



## PGNiG Group Strategy for 2014-2022

- A Maintaining stable value of sales (both in retail and wholesale)
- Optimising natural gas portfolio management and implementing a new wholesale model
- 1b Implementing new diversification projects
- Developing international LNG trading
- 2a Developing and implementing a new retail model
- Expanding PST's international sales operations

- Maximising cash flows from infrastructure and generation areas
- Maximising value from transmission infrastructure –
- Maximising value from transmission infrastructure heat distribution
- Taking active part in developing energy market regulations
- Strengthening and transforming the exploration and production area
- Maintaining the current volumes of domestic production from conventional deposits
- 6 Confirming the geological and economic potential of shale gas deposits in Poland
- Expanding the upstream business outside of Poland

### D Laying foundations for growth along the value chain

- 87 Efficiency Improvement Programme in core business
- Bb Disposal of non-core property
- Disposal of non-core companies
- Creating an organisation based on efficient human resource management, focused on objectives and resource acquisition
- 10 Stepping up R&D activities and searching for innovative areas of growth

## Key strategic objectives

Stabilisation of EBITDA at ~PLN 7.4bn in 2022

Increase in average annual capital expenditure on organic growth and acquisitions by approximately 30% relative to 2008–2013

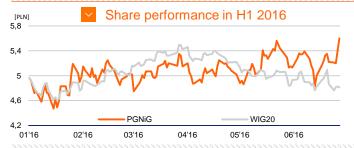
Diversifying PGNiG's gas supply portfolio beyond 2022

Hydrocarbon production in Poland maintained at approximately 33 mboe a year

Increase in total crude oil and gas production volume (in Poland and abroad) to approximately 55-60 mboe in 2022 through acquisition of exploration and production assets

Development of new business areas by expanding the value chain in the distribution segment through addition of heat assets

Significant enhancement of the PGNiG Group's operational efficiency (savings of approximately PLN 800–900m)



# Balance sheet at the end of H1 2016

[PLN m]	30.06.2016	30.06.2015
Balance sheet total	50,197	48,428
Non-current assets	36,561	36,881
Current assets	13,636	11,547
Total equity	31,256	31,056
Total long-term liabilities	8,409	11,630
Total short-term liabilities	10,533	5,742

# Management Board

#### Piotr Woźniak

President of the Management

Board

### Bogusław Marzec

Vice-President of the Management Board, Finance



#### Janusz Kowalski

Vice-President of the Management

Board, Corporate



#### Maciej Woźniak

Vice-President of the Management Board, Trade



### Łukasz Kroplewski

Vice-President of the Management Board, Development



#### Waldemar Wójcik

Vice-President of the Management



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