and ease. The system enhances data security while also preparing the organisation for forthcoming mandatory digital solutions, such as KSeF.

Magdalena Wróblewska

Director of the Administration Office
Emitel S.A.

Project Management

The objective of implementing a new project management procedure is to formalise and standardise project delivery within Emitel. The key assumption is to unify project processes, standardise approval requirements, strengthen control over execution, and foster a project-oriented culture across the organisation.

The application of an integrated project management methodology brings tangible benefits, including improved efficiency, reduced risk of delays, and enhanced control over schedules, budgets, and resource allocation. Standardised processes ensure consistent quality regardless of project scale or complexity, while also improving risk management and prioritisation.

The procedure provides a detailed description of the full project lifecycle, covering initiation, planning, execution and closure. For each phase, required actions,

documentation, and responsibilities have been clearly defined. Key project roles—such as Sponsor, Project Manager, Business Owner and Project Team—have also been established to ensure transparency in governance structures.

To support implementation, the Strategy and Project Management Office prepared dedicated training programmes for Emitel employees.

Standardisation of project processes is essential for organisational resilience. It ensures predictability, improves control over budgets and timelines, minimises the risk of failure, and facilitates efficient resource allocation — ultimately enhancing the Company's ability to deliver strategic initiatives on time and effectively.

Emitel Code of Conduct and Ethics

At the core of our ethical and responsible business conduct lies the **Code of Conduct and Ethics**, complemented by our compliance policy. Together, these documents establish clear standards of behaviour for all employees and collaborators. They provide a coherent framework of principles and values that guide day-to-day decision-making and ensure that the Company's activities remain fully aligned with applicable laws and the expectations of our stakeholders.

The **Legal and Compliance Office** is responsible for implementing, overseeing and monitoring adherence to these ethical standards and compliance requirements. All employees and collaborators are required to familiarise themselves with the Code and complete regular training confirming their understanding of its provisions. Management plays a pivotal role in fostering a strong ethical culture, ensuring that the principles set out in the Code are consistently embedded in everyday operations.

Ethics management is further supported by detailed internal regulations, including the **Anti-Corruption Policy**, which outlines rules for preventing corruption, handling gifts and hospitality, and responding to situations that may be potentially corrupt.

Whistleblowing System

The whistleblowing system is a key element of ethics and compliance management at Emitel. It operates in accordance with the Internal Reporting Procedure for Legal Violations at Emitel S.A. and is available to employees 24/7. The system enables the reporting of any suspected or identified breaches of law, the Code of Conduct and Ethics, or the principles set out in applicable compliance policies.

Reports may be submitted either in writing to the Legal and Compliance Office or electronically via a dedicated email address. All reports are handled by the Legal and Compliance Office in strict confidence, with robust safeguards in place to ensure the protection of whistleblowers.

Each report is subject to an objective review conducted jointly by the Director of the Legal and Compliance Office, the HR Director, and the Director of the Audit Office, or their authorised representatives. The findings of the assessment and recommendations for further action are submitted to the Management Board and the Supervisory Board.



Why This Matters to Us?

Our People

Broadcasting on the Good Wavelengths

The Emitel team is the foundation of our operations and long-term growth. We support our employees in developing their skills, foster strong collaboration, and ensure transparent rules of operation, while creating an environment that encourages engagement and accountability.

TOPICS COVERED IN THIS CHAPTER

- Employee development and training programmes
- Organisational culture, diversity and inclusion
- HR processes – recruitment, onboarding and development
- Employee benefits and initiatives
- Leadership and competency framework
- Health
- Building organisational resilience and a culture of safety



Investing in Employee Development

Tailoring Training to Real Needs

All Emitel employees and collaborators have broad access to training programmes and webinars designed to support the development of key competencies. These include both soft skills—such as communication, collaboration, mental wellbeing and problem-solving—as well as hard skills, including technical expertise, product knowledge, project management, legal regulations, safety, and emerging technologies.

Employees and collaborators can access the EmiAcademy platform, which offers a wide range of development programmes covering diverse topics, including physical and mental health, as well as methods for preventing burnout.

Selected Training for the ESG Team and Organisational Units

- Introduction to ESG
- Sustainable transformation – ESG in corporate management (for the Management Board and ESG Steering Committee at Emitel S.A.)
- Carbon footprint: why, how, and how to measure it
- Scope 3 carbon footprint calculation model for Emitel S.A.
- Double Materiality Analysis: identification of key impacts, risks and opportunities
- Approach to building a decarbonisation strategy for Emitel S.A.
- Environmental Management System ISO 14001:2015 at Emitel S.A.



Development programmes are designed to address both the needs of employees and collaborators, as well as the evolving demands of the market. Through a broad and thoughtfully curated range of training and development initiatives, we foster not only professional capability but also personal growth. A commitment to continuous learning and intellectual curiosity lies at the heart of Emitel's values—and is actively reflected in our day-to-day practice.

Rafał Sekuła
HR Director, Emitel S.A.



- Management system requirements in line with ISO 50001:2018 standards for the Energy Management Team
- Stakeholder management and identification methods.

EmiTech

As part of the long-term EmiTech programme, we continuously analyse evolving needs—particularly those related to new implementations—and expand our training offering accordingly. At the same time, we are working on further development of the programme, including the potential use of modern tools such as VR technology, which may enhance the training experience in the future.

Our primary objective remains to effectively address real technical challenges encountered in day-to-day operations.

In 2025, as part of EmiTech, we delivered 23 training sessions nationwide, with a total of 129 participants.

Driving Training

On 21–22 May 2025, a group of employees participated in a 4x4 driving training course organised in cooperation with the Akademia 4x4. The programme included both theoretical sessions and practical off-road driving exercises, focusing on driving techniques, hazard recognition, and the use of off-road equipment.

On 6 November 2025, more than 40 employees participated in a safe driving training session at Tor Kielce. The programme combined core principles of defensive driving with hands-on exercises designed to sharpen responses in demanding road conditions, including low-traction surfaces and vehicle control in skid scenarios.



A Culture of Equality and Openness Inclusion in Practice

Diversity Declaration

At our company, we have implemented an internal document—the Diversity Declaration—which establishes a standard of equal opportunities in access to company resources and professional development. We combine youth with experience, valuing the loyalty and commitment of our employees. Those celebrating work anniversaries receive financial awards and are recognised in the company bulletin. We also support parents through initiatives such as “Two Hours for the Family”, “A Book for Children’s Day”, and “Mum, Dad—Show Me Emitel”, which allows children to visit their parents at work and spend time together.

Diversity Management and Building an Inclusive Culture

The workshop “Inclusive Leader – Management, Collaboration, Diversity” was delivered as part of a broader initiative focused on diversity management and building an inclusive organisational culture at Emitel. The training was based on the principles of Nonviolent Communication (NVC), promoting communication rooted in equality, respect and mutual trust.

It supported leaders in developing competencies related to inclusive communication, recognising diverse employee needs, and fostering a sense of collaboration and belonging. The workshop was conducted in five editions, involving more than 50 participants in managerial and leadership roles. The next phase of the project will focus on developing a comprehensive diversity management policy that clearly defines Emitel’s standards, priorities, and long-term objectives in this area.

Conference by Katalyst Education Foundation and UNICEF

On 16 June, we participated in a conference organised by the Katalyst Education Foundation in cooperation with UNICEF, focused on equalising educational opportunities in schools and the labour market.

For the past three years, we have collaborated with the Foundation, supporting initiatives aimed at breaking down barriers in education through the Mapa Karier project. This is a free, interactive career guidance tool used by students, teachers and career advisors working with young people.

Currently, under the patronage of UNICEF, the project is being expanded to include diversity-related topics in Polish schools and the labour market, with a particular focus on career guidance for Ukrainian youth facing the challenge of planning their future.

During the conference, we broadened our knowledge of initiatives supporting young people in diverse environments and the future development directions of the Mapa Karier UA project. We also participated in workshops with young people of refugee backgrounds, sharing insights into future skills, labour market dynamics, and potential career pathways.

Regular Development Reviews

For the past three years, as part of building a feedback-oriented culture, we have conducted regular development review processes. These enable us to assess the extent to which expected behaviours and ways of working are reflected in employees’ daily activities, while also supporting their professional growth. In 2025, 381 employees received feedback from their managers as part of this process.



Development reviews allow us to monitor employee competencies and ensure alignment with company values, while also supporting performance, motivation and job satisfaction.

Regular meetings create a structured forum for both employees and managers to align on expectations, review development objectives, and address the broader factors that shape engagement and well-being.

Anna Kołodziej
Head of Development and Recruitment Centre, Emitel S.A.

Benefits for Our Team

Overview of benefits available to Emitel employees:

- Benefits platform
- Co-financing of sports cards
- English language courses
- Private medical care, including psychological consultations
- Housing loans
- Insurance programme with an investment component funded by the employer
- Additional days off, including for volunteering activities
- Team-building events, trips and mountain excursions
- Access to audiobook and e-book applications
- Paid employee referral programme
- Extensive training offer
- Opportunity to develop as an internal trainer

Emitel Reading Community

Reading and listening to books is one of the most popular ways our employees and collaborators choose to spend their free time. With this in mind, in 2018, we introduced access to Audioteka as part of our benefits package, followed by the Legimi platform, which, alongside audiobooks, offers a wide catalogue of e-books.

Currently, around 200 employees and collaborators use Legimi, representing approximately 44% of the Emitel team. Usage statistics show that we collectively read nearly 70,000 pages per month, equivalent to around 230 books. Users have access to over 500,000 e-books and audiobooks.

500,000

available e-books
and audiobooks

70,000

pages read
monthly

200

members of the
Emitel reading
community



Emitel Up Close

With Open Arms

Recruitment and Onboarding

At Emitel, we operate a paid employee referral programme, and candidates can expect a transparent and fair recruitment process. Respecting candidates' time, we typically limit recruitment to a single meeting, during which they have the opportunity to meet their prospective manager and receive key information about working at Emitel.

In 2025, we conducted nearly 200 recruitment interviews, resulting in 35 hires from the external job market. New employees are supported through a structured onboarding programme designed to help them quickly become effective in their roles, while also fostering a sense of belonging and integration within the team and organisational culture. As part of the "Together at Emitel" initiative, we organised a dedicated meeting for new employees and collaborators, enabling them to better understand the company, meet the team, and gain insight into the work of technical departments.

EmiPuls



Each year, we conduct the EmiPuls employee survey, which provides valuable insight into how employees perceive Emitel as a workplace. Thanks to employee feedback, we gain a clear understanding of which aspects of the working environment are most appreciated and where there is room for improvement.

In the survey conducted between September and October 2025, 77% of employees and collaborators participated. Overall results remained comparable to the previous year, with the highest level of positive responses recorded in the area of leadership. Improved ratings were also observed in areas such as competence development, collaboration and communication, and responsible business practices.

Leadership and Responsibility in Human Resources

Implementing the 5P Model in the Competency Framework

In September 2025, the Emitel values framework was further strengthened with the addition of a fifth pillar: Leadership and Responsibility. This change prompted a review and update of the existing competency model to align it with the revised set of values.

We understand leadership and responsibility as attitudes that can be demonstrated by anyone, regardless of position—within a team, a project, or daily work. Leadership means taking initiative, exerting a positive influence, and inspiring others to act. We assume that every employee and manager shares responsibility for the Company's development and value creation.

As a result of this process, the competency model was updated. It now includes eight competencies: four organisational competencies applicable to all employees and four managerial competencies. Each competency is described using three behavioural indicators, replacing the previous four.

The most significant change was the stronger alignment of the competency model with the 5P values, with particular emphasis on Leadership and Responsibility.



Health and Safety at Work

Health Without Barriers

“Mental Health Without Fear or Stigma” Campaign

Raising awareness of risks related to depression, burnout, and other emotional challenges—while promoting open dialogue—were the main objectives of the mental health campaign launched at Emitel in February 2025. Emotions are woven into the fabric of everyday life, shaping our decisions, influencing our relationships, and underpinning our overall sense of well-being. They also play a crucial role in the workplace. Professionalism does not mean suppressing emotions—on the contrary, recognising and managing them effectively is a key element of emotional intelligence, highly valued in professional environments.



Cybersecurity

We hold the following certifications:

1. ISO 27001:2022 – Information Security Management System
2. ISO 22301:2019 – Business Continuity Management System

In 2025, we delivered:

- 8 cybersecurity training sessions under the #cyberresilient programme, attended by 345 participants;
- 3 phishing simulation campaigns assessing employee resilience to cyber threats, covering all employees;
- onboarding training for 18 new employees in information security, cybersecurity, and business continuity.

Information Security Management System

To ensure a high level of information protection, we maintain an Information Security Management System (ISMS) compliant with ISO/IEC 27001:2022.

Certification confirms that we have implemented a comprehensive approach to information security management, including:

- identification and assessment of cybersecurity risks;
- implementation of appropriate technical and organisational safeguards;



Information security and business continuity are not merely regulatory obligations; they constitute a fundamental expression of our responsibility to our clients and partners. In 2025, we continued to develop our management systems in line with ISO 27001 and ISO 22301 standards, strengthening the resilience of both our infrastructure and operational processes. Equally important is employee awareness, which is why we conduct training sessions and educational campaigns under the #cyberresilient programme, helping employees better understand the modern digital threats.

We believe that security is built collectively—through technology, robust procedures, and the everyday responsible actions of all employees. This enables us to ensure the stability and reliability of services that form a vital part of Poland’s communications infrastructure.

Marcin Buzdygan

Director of Security Management Office, Emitel S.A.

- monitoring of security incidents;
- management of access to systems and data;
- vulnerability and patch management;
- security oversight of suppliers and technology partners.

The information security system encompasses both IT environments and the technical infrastructure supporting the provision of broadcasting and telecommunications services.

Regular internal and certification audits verify the

effectiveness of implemented security measures and ensure the continuous improvement of our information security management system.

Business Continuity Management

Ensuring the continuous and resilient operation of our broadcasting infrastructure is a fundamental commitment to both our clients and the wider public.

To this end, we maintain a Business Continuity Management System compliant with ISO 22301:2019.

The system prepares the organisation to respond effectively to a wide range of disruptive events, including:

- technical infrastructure failures;
- power outages;
- cyberattacks;
- unforeseen incidents or natural disasters;
- disruptions affecting the availability of IT systems.

As part of our business continuity framework, we conduct:

- Business Impact Analyses (BIA);
- identification of critical processes;
- development of business continuity and recovery plans;
- testing of emergency scenarios;
- simulation exercises for crisis situations.

Regular testing of continuity plans allows us to verify organisational readiness and continuously improve service recovery procedures.

Cybersecurity Risk Management

Cybersecurity is an integral component of the organisation's overall risk management process.

We systematically identify and assess risks related to:

- IT system security;
- availability of telecommunications infrastructure;

- data protection;
- security of technology service providers.

To mitigate these risks, we implement multi-layered protection mechanisms, including:

- network segmentation and access control;
- monitoring of security events;
- protection against unauthorised access;
- cryptographic safeguards for data transmission;
- vulnerability management.

Continuous monitoring of technical infrastructure and analysis of security events enable the rapid detection of potential threats and the effective limitation of their impact.

Building a Cybersecurity Culture

A key element of our cybersecurity framework is raising employee awareness of digital threats. We carry out regular educational initiatives, including:

- cybersecurity training sessions;
- webinars on current threats;
- awareness campaigns promoting safe use of technology;
- annual initiatives as part of European Cybersecurity Month.

Training programmes also cover:

- recognising phishing attempts;
- secure use of IT systems;
- data and information protection;
- principles of secure access management.

Through these efforts, employees actively contribute to building a culture of security and support the organisation in identifying potential risks.

Raising Safety Standards

Emergency Services Training Using Tower Infrastructure

At the RTCN Olsztyn / Pieczewo facility, specialised exercises were conducted using Emitel's tower and technical infrastructure. The objective was to apply advanced high-altitude training techniques and simulate the evacuation of an injured person from a tower structure.

The exercises were conducted in accordance with a detailed scenario approved by the Head of the Olsztyn Technical Unit, with comprehensive safety measures and full medical support in place. Participants included representatives of the uniformed services—the Police, the Fire Service and the Armed Forces—alongside elite special units, such as Counter-Terrorist Police Units from Olsztyn, Gdańsk and the National Police Headquarters, responsible for counter-terrorism and specialist operational response actions.

During the exercise, participants ascended a 203-metre mast, established a working position, and performed controlled rope descents over several dozen metres. This was followed by a simulated evacuation

of an injured person from the structure, conducted in accordance with a scenario prepared by the Fire Service.

Cooperation with uniformed services is an important element of Emitel's mission. It reflects our commitment to the safety, health and lives of our employees, while also contributing to broader public safety and support for local communities.

Evacuation and Fire Safety Drills at the Network Operations Centre

At the SLR Kraków / Krzemionki facility, which houses the Network Operations Centre, we conducted comprehensive evacuation and fire safety drills to rigorously test and refine our safety procedures, including evacuation protocols and the performance of critical fire protection systems.

As part of the exercise scenario, a test alarm was triggered, followed by the evacuation of all individuals present on site. We also verified the performance of fire detection and alarm systems, emergency lighting, and firefighting equipment, including external hydrants.

The drills were carried out in cooperation with the Security and Service Protection Department, the Network Operations Centre, and the State Fire Service, including Rescue and Firefighting Unit No. 2 in Kraków.

The exercise also provided an opportunity for firefighters to familiarise themselves with the layout of the facility and the specific challenges of conducting rescue operations, particularly within the concrete tower structure. We additionally rehearsed the procedure for transferring the Network Operations Centre to a backup location as part of our business continuity measures. A key component of the exercise was the practical training for employees, who had the opportunity to use firefighting equipment themselves.

The drills were executed in full accordance with the approved plan and under comprehensive supervision, ensuring continuous network monitoring, adherence to occupational health and safety requirements, and the integrity of the facility's physical security. This initiative represents an important element in strengthening the culture of safety at Emitel and enhances the organisation's preparedness to respond effectively in crisis situations.

It also directly contributes to organisational resilience by enabling the continuous improvement of emergency procedures, ensuring the continuity of critical services, and safeguarding both employees and infrastructure.



Why This Matters to Us?

Environmental Protection

In Harmony with Nature

We minimise the environmental impact of our operations by drawing on international standards, improving energy efficiency, and progressively decarbonising our infrastructure.

We integrate our operational approach with a long-term ESG strategy, develop solutions based on circular economy principles, and strengthen our capabilities in energy and resource management. Our aim is to ensure the responsible development of critical infrastructure while supporting the energy transition across the industry.

TOPICS COVERED IN THIS CHAPTER:

- Environmental management based on ISO 14001 and ISO 50001 standards
- Decarbonisation and carbon footprint management (Scopes 1, 2 and 3)
- Energy efficiency and the development of renewable energy sources
- Technological innovations supporting climate transition
- Circular economy, waste management and water stewardship
- Biodiversity and habitat protection
- Electromagnetic field (EMF) monitoring



Environmental Management

ISO 14001:2015

The foundation of Emitel's Environmental Management System is the international ISO 14001:2015 standard. A surveillance audit conducted in 2024 by the accredited certification body PCCERT once again confirmed that our activities and procedures are fully compliant with the requirements of this standard.

In line with ISO 14001:2015, we consistently undertake measures aimed at reducing our environmental impact, optimising the use of natural resources, developing environmental programmes, improving monitoring and reporting processes, and raising environmental awareness among employees. Our commitment to continuous improvement is reflected in regular internal audits, systematic updates of environmental objectives, and the proactive identification of areas requiring enhancement.

ISO 50001:2018

To strengthen our efforts in energy efficiency, we established a dedicated Energy Management Team responsible for implementing and overseeing an energy management system in line with ISO 50001:2018, for which we obtained certification in 2025. The implementation of this system enables the systematic identifica-

tion of energy-saving opportunities, precise monitoring of energy consumption, development and execution of optimisation programmes, and regular energy reviews of our infrastructure.

The establishment of the Energy Management Team and the adoption of ISO 50001 are key elements of our sustainability strategy. These initiatives focus on reducing our carbon footprint while optimising operational costs—combining business objectives with a responsible response to climate challenges and fostering an energy-conscious organisation.

A Sustainable Signal: Decarbonisation at the Core of Emitel's Infrastructure

Digital data transmission, while largely imperceptible in everyday life, carries a measurable environmental footprint. Emitel's broadcasting and streaming infrastructure, including transmitters, cooling systems, and transmission platforms, demands substantial energy inputs, which in turn contribute directly to greenhouse gas emissions.

Recognising this responsibility, we actively implement measures to reduce our carbon footprint. These include modernising technical infrastructure, deploying energy-efficient solutions, and continuously monitoring and optimising energy consumption. At the same time, we invest in renewable energy sources and advanced power management systems, enabling more efficient use of available resources.

These initiatives form part of Emitel's long-term commitment to mitigating climate change and supporting the development of a more sustainable telecommunications sector. Accordingly, our climate policy is centred on reducing emissions and mitigating climate-related impacts, in alignment with the objectives set out in our ESG Strategy.

As part of our sustainability approach, we regularly assess the impact of our service portfolio on decarbonisation goals. These analyses are based on measurable indicators, including CO₂ emissions reduction and energy efficiency of our solutions. This allows us to identify and implement initiatives that genuinely support our business partners in reducing their environmental impact and strengthening organisational resilience.



Carbon Footprint Reduction Strategy

We consistently reduce our carbon footprint, treating decarbonisation as an integral element of our business model and our long-term responsibility for climate impact. We have also initiated work on a decarbonisation strategy in cooperation with Cordiant Digital Infrastructure Limited.

Emitel's greenhouse gas emissions are classified across three scopes.

Scope 1

It comprises emissions generated directly from the Company's operations. These include emissions arising from the combustion of heating oil and natural gas used for the production of thermal energy; the combustion of diesel fuel for electricity generation in emergency situations; the consumption of petrol and diesel by the Company's vehicle fleet; as well as fugitive emissions of refrigerants from air conditioning installations and fire suppression systems.

Scope 2

It relates to indirect greenhouse gas emissions arising from the purchase of electricity and thermal energy from external suppliers.

Scope 3

It encompasses all other indirect emissions arising across the organisation's value chain. The calculation of the carbon footprint within this scope includes emissions associated with business travel undertaken by various modes of transport, as well as those generated during the construction of transmission towers.

Within Scope 1, we undertake targeted measures to reduce direct emissions, including the gradual transition away from oil-based heating towards electric heating powered by renewable energy sources, as well as the replacement of cooling systems with solutions utilising refrigerants characterised by a lower Global Warming Potential (GWP).

Within Scope 2, we focus on increasing the share of renewable energy sources, enhancing energy efficiency under the ISO 50001 framework, expanding the application of circular economy principles in the utilisation of waste heat, and procuring Guarantees of Origin.

With respect to Scope 3, we are currently undertaking the identification of greenhouse gas emissions, encompassing indirect emissions generated throughout the value chain and lying beyond the Company's direct operational control. The scope of work encompasses the identification of relevant categories, together with an evaluation of the availability and quality of data required to support their robust and reliable quantification.

At the heart of Emitel's ESG Strategy lies the conviction that the future of business should be founded on responsibility and the principles of sustainable development. The ESG Policy for 2021–2025 established a set of ambitious objectives, with a particular focus on responsible investment management and the systematic reduction of the Company's environmental footprint. These objectives encompassed initiatives aimed at improving energy efficiency, promoting responsible waste management, and protecting endangered species.

Energy Efficiency

Our transmission network is one of the largest in Poland, comprising 774 towers and masts and covering more than 98% of the country's territory.

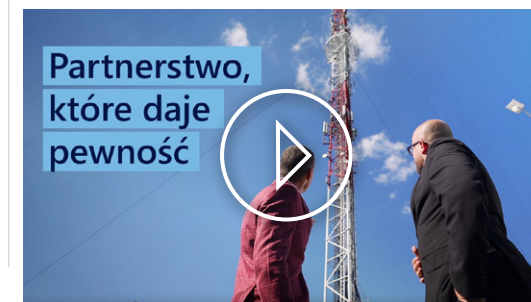
Such an extensive infrastructure represents not only a significant business responsibility but also a critical component of national strategic infrastructure. For

this reason, we have undertaken further investment in renewable energy, including the expansion of three additional photovoltaic installations across our sites, with completion planned for early 2026. In total, we will operate more than 90 PV installations nationwide. This project is important not only for the development of renewable energy but also for enhancing the security and operational stability of our infrastructure.

The initiative was preceded by a detailed technical dialogue with our partner, during which we jointly analysed the concept of managing distributed installations, their compliance with applicable standards, and cybersecurity considerations.

Thanks to a modern monitoring platform, we are able to oversee the operation of each installation in real time and analyse key performance indicators. To date, photovoltaic installations at our facilities have generated more than 8 million kWh of energy.

Watch this in the accompanying video:



In 2025, our key initiative in the field of energy efficiency was the implementation and certification of an Energy Management System compliant with ISO 50001:2018. Achieving this certification affirms our structured and disciplined approach to energy management—from real-time consumption monitoring and the setting of measurable targets to the continuous improvement of energy efficiency. In the same year, we sourced 100% of our electricity with guarantees of origin for the first time. The effectiveness of our efforts was also recognised externally, with the Company receiving the Grand ESG and ESG Innovator awards for improvements in energy efficiency.

Technological innovation supporting climate transition.

Reducing the carbon footprint

“Zero-Emission Heating” Project

This project exemplifies an innovative application of circular economy principles within a critical infrastructure environment. It centres on the recovery and

utilisation of waste heat generated by broadcasting systems. Thermal energy produced during radio and television signal transmission is captured and repurposed to heat both technical and office spaces, rather than being dissipated as a by-product of the technological process.

A pilot implementation at the RTCN Wręczyca Wielka facility enabled the complete elimination of traditional building heating without compromising working conditions. The solution is complemented by the gradual replacement of certain air conditioning systems with free-cooling ventilation systems.

This project is not a one-off initiative; it has become a core pillar of our decarbonisation strategy, implemented within the certified ISO 50001:2018 Energy Management System. Its effectiveness and scalability are demonstrated by the ongoing rollout across six additional Company sites. The initiative illustrates how critical infrastructure can actively and systematically support climate transition.

Broadcasting systems are powered by electricity sourced from renewable energy, both through the purchase of certified energy and through in-house generation from photovoltaic installations located at our sites—further strengthening the low-emission profile of our energy management processes.

Waste and Water Resource Management

We continuously enhance process efficiency in line with circular economy principles, optimising the use of resources and raw materials, minimising waste generation, and actively promoting reuse and resource recovery. We recover waste heat and use it for building heating, and we operate a central warehouse for used equipment, enabling its reuse.

At the same time, we ensure responsible water management by monitoring the direct water consumption required for our operations.





Biodiversity and Habitat Protection

We believe that even the smallest step towards protecting nature can make a meaningful difference. Sustainable development, including biodiversity protection, is an integral part of our operations.

One of our key initiatives is the "Returned to Nature" programme, under which we assess the impact of our facilities—including broadcasting stations—on surrounding protected areas. The results of these analyses enable us to assess the degree to which environmental objectives outlined in official documentation are being achieved.

We also support pollinator protection by creating low-intensity green areas around our facilities. Wherever possible, we limit mowing and allow vegetation to grow naturally, helping to preserve habitats for pollinating insects and supporting local biodiversity.

Natural Neighbours: Peregrine Falcons at Emitel Sites

Peregrine Falcon Protection

For many years, we have supported the protection of the Peregrine Falcon, which frequently selects our transmission towers as nesting sites. In Poland, this species is subject to strict protection. We maintain ongoing cooperation with the Society for the Protection of Wild Animals "Sokół". Currently, peregrine falcons named Emisja and Dobromir are nesting at our facility in Dobra, and their activity can be followed via a live stream on the organisation's website.

A Kestrel Nest That Halted Demolition Works

During preparations for the demolition of a concrete tower at RTON Łobez / Toporzyk, we discovered a nest of the Common Kestrel, a species also under strict protection. In consultation with an ornithology expert, we decided to suspend demolition works until the end of the breeding season. Work resumed only after the young birds had safely left the nest.



At Emitel, we systematically monitor electromagnetic field (EMF) levels at every stage of an installation's lifecycle—from design and deployment to full operation. These activities form an integral part of our Environmental Management System, in line with ISO 14001, and are consistent with the requirements of ISO 50001. Already at the design stage, analysis and control of emission parameters enable their optimal configuration, contributing to rational energy use and improved energy efficiency throughout the installation's lifecycle.

Ryszard Chlebda

Sustainability and Environmental Protection Coordinator Emitel S.A.

Electromagnetic Field (EMF) Monitoring

We continuously monitor electromagnetic field intensity around broadcasting towers and telecommunications equipment, which, like many everyday devices, are sources of EMF.

Regular measurements and analysis of EMF levels are important elements of our environmental policy.

Although we are dealing with non-ionising radiation at levels that, according to current scientific knowledge, do not cause direct harmful effects to living organisms, we place particular emphasis on monitoring and limiting emissions. These actions are aligned not only

with legal requirements but also with the precautionary principle in relation to potential long-term impacts on ecosystems.

As part of our comprehensive approach to EMF management, we:

- integrate EMF impact assessments into the planning, design and siting of new installations;
- conduct regular EMF measurements in cooperation with accredited laboratories;
- implement advanced technical solutions to minimise EMF emissions;
- maintain a transparent information policy, making measurement results available to relevant stakeholders.

Why This Matters to Us?

Society

The Rhythms and Resonance of Culture

The communities in which we operate are important points of reference for our actions. We support their development by combining the potential of technology with initiatives that deliver real social and cultural value. We are involved in events, partnerships, and educational and charitable activities that foster integration, nurture talent, and help build an accessible and inclusive environment for diverse groups, responding to genuine, local needs.

TOPICS COVERED IN THIS CHAPTER:

- Engagement in cultural and social events
- Support for sport and talent development
- Partnerships and collaboration with organisations and institutions
- Educational programmes and initiatives for young people
- Activities for local communities
- Charitable work and employee volunteering



The Rhythms and Resonance of Culture – Our Engagement in Cultural Events

The Rhythm of a Great Master – The International Chopin Piano Competition

We support cultural initiatives that transcend divisions, bringing people together and creating meaningful shared experiences. For this reason, we have long supported the International Chopin Piano Competition—an event that reaches far beyond the concert hall and stands as a symbol of mastery, sensitivity and artistic harmony.

In 2020 and 2021, we partnered with the Fryderyk Chopin Institute as an official supporter of the Competition. Continuing this collaboration, we supported the Institute's musical events in 2024–2025, including the 19th edition of the Competition, the 21st "Chopin and His Europe" Festival, concerts marking the composer's birthday, and international events accompanying the Competition. Our support also extended to the activities of the Fryderyk Chopin Museum and the Chopin birthplace in Żelazowa Wola.

Wisła Live

We supported the Wisła Live project, organised by Radio Kolor. The initiative aimed to promote artists and bands inspired by the Vistula River. The competition was open to young bands and independent creators from across Poland and included a promotional campaign, public voting, and the presentation of finalist works during the Równonoc Dzielnicy Wisła event.



Film, much like radio and television, has long shaped the collective imagination. It is therefore only natural for Emitel to be present at the Krakow Film Festival. By supporting this

remarkable event, we aim to stay closely connected to creators, audiences, and the ideas that inspire and forge meaningful connections between people. We believe that culture has a unique power to unite, and that each such occasion creates a space where technology and art converge. At Emitel, we take pride in supporting these moments when image, sound, and emotion come together to create something truly distinctive. I wish all festival participants a time filled with emotion, discovery, and encounters that will stay with them long after the event has ended.

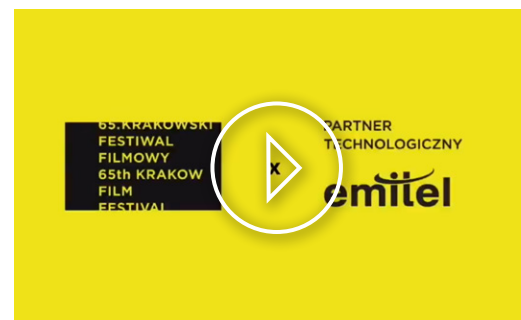
Maciej Pilipczuk

President of the Management Board, Emitel S.A.

Krakow Film Festival

We once again acted as the technological partner of the Krakow Film Festival. The 65th edition of the event took place in cinemas from 25 May to 1 June 2025, with

an additional highlight being the illumination of the Emitel tower in Krzemionki in the festival's visual identity colours. The lighting installation, designed in line with the concept by Przemek Dębowski, a renowned Polish graphic designer and illustrator, adorned the structure each evening throughout the festival. Watch more:



Krakow Jazz All Souls' Day Festival

In 2025, we became involved in preserving one of Poland's most important and longstanding jazz traditions by supporting the jubilee 70th edition of the Krakowskie Zaduszki Jazzowe. The festival took place from 5 to 8 November across various venues in Kraków, bringing together enthusiasts of improvisation, sound, and artistic freedom. This partnership reflects our respect for cultural heritage and our commitment to supporting initiatives that bring generations together.

<https://krakowskiezaduszkijazzowe.eu/>



Supporting Polish culture is a great honour for us. The International Chopin Piano Competition is an event of exceptional standing, which

for generations has built bridges between cultures and fostered a global community of music lovers. We are delighted that Emitel has once again become part of this extraordinary occasion. It is also an opportunity for us to highlight the values that are close to our company – nurturing tradition, supporting young talent, and promoting Poland as a country rich in cultural heritage. Our partnership with the International Chopin Piano Competition, alongside our involvement in the Chopin and His Europe Festival, underscores our ongoing commitment to supporting initiatives that leave a lasting imprint on the development of culture in Poland and across the international stage.

Jarosław Niechcielski

Director of Regulatory Affairs and External Relations, Emitel S.A.

Supporting the Spirit of Sport

The Strength of Women's Sport

For the past three years, we have been the main sponsor of KKP Warszawa, supporting the club not only financially but also through advisory input in marketing and brand development.

Our involvement goes beyond traditional sponsorship—we actively promote physical activity, encourage the development of young talent, and support equal opportunities in sport.

Over the past year, we partnered with the "Women Footballers' Day" to celebrate the club's landmark achievements: the senior team's promotion to the First League and the U18 squad securing its place in the Central Junior League — the highest tier of competition in Poland. These accomplishments confirm the effectiveness of our long-term approach to nurturing young talent. We are proud to continue this partnership in the seasons ahead.

Fencing at an Olympic Level

As a long-standing partner of the Legia Warszawa Wheelchair Fencing Section, we once again supported the organisation of the Open International Polish Championships in Wheelchair Fencing, held in

Warsaw. The event brought together athletes from multiple countries for three days of intense competition, passion and extraordinary determination.

As part of #TeamEmitel, our volunteers actively contributed to preparing competition platforms and supporting the organisational logistics of the tournament. Co-organised with the Legia Foundation, the event was not only a high-level sporting competition but also a space promoting values close to us: inclusion, equality and mutual respect.

Activity Challenge

In September, Emitel hosted a company-wide sports challenge involving 158 participants.

Throughout the month, employees tracked their activities—such as walking, running, cycling and other forms of exercise—using the Activity platform. Each activity contributed not only to internal sports competition but also to a charitable fundraising initiative.

Within the first two weeks alone, participants raised PLN 10,000. The Emitel Management Board decided to increase the total by an additional PLN 5,000, bringing the final contribution to PLN 15,000.

This result was a direct reflection of the participants' commitment and their everyday engagement throughout the challenge.



Partnerships and Support Programmes

Long-term Partnerships

- Polish Amateur Radio Union (Polski Związek Krótkofalowców)
- Łazarski University
- The European Economic Congress (EEC Poland) NEW!
- The British Polish Chamber of Commerce NEW!
- Poznań CityLab NEW!
- The American Chamber of Commerce in Poland
- LoRa Alliance
- The National Chamber of Electronics and Telecommunications
- The Polish Chamber of Information Technology and Telecommunications
- The Polish Chamber of Electronic Communications
- The Polish Digital Broadcasting Chamber
- Broadcast Networks Europe
- Employers of Poland
- Polish Chamber of Unmanned Systems

The Strength of Enduring Partnership

In 2025, we were proud to participate in the centenary celebrations of Polish Radio, supporting a commemorative concert marking one hundred years of this

distinguished institution. This partnership is a natural one for us – as a broadcast infrastructure operator, we have long contributed to the technological backbone of radio in Poland, ensuring both the reach and the reliability of its transmissions.

Ecclesia Villanovensis Foundation

For several years, we have provided financial support to the Ecclesia Villanovensis Foundation, engaging in initiatives dedicated to the care, restoration, and conservation of St. Anne's Church in Wilanów. This site holds considerable historical and cultural significance for the local community to which we belong; notably, Emitel's headquarters is situated in Warsaw's Wilanów district.

TOTUS TUUS Awards

For many years, in promoting the values of humanism, we have sponsored the TOTUS TUUS Awards in the category "Achievements in Christian Culture." These awards are presented on the eve of Papal Day by the "Work of the New Millennium" Foundation to individuals and institutions that advance the teachings of Saint John Paul II.

Foundation for the Development of Radiocommunication and Multimedia Technologies

Our cooperation with the Foundation for the Development of Radiocommunication and Multimedia Technologies represents an investment in future technology leaders and in the advancement of the economy. We are proud to support initiatives that help shape the future of Polish science through scholarships, mentoring, and contributions to the funding of innovative research. In recognition of his sustained and distinguished service, Andrzej J. Kozłowski was awarded the Knight's Cross of the Order of Polonia Restituta by the President of the Republic of Poland.

Polish Amateur Radio Union

We have supported the Polish Amateur Radio Union for many years. Recognising the passion of its members, we provide space on our facilities, enabling the development of a nationwide amateur radio network. Our experts and engineers share their knowledge and experience by participating in industry meetings and offering substantive consultations. We believe that a strong, grassroots amateur radio movement plays a vital role, particularly in maintaining continuity of communication in times of crisis.

Science and Technology Film Festival

We became a partner of the inaugural edition of the Science and Technology Film Festival—an event that brought together the worlds of science, technology, and film, creating a space for dialogue on the role of innovation in shaping the future. By supporting the festival, we engage in initiatives that promote knowledge and demonstrate how emerging technologies influence everyday life and the evolution of contemporary media.

As part of the event, an Emitel representative participated in the panel discussion "Media in the Age of AI," which explored the impact of artificial intelligence on the media and broadcasting sectors, including the ways in which information is created, distributed, and consumed. Our participation in the festival provided an opportunity to exchange perspectives with representatives of the scientific, technological, and media communities, as well as to contribute to the broader debate on the responsible development of technology and the future of communication.

Science Camp at Emitel Infrastructure

As part of our cooperation with the Zespół Szkół Łączności w Krakowie, a group of 20 students participated in a science camp in Szczyrk on 17 September 2025. A key highlight of the programme was a visit to the Emitel facility, RTON Skrzyczne. Aspiring electronics and ICT technicians were given the opportunity to engage directly with operational telecommunications infrastructure. Experiences of this kind bridge the gap between theory and practice, enabling students to better understand the real-world application of their knowledge, while fostering further development and informing their future career paths.



Neighbourhood Innovations at the 10th Zwolnieni z Teorii Olympiad

For years, we have supported the nationwide initiative Zwolnieni z Teorii, promoting key future skills such as project management and teamwork. Through our proprietary programme "Neighbourhood Innovations", we support community-led initiatives that harness technology to enhance local environments in line with Smart City principles.

During the 2025 edition of the programme, we recorded a significant increase in youth engagement — of the 34 projects submitted, as many as 22 were successfully completed (compared to 11 in the previous year). A total of 124 participants brought their innovative ideas to fruition, including applications designed for people with disabilities, solutions enhancing public transport, and a range of pro-environmental initiatives.

Our experts actively supported participants as mentors and jury members during the Pitch Contest and the Grand Finale, which attracted around 2,500 visitors to the Emitel stand.

The "Neighbourhood Innovations" programme serves as a platform for dialogue with a new generation of changemakers, bringing together technology and tangible benefits for local communities and the environment.

Emitel as a Partner of Poznań City Lab

We established a partnership with Poznań City Hall and the In_Spire Foundation (part of the MTP Group), becoming the first partner of the Poznań City Lab, launched by these institutions. The shared objective of this initiative is to promote modern technologies, deliver pilot projects (in a Proof of Concept – PoC model), and foster the development of innovative solutions in the areas of Smart City and Distributed Antenna Systems (DAS) across the Wielkopolska region.

Further information: <https://poznancitylab.pl/>

Caseweek

In 2025, we once again participated in the Caseweek event organised by IAESTE Poland. This initiative provides students with direct access to industry professionals and the opportunity to work on real-world case studies, fostering the development of professional skills, meaningful relationships, and hands-on experience.

As part of the 2025 edition, we delivered two workshops, attracting nearly 50 students from seven universities: AGH University of Science and Technology, Gdańsk University of Technology, Rzeszów University of Technology, Silesian University of Technology, Warsaw University of Technology, Wrocław University

of Science and Technology, and Łódź University of Technology.

Participants took part in an online webinar dedicated to the phenomenon of intermodulation in radiocommunication systems, as well as an on-site workshop at AGH focusing on 5G Broadcast technology.

Supporting Local Communities

Acting responsibly, we seek to maximise the useful life of fully operational equipment decommissioned from sites undergoing closure or modernisation. Rather than disposing of such assets, we redeploy them wherever they can deliver tangible value and enhance the safety of local communities. In 2025, we placed particular emphasis on supporting local Volunteer Fire Brigades (OSP).

In October, a power generator from the decommissioned SLR Dobra Nowogardzka facility was donated to the Municipality of Dobra, where it now provides an important technical safeguard for local firefighters and residents. At the beginning of December, we transferred a stationary generator from the SLR Wysoka / Góra Świętej Anny facility to the OSP unit in Chrzelice. Thanks to the commitment of the volunteer firefighters, the equipment was mounted on a transport trailer, gaining a new function — it now serves as a mobile power source during rescue operations and supports the local community in emergency situations.



Data Overview

Summary of the implementation of ESG Policy objectives for 2021–2025

Key initiatives	ESG KPI 2025	Implementation / further plans
Landscape, biodiversity and habitat protection		
Location of new transmission stations and equipment in areas ensuring minimal impact on the landscape and the lowest possible interference with the surroundings, including maintaining appropriate distances between electromagnetic field exposure and areas accessible to people.	For 100% of planned RTV emissions – technical feasibility analysis of locating installations on existing tower infrastructure.	Completed.
	For 100% of planned emissions – environmental opinions issued.	Completed.
	For 100% of commissioned emissions – environmental impact analyses carried out.	Completed.
Systematic expansion of protected natural habitats monitored in terms of electromagnetic field impact.	Monitoring of EMF for a defined 500 sites.	Completed.
	Nature inventory with a protection plan for 100% of stations located in national parks and Natura 2000 areas.	Completed.
	List of sites designated for restoration to their natural condition, together with restoration plans.	Completed.
Engagement in species protection programmes.	Continuation of cooperation with the Association for Wild Animals "Sokół" within the peregrine falcon protection programme.	Completed.
	Species protection coverage for selected animals.	Protection covered a kestrel nest at a site designated for demolition. Demolition was postponed.
Implementation of Smart Cities projects.	Cooperation with institutions/organisations whose statutory objectives include animal species protection.	Cooperation was not established.
	Signing at least 1 contract annually for project implementation.	Completed.
Improvement of energy efficiency		
Implementation of initiatives improving energy efficiency (including use of waste heat, application of LED lighting and technologies with higher energy efficiency, free cooling technology).	Reduction of carbon footprint (avoided emissions) by a minimum of 8.4 tCO _{2e} /year.	Completed.
	Launch of two sustainable development projects annually.	Completed.
	Development of the document "Best practices in micro-efficiency".	Completed.

Development of own photovoltaic installations.	Generation of a minimum of 10 MWh annually from own installations.	Completed (in 2025: 3,431 MWh).
	Implementation of projects approved following feasibility studies.	Completed.
Increasing the share of energy from renewable sources in the Company's overall energy mix.	By 2025, an average annual minimum of 63% certified energy from renewable sources (three times the EU target for Poland of 21%).	Completed. Purchase of guarantees of origin for energy in the amount of 84 GWh for 2025, representing 100% of electricity consumption.
Minimising EMF impact on the environment		
Monitoring of electromagnetic fields at all stages of operation of transmission stations, from planning to use.	100% expert assessments including EMF risk evaluation for new installations.	Completed.
Undertaking educational initiatives to promote knowledge about EMF.	Implementation of two training programmes annually.	Completed.
	Minimisation of the risk of social concerns – 100% response in situations requiring intervention within local communities.	Training/presentations delivered by the Director of BliU during meetings with local communities in areas of planned investments.
Conducting EMF studies – proprietary programme for monitoring electromagnetic fields around key Emitel S.A. facilities.	Acquisition of expertise and knowledge in the field of EMF intensity.	Completed.
Waste management		
Preventing waste generation and implementing initiatives to reduce its volume.	Implementation of at least two initiatives annually.	Completed under ISO 14001.
Reducing the volume of wastewater generated and controlling its quality.	Maintaining wastewater volume at a level not exceeding 1,000 m ³ /year.	Completed. Environmental policy for water and wastewater management has been developed.
	Maintaining the quality of wastewater discharged to the ground in accordance with water permits.	
Increasing environmental awareness and supporting pro-environmental attitudes.	Minimum of one internal educational campaign per quarter.	Completed. Implementation of ESG criteria in the procurement policy (ISO 14001).
	Introduction of a threshold between 2% and 5% for awarding points for environmental competencies of contractors – depending on contract type and ESG impact.	

Human relations and employee well-being

<p>Ensuring the safety and good physical and mental condition of employees, promoting a healthy lifestyle.</p>	<p>Minimum 1 internal information and educational initiative per quarter.</p> <hr/> <p>Implementation of a system for monitoring sickness absence levels. Introduction of programmes supporting preventive healthcare within the cafeteria benefits platform.</p>	<p>Key actions:</p> <ul style="list-style-type: none"> • Information campaign on preventive healthcare, including materials encouraging cancer screening; • Series of materials devoted to mental health, including work-life balance, stress management techniques and access to support; • Training and workshops supporting employee health and safety (including first aid, prevention of musculoskeletal disorders, and safe driving training); • Activities promoting workplace safety; • Initiatives integrating employees and their families, including charity actions and community events.
<p>Ensuring equal opportunities regardless of age, gender, disability, nationality or sexual orientation.</p>	<p>Minimum 1 internal educational campaign per quarter.</p> <hr/> <p>Cooperation with external entities as part of at least 2 initiatives annually.</p> <hr/> <p>Minimum 1 initiative per year supporting equal opportunities.</p>	<ul style="list-style-type: none"> • Cooperation with the Zwolnieni z Teorii Foundation under the partner programme "Social Olympiad 2025/26"; • Cooperation with AIESEC Poland and projects such as Caseweek and Level Up Your Skills; • Training in conflict resolution and intergenerational cooperation; • Campaigns supporting a sense of belonging and integration through shared values; • Cyclical employee surveys (EmiPulse and EmiPlus Check); • Optimisation of onboarding and adaptation processes; • Regular development discussions and employee competence assessments.
<p>Supporting employee development.</p>	<p>Development of employee development plans.</p> <hr/> <p>Implementation in line with the approved budget.</p>	<p>Implementation of training activities in line with assumptions; preparation of a training plan and budget for the following year, including mandatory, development, language, managerial and internal training.</p>
<p>Supporting others and promoting civic engagement, including support for people in difficult life situations, development of education, and promotion of cultural and sports events.</p>	<p>Implementation of employee volunteering.</p> <hr/> <p>Minimum two regular charity and volunteering initiatives annually.</p> <hr/> <p>Promotion of scientific, cultural and sports events.</p>	<p>We support, among others:</p> <ul style="list-style-type: none"> • KKP Warsaw (women's football); • Wheelchair Fencing Section of Legia Warsaw; • "Everyone to the match!" – Legia Foundation initiative.

Monitoring of activities

<p>Monitoring activities in the ESG area.</p>	<p>Frequency of ESG reporting.</p> <hr/> <p>Quality and timeliness of ESG reporting.</p>	<p>We annually provide data to the Cordiant Annual Questionnaire and the Responsible Investment Report published by the Owner.</p>
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GRI: 305-1**Total direct greenhouse gas emissions (Mg CO₂) - Scope 1, base year 2021**

Greenhouse gas emissions [tCO₂e]	2024	2025
Emissions related to electricity generation	126.2	99.586
Emissions related to heat generation	315.3	306.665
Emissions from cooling processes and steam generation (resulting from refrigerant leakage from HVAC systems)	222.15	175.77
Emissions related to the transport of materials, products and waste	1,080.64	1,070.281
Total direct emissions	1,744.31	1,652.302

GRI: 305-2**Indirect emissions – Scope 2, base year 2021**

Indirect greenhouse gas emissions [tCO₂e]	2024	2025
Indirect emissions related to electricity generation	6,544.7	0
Indirect emissions related to heat generation	92.9	81.65
Total indirect greenhouse gas emissions	6,636.6	81.65

We are currently undertaking a comprehensive assessment of our full Scope 3 carbon footprint.

GRI: 305-7**Emissions of NO_x, SO_x and other significant air pollutants**

	Mass of significant air emissions (tonnes)	
	2024	2025
NO _x	491.97	458.042
SO _x	160.08	156.196
Particulate matter (PM)	91.339	80.62

Emissions originate primarily from boilers and generators.

GRI: 303-1**Water withdrawal**

Total water withdrawal by source	Unit	2022	2023	2024	2025
Mains water	m ³	2,400	449**		
Groundwater	m ³	960	810	702	847
Total	m³	3,360	1,259		

** Note: As at the publication date of the report, data on water withdrawal have been partially estimated. The estimated variance assumes approximately 5% lower water consumption in 2023

GRI: 306-2**Waste by type and method of treatment**

Treatment method	Waste weight [Mg]			
	2024		2025	
	non-hazardous waste	hazardous waste	non-hazardous waste	hazardous waste
Recycling	23.183	6.257	30.931	8.894
Landfilling	3	0	5	-
Total	26.183	6.257	35.931	8.894

GRI: 401-1**Employee turnover**

	Hires		Departures	
	2024	2025	2024	2025
Women	2	4	6	3
Men	16	20	30	19
Age < 30	7	7	5	3
Age 30–50	7	10	12	10
Age > 50	4	7	19	9
Total hires/departures	18	24	36	22

GRI: 2-7, 2-8**Employment structure and types of employment**

	2024			2025		
	Women	Men	Total	Women	Men	Total
Employment structure						
Fixed-term employment	5	18	23	3	16	19
Permanent employment	64	314	378	68	323	391
Total	69	332	401	71	339	410
Types of employment						
Full-time	68	331	399	70	337	407
Part-time	1	1	2	1	2	3
Contract-based (mandate contracts)	3	16	19	1	13	14
Self-employed	10	34	44	9	31	40

GRI: 405-1**Workforce composition by category by gender and age**

Employees by age category	Percentage of employees in each category relative to the total workforce			
	2024		2025	
	Women	Men	Women	Men
< 30 years	2%	5.7%	1.71%	7.07%
30–50 years	9%	37.9%	9.29%	34.88%
> 50 years	6.2%	39.2%	6.36%	40.73%

GRI: 403-9**Occupational safety – accident rates**

Type of incident	2024	2025
Fatal accidents at work	0	0
Total accidents at work	1	1
Total accident frequency rate	1.38	1.42
Serious accidents at work	0	0
Serious accident frequency rate	0	0
Minor accidents at work	1	1
Minor accident frequency rate	1.38	1.42

GRI: 302-1**Energy consumption**

	2024	2025
Total energy consumption from non-renewable sources by fuel type (MWh)		
Natural gas (used for heating)	164.93	151.81
Heating oil (used for heating)	1,142.33	1,115.38
Diesel (used for generator operation)	502.00	368.30
Total consumption	1,809.26	1,635.49
Total energy consumption from renewable sources by fuel type (MWh)		
Solar energy	3,119.00	3,431.00
Total consumption	3,119.00	3,431.00
Total energy consumption of own or purchased energy by type: electricity, heat (MWh)		
Electricity	85,061.90	86,177.00
Thermal energy (including steam consumption and cooling energy)	269.40	239.20
Total energy consumption	87,140.56	88,051.69
Total energy consumption	92,068.82	91,482.69

GRI: 302-3**Energy intensity**

Energy intensity (MWh)	2024	2025
Numerator – total energy consumption	87,140.56	88,051
Denominator – total ERP of DVB-T emissions	19.1	19.2
Energy intensity indicator	4,562.3	4,586.0

The indicator includes energy consumption for internal needs, including radio signal production.

GRI: 302-4**Reduction of energy consumption**

Energy consumption reduction (MWh)	2024	2025	Type of energy saved and description of initiative
Amount of energy saved (MWh)			
Photovoltaic installation	3,119	3,431	Values relate to electricity (MWh).
Purchase of guarantees of origin	70,000	83,955	Guarantees of origin of energy for the Company's operations (MWh).
Total	73,119	87,386	

GRI: 305-1**Total direct greenhouse gas emissions (Mg CO₂) - Scope 1, base year 2021**

Direct emissions	Emisja gazów cieplarnianych [tCO ₂ e]	
	2024	2025
Emissions related to electricity generation	126.2	99.586
Emissions related to heat generation	315.3	306.665
Emissions from cooling processes and steam generation (resulting from refrigerant leakage from HVAC systems)	222.15	175.77
Emissions related to the transport of materials, products and waste	1,080.64	1,070.281
Total direct emissions	1,744.31	1,652.302

GRI: 305-2**Indirect emissions - Scope 2, base year 2021**

Indirect emissions by source	Indirect greenhouse gas emissions [tCO ₂ e]	
	2024	2025
Indirect emissions related to electricity generation	6,544.7	0
Indirect emissions related to heat generation	92.9	81.65
Total indirect greenhouse gas emissions	6,636.6	81.65

About the Report

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About the Report

The report presents data for 2025 for Emitel S.A., headquartered in Warsaw.

It is the eighth report of the Company in the area of sustainability and the fifth ESG report. The data presented have been prepared in accordance with the international reporting standard Global Reporting Initiative (GRI Standards 2021) at the Core level, as well as in reference to the United Nations Sustainable Development Goals 2030.

The document also includes proprietary indicators defined within the ESG Policy for 2021–2025.

Emitel publishes ESG reports annually. The current report covers the period from 1 January to 31 December 2025. The previous report, published in April 2025, covered data for 2024. The report was prepared internally, and its final content was approved by the Company's Management Board without external verification.

No significant changes were made in the methodology or data analysis compared to the previous edition. No material adjustments were made to previously published data.

During the reporting period, no significant changes occurred in the Company's structure, ownership form or value chain.

Coordination:

Emitel S.A. team in cooperation with ArtGroup Sp. z o.o.

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