



ATM S.A. Strategy for 2015–2017

Warsaw, May 2015



CONTENTS

DIRECTIONS OF DEVELOPMENT FOR ATM S.A. IN 2013–2014 AS ANNOUNCED IN MARCH 2013	3
ATM'S CURRENT MARKET ENVIRONMENT	6
WORLDWIDE MARKET TRENDS.....	9
OUR MISSION	9
OUR VISION	9
GOALS.....	10
1. LAUNCHING OF SERVICES OF GREATER COMPLEXITY.....	10
2. CREATION BY ATM OF A SIGNIFICANT DATA CENTER IN THE CEE REGION OFFERING CLOUD AND COLOCATION SERVICES FOR FOREIGN CUSTOMERS AND INTERNATIONAL CORPORATIONS	11
3. FOCUS ON REACHING CUSTOMERS WITH LARGE REQUIREMENTS FOR DATA CENTER SERVICES	11
4. INCREASED PROFITABILITY OF DATA TRANSMISSION AND INTERNET ACCESS SERVICES	12
5. INCREASED EBITDA	12
6. SEPARATION OF DATA CENTER AND TRANSMISSION SERVICES AS PARTS OF THE COMPANY'S OPERATIONS	13
7. COOPERATION WITH LINX TELECOMMUNICATIONS B.V.....	13
INTERNAL ACTIONS RELATED TO THE ACHIEVEMENT OF GOALS	13
1. SALES.....	13
1.1. BETTER CUSTOMER SERVICE	14
1.2. FOREIGN SALES	14
1.3. AUTOMATED SALES.....	14
1.4. ATMAN FOR START-UPS.....	14
2. COMMUNICATION AND MARKETING	15
2.1. CHANGES IN COMMUNICATION	15
2.2. OPERATING STANDARDS.....	15
2.3. COHERENT AND SIMPLIFIED COMMUNICATION WITH CUSTOMERS	15
2.4. MARKETING IN EUROPE AND THE USA – ATMAN AS AN ALTERNATIVE SERVICE PROVIDER TO AMSTERDAM, FRANKFURT AND LONDON	15
2.5. BUILDING OF ALLIANCES AMONG DATA CENTERS	16
3. PRODUCTS.....	16
3.1. PRODUCTS – SOLUTIONS	16
3.2. PRODUCTS – OPERATIONAL ACTIVITY	18
4. INVESTMENT PLAN.....	18
DISCLAIMERS.....	20

DIRECTIONS OF DEVELOPMENT FOR ATM S.A. IN 2013–2014 AS ANNOUNCED IN MARCH 2013

The strategic goal outlined by the Company's Management Board as part of the directions of development announced at the start of 2013 was to increase ATM's value through rapid growth in EBITDA.

The Company was to strive to achieve that overriding goal by:

- Strengthening its position as leader in the data centers market and increasing its market share in Poland and in the Central and Eastern Europe region;
- Maintaining its leading position among alternative fiber-optic carriers in Poland's largest cities.

The strategy laid down for the attainment of the aforementioned goals involved maintenance of a fast rate of commercialization of colocation space and continued investment in data centers, as well as an increased rate of connection of new business locations to the ATMAN network. There was also expected to be an increase in the share of revenue coming from sales of transmission and Internet services to customers outside the telecommunications sector (non-wholesale customers). Also anticipated was continuous growth in the contribution of data center services to ATM's revenue, margin and profits.

The goals and specific tasks laid down in the strategy for 2013–2014 were only partially completed. As a result, the primary aim, namely growth in the Company's value through dynamically increasing EBITDA, was not finally achieved. Although at the end of 2013 the Company's market valuation was approximately 20% higher than a year previously, EBITDA rose by only a few percent, and in 2014 both of these indicators fell in comparison with 2013.

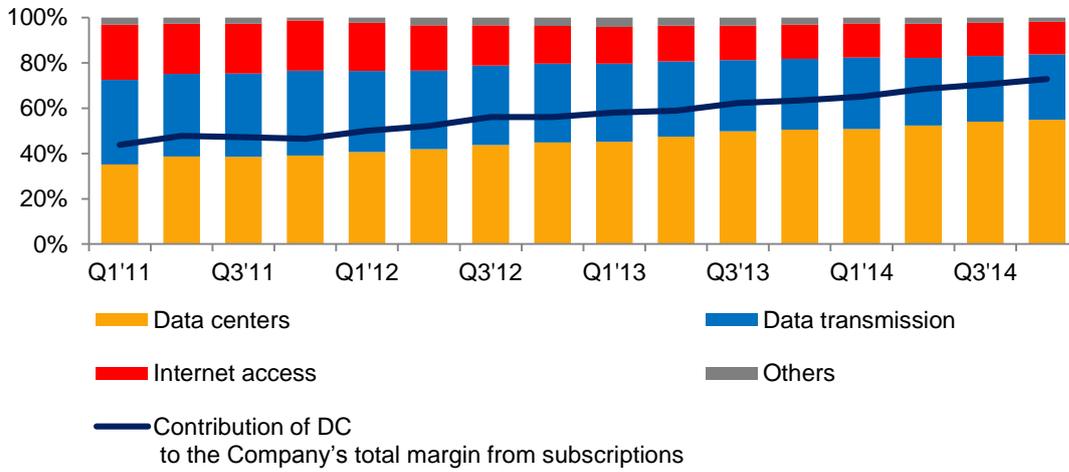
The main reasons for this state of affairs were the following:

- It was not possible to achieve the expected rate of commercialization of colocation space, due above all to the lack of a sufficient number of new customers for the new dedicated server rooms, as well as significant reduction in the scale of services provided to one major customer at the start of 2014 due to business consolidation on the customer's side;
- There was a significant fall in non-subscription revenue and margin on the sale of connections (due among other things to the general weakness in the operator sector) accompanied by a systematic fall in subscription revenue from transmission and Internet services (due largely to difficulties in compensating for the fall in unit prices by increasing the volume of transmitted data, as was anticipated in the strategy published in 2013).

Nonetheless, attention should be drawn to the Company's consistent course of action, thanks to which some of the aforementioned particular goals for the years 2013–2014 were successfully achieved:

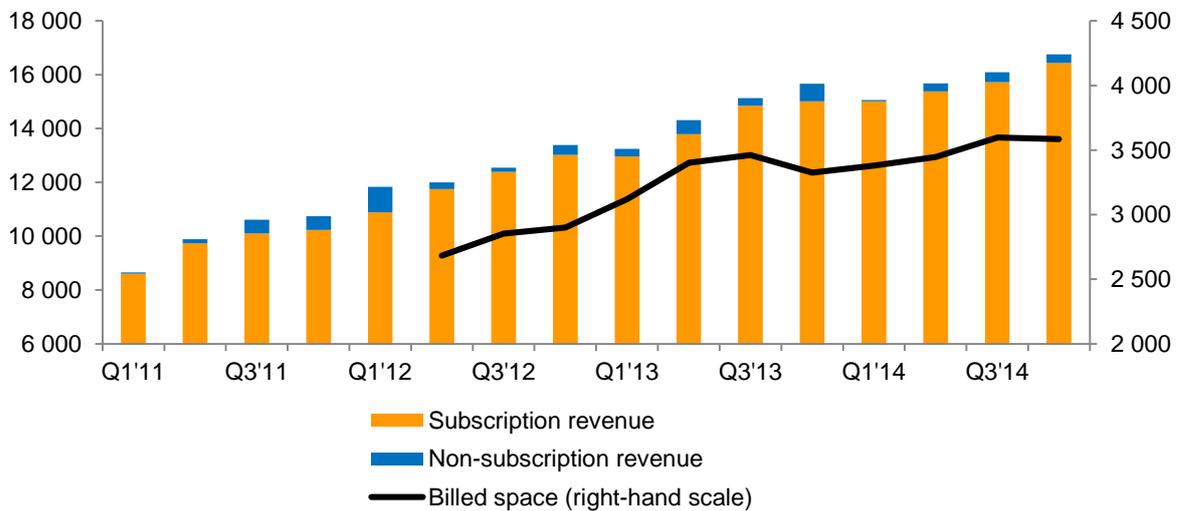
- An increase in the contribution made by data center services to ATM's revenue and margin:

Contribution of categories of services to the Company's revenue and margin from subscriptions (excluding OST112)



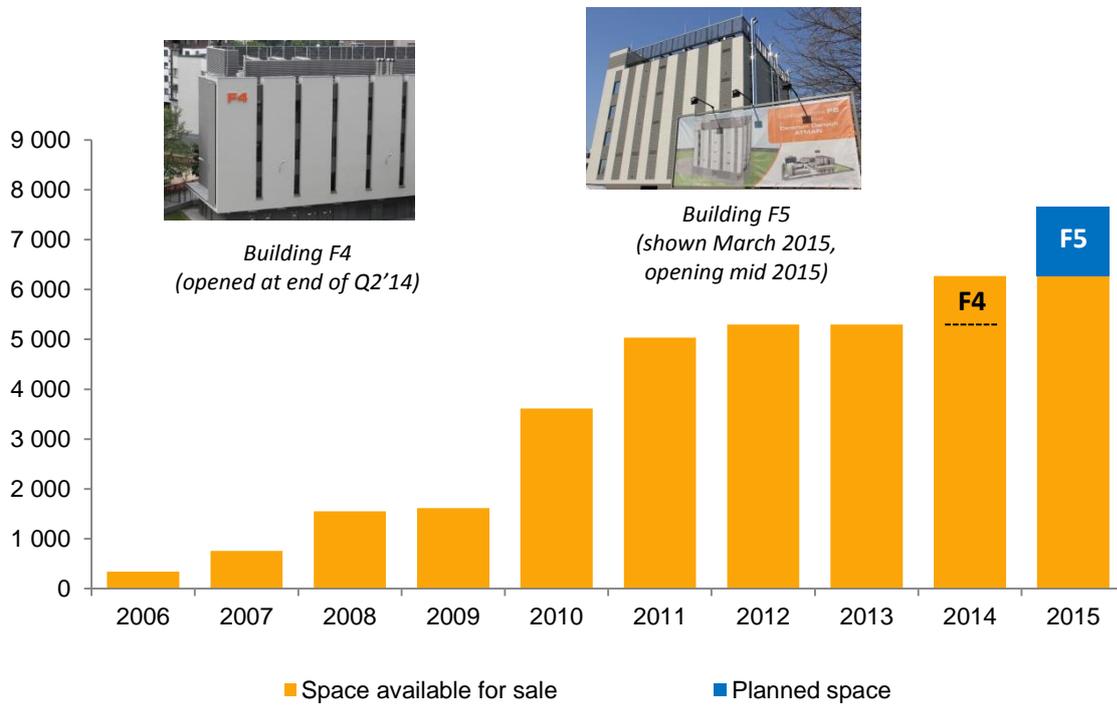
- Increased revenue from data center services and increased billed colocation space:

Revenue from data center services ('000 PLN) and billed colocation space at end of period (m²)



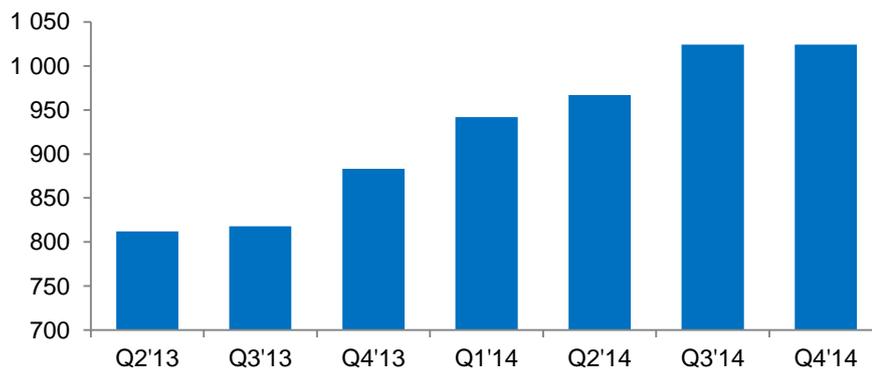
- An increase in the space offered at ATM data centers:

Net colocation space at ATM data centers (m²)



- An increase in the number of on-net business locations in the ATMAN network:

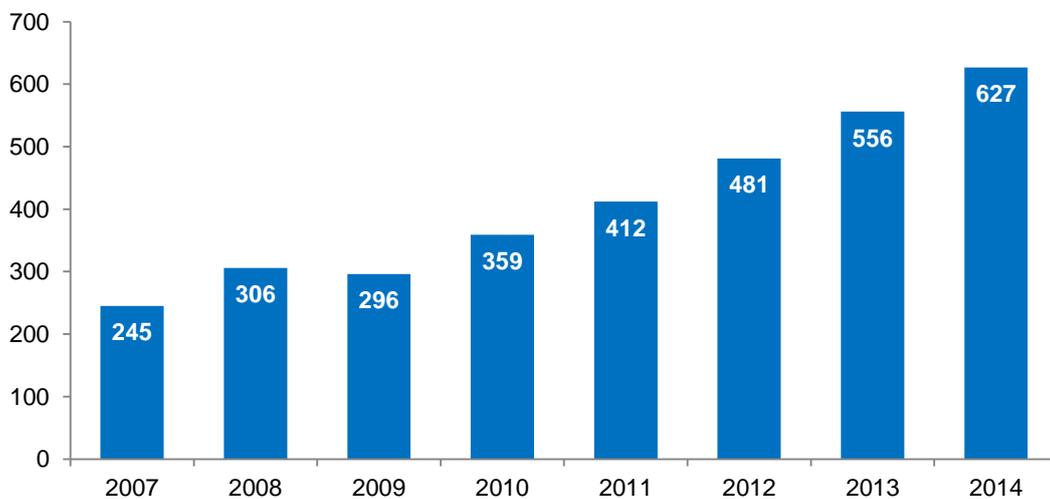
Number of business locations in the ATMAN network at end of period



ATM'S CURRENT MARKET ENVIRONMENT

The second half of the first decade of the 21st century saw very strong growth in the data center services market in Central and Eastern Europe (CEE), of around 20–25% annually (excluding 2009, the year of the economic crisis). Similar growth was recorded in this period by the market for colocation services. At the start of the second decade, however, the rate of growth slowed. For the whole of the market for data center services it fell to around 15%, while for colocation services it slowed even more, to approximately 10–11%. This means that colocation services account for a decreasing share of the overall data center services market. That share was close to 50% in 2007, but seven years later it had fallen to around 40%.

Value of the data center services market in the CEE region in 2007-2014 (€ m)

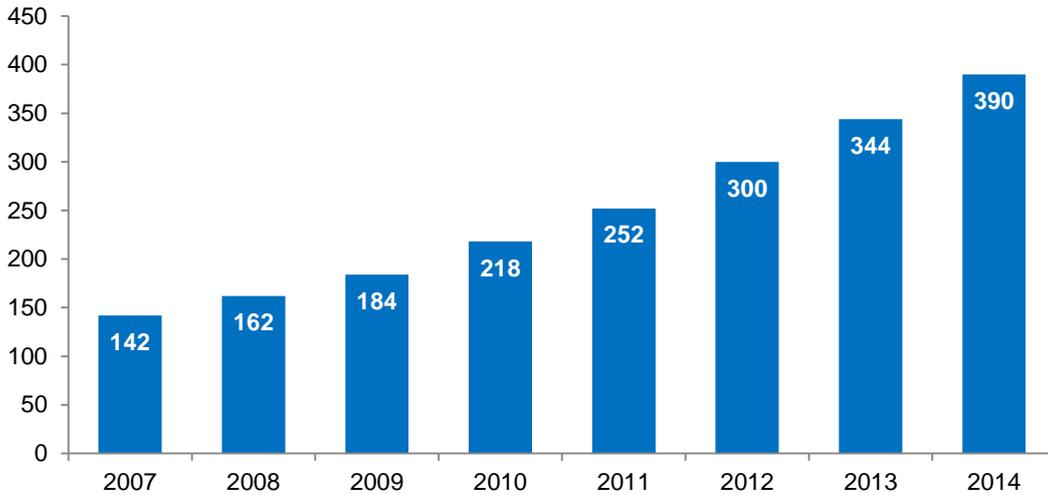


Source: PMR – Data center market in Central and Eastern Europe 2015

According to experts from the research firm PMR, over the next few years the rate of growth in the data center services market can be expected to be around 14% annually, assuming a stable macroeconomic environment.

The above-mentioned trends differ somewhat in the case of Poland. Here both data center services and specifically colocation services continue to record significant growth (in 2014 the rates were 15.6% and 13.3% respectively), although a certain degree of slowdown is also observable here.

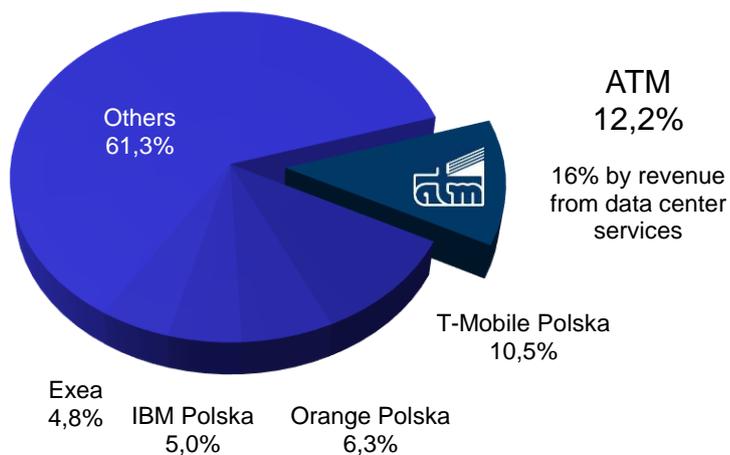
**Value of the colocation services market in Poland
in 2007-2014 (m PLN)**



Source: PMR – Data center market in Poland 2015

In spite of the slight slowdown, the market for data center services continues to develop in a way that shows promise – according to PMR in the years to 2018 its value can be expected to increase by an average of well over 10% annually, and it therefore represents a great potential for growth for our Company, which began providing data center services 15 years ago. In that time we have achieved the leading position among providers of colocation services in Poland, as is confirmed in reports by independent research firms such as Audytel and PMR.

**Shares of the data center services market in Poland,
by gross space offered, January 2015**



Source: PMR – Data center market in Poland 2015

The scale of investment in data centers carried out by our Company in recent years also places us among the leading operators in this part of Europe – according to PMR, at the end of 2014, ATM was the third largest provider of data center services in the CEE region in terms of offered colocation space.

To complete the description of ATM's market environment in the area of data center services, the following key issues should be noted:

- Poland is clearly the largest market in Central and Eastern Europe (with a share of around 45% in the total value of the CEE market, and an almost 40% share in terms of data center space in the CEE);
- The development of the domestic market is in an early phase of development, with relatively weak market saturation and an expected strong rate of growth;
- The five largest players together account for almost 40% of colocation space (and the 10 largest account for more than half), the remainder of the market being quite heavily fragmented (many small server rooms);
- Foreign data center operators account for only a small market share;
- Interest is focused on Warsaw (which accounts for around three-fifths of the total supply of colocation space in Poland);
- Customers are increasingly opting for IT outsourcing (but there is still significant growth potential – some large firms prefer to have their own server rooms);
- New facilities represent a high standard – Poland does not lag behind the world leaders in this regard.

Among the trends expected by industry experts to be observed in the Polish data centers market over the next few years, the following would appear to be key:

- Continued rapid growth in offered colocation space;
- Gradually increasing pressure to lower colocation prices (increasing supply, technological progress);
- A relatively constant breakdown of the customer base by industry (chiefly finance, telecommunications, media and e-commerce), with an increasing public sector role;
- Further development of and movement of resources to cloud computing;
- Increased importance of managed services;
- Increased importance of IT security;
- Virtualization, miniaturization and increased computing power of servers;
- Seeking of savings by data center operators through modernization of their facilities;
- EU support for projects to construct new facilities, shortening investment payback periods;
- Further consolidation in the data centers sector and growth in the importance of a few key players.

A significantly worse potential for growth by the Company is provided by the business and operator segments of the telecommunications services market, where ATM has been active since it began its telecommunications operations. For more than 5 years that part of the market has been shrinking by several percent annually, and the forecasts for the coming year, although they predict a slight improvement in the situation, are still not promising. They continue to project negative growth in this segment by approximately –0.5% annually.

A slightly better situation is forecast for DLISP (data transmission, line rental and Internet services), with 0–0.5% annual growth for the Internet access market and approximately 4–6% for the data transmission market. However, in the face of aggressive price competition from those operators which, experiencing loss of revenue from mobile and landline telephone services, are competing more boldly in the DLISP sector, it is hard to see this market as providing a significant opportunity for the Company's continued expansion.

WORLDWIDE MARKET TRENDS

There can be observed various worldwide technological trends which in the years 2015–2017 will take on ever greater importance. Chief among them are:

- Linking of the real world with the virtual world;
- Ever wider use of artificial intelligence;
- A new reality in the world of IT.

These trends mean greater and greater use of the Internet of Things (IoT), advanced analytical systems (including “Big Data”), every greater use of fully scalable cloud solutions, and the creation of security systems based on risk evaluation. These tendencies are also leading to changes in investment on the part of IT departments. Greater expenditure is expected to be made from IT budgets on innovations, security and analysis, and less on investing in infrastructure.

Other phenomena favoring a growth in demand for services of key importance for the Company related to data center infrastructure, which can be expected to intensify globally over the coming years, include the following:

- Mobility – a fast-growing number of mobile devices, being used to transmit an ever greater quantity of data (content delivery);
- Increasing popularity of services generating large volumes of data, such as video transmission, social media, online games and e-commerce;
- Progressive digitization of the public sector (such as health services).

OUR MISSION

The Company’s achievements to date in the field of data centers and telecommunications services are linked to the fulfillment of our mission:

“We are here to provide you with uninterrupted access to data.”

A key element of this is the use of our expert knowledge to ensure that customers receive solutions and services tailored to their needs.

We plan to continue this mission in the coming years, meeting customers’ expectations as to the high security of their data, the confidentiality of the information they store, and always reliable data transmission.

OUR VISION

The revenue earned by the Company from data center services accounts for about 16% of the value of the entire Polish market for colocation services. We will increase that share by means of the commercialization of ready-to-use resources in our server rooms. We see potential for dynamic growth in commercialized space at our data centers in the following areas:

- Offering of products of greater complexity than “pure” colocation;
- Offering of an increasing number of products for automated sale via the Internet;
- Delivery of data center services and XaaS (X-as-a-service) products to customers who already use transmission services;

- Offering of our products in foreign markets;
- Increased demand for large colocation projects among domestic customers.

By the end of 2017, ATM will become a supplier of colocation and outsourcing services recognized all over Europe and an alternative to present data center operators, as well as a supplier of such services eagerly chosen by integrators for their ongoing projects.

The ATMAN brand will become a synonym for high quality in data center services, enabling us to compete effectively with global brands.

We will build a network of partners offering our services effectively in Europe and beyond.

GOALS

The realization of our vision will require the attainment of a number of goals.

1. LAUNCHING OF SERVICES OF GREATER COMPLEXITY

The decreasing share of “pure” colocation services in the overall data centers market reflects the growing demand for comprehensive services which meet customer needs and move even further away from the use of a firm’s own IT infrastructure towards the use of IT functions offered under a service model. The Company’s experience resulting from its launch of dedicated server leasing (IaaS – Infrastructure-as-a-Service), from which we are recording extremely rapid growth in revenue, fully supports the argument that services of greater complexity need to be offered. In the first half of 2015 we will begin to offer, among others, the following services:

- Private Cloud and Public Cloud (PaaS – Platform-as-a-Service);
- Creation and secure storage of backup copies of data (BaaS – Backup-as-a-Service);
- Securing of customer resources against unauthorized access (Firewall-as-a-Service);
- Provision of security against attacks on customer infrastructure involving the blocking of transmission lines (DDoS – Distributed Denial of Service);
- A service involving the management of customer IT infrastructure at our data centers.

With the completion of investment projects carried out under the auspices of the ATM Innovation Center, we will significantly expand our existing Backup Offices service, using the innovative technology of a virtual IT infrastructure. We will also begin offering the Colo.Office service, highly desired by customers, which will enable the colocation service to be extended by the provision of well-prepared office and technical facilities for a customer’s employees.

Many of the new services being launched by ATM will be available to buy via the Internet. In May 2015, ATM set up a separate organizational unit responsible for offering, selling, billing and providing post-sales handling for services provided by automated means, i.e. with the ability for customers to order the service for themselves, and also start it up automatically. Services sold by this channel will be a continuation of the rapidly developing ATMAN EcoServer service, and will be offered not only in Poland, but also abroad, in English, Russian and German language versions.

We forecast that the new services being launched in 2015 will, by the end of 2017, account for between 20% and 30% of total revenue.

2. CREATION BY ATM OF A SIGNIFICANT DATA CENTER IN THE CEE REGION OFFERING CLOUD AND COLOCATION SERVICES FOR FOREIGN CUSTOMERS AND INTERNATIONAL CORPORATIONS

The Company is the owner and operator of the third largest data center in the CEE region (according to a report by PMR Research, 2015). This is a good starting position to become even stronger in that region, but it also enables the Company to attract foreign customers effectively. The sufficient availability of free colocation space means that offers can be addressed not only to small and medium-sized enterprises, but also to organizations which need to set up a larger server room within a short time.

From the second quarter of 2015 we are introducing automated sales of services for foreign customers under a partnership model through the firm Netwit Hosting in the German market, which will supplement the operations currently carried out in the Ukrainian market in conjunction with Host Park Group. We will aim to significantly expand sales through partner firms in successive countries and regions.

In offering data center services in foreign markets, our focus will be on:

- Gaining customers for services offered remotely, via an automated sales channel, based on a very competitive price-to-quality ratio;
- Winning customers who are seeking a secure alternative to the colocation of their resources as carried out to date in the countries to the east of Poland;
- Winning customers in the USA and Asia who are seeking locations for the colocation of their IT resources when setting up or transferring their business to Europe – offering a location in Poland as a competitive alternative to the popular data centers elsewhere in Europe.

We forecast that by the end of 2017, sales to foreign customers will account for 25–35% of total revenue.

3. FOCUS ON REACHING CUSTOMERS WITH LARGE REQUIREMENTS FOR DATA CENTER SERVICES

At the end of 2014 the Sales and Marketing Division was reorganized – among other things, sales departments were set up with the aim of reaching key strategic customers for our services. These departments employ sales representatives whose task is to offer data center services to domestic and foreign customers that have not so far used colocation services or other forms of IT outsourcing, preferring to manage their IT infrastructure in their own server rooms, usually located at their business headquarters. These dedicated sales forces will explain the economic benefits resulting from IT outsourcing, including colocation of hardware at a professional operator, while at the same time presenting the services in this area offered by ATM. Their goal is to provide ideal service to the largest customers, with offers tailored to their individual needs and with professional support both before the sale and during the provision of the service.

It is of equally high importance to reach those firms that are naturally positioned as customers for colocation services with significant needs. These include IT integrators and cloud software providers. The services they offer, involving management of the customer's IT infrastructure, software deployment and IT outsourcing, can and should make use of a colocation service provided by a professional data center operator like ATM. Concentrating on establishing and developing relations with key customers of this type is among the strategic goals of our Company.

The actions described in this section have the aim of acquiring new customers with large colocation needs (requiring more than 100 colocation cabinets or 200 m² of server room space), not less than 3–4 such customers in the course of a year, starting from 2016.

All of the goals described above represent efforts to achieve the most effective commercialization of currently available server room space, namely its use to provide data center services to customers. The present amount of commercialized space is approximately 3600 m². Space available to provide colocation services (taking into consideration additional investment projects adapting server rooms for sale) totals more than 9000 m².

All marketing, sales and investment actions have the aim of increasing the rate at which customers are found for colocation services (directly or indirectly via more complex services). By the end of 2017 our goal is to reach a total of not less than 6000 m² of commercialized space in our data centers and to achieve realistic prospects (contracts signed or under negotiation) for at least a further 1000 m² of billed space.

Depending on the rate of commercialization of our present data centers, decisions will be taken concerning the construction of further server rooms. The location of the existing ATMAN Data Center campus and its current power supply and fiber-optic infrastructure provides the possibility of building additional server rooms in the complex with net space of several thousand square meters. Nonetheless, the goals regarding the commercialization of data centers up to the end of 2017 do not provide a basis for planning significant investment in this regard. If, however, demand for colocation services exceeds our expectations, it may be necessary and advantageous to undertake the building of new data center facilities.

4. INCREASED PROFITABILITY OF DATA TRANSMISSION AND INTERNET ACCESS SERVICES

The transmission services part of our business has produced negative growth in revenue over recent years. Prospects for the development of the market in this area are also not optimistic, and stagnation is expected.

At the same time we have at our disposal valuable fiber-optic infrastructure, which is utilized to only a small degree. We will take action to achieve the best possible utilization of our infrastructure while making relatively small additional capital expenditure. For this purpose, marketing and sales actions will be undertaken with the aim of offering customers located within reach of our fiber-optic network comprehensive services involving data transmission and “as-a-Service” concepts. These actions will be addressed directly to our present and potential customers, as well as through our local partners.

We expect that as a result of these actions, the average level of utilization of connections will be increased from 22% at the end of 2014 to 30% by the end of 2017. This should not only stop the downward trend in data transmission services, but may even enable growth by several percent.

5. INCREASED EBITDA

All of the goals described above are aimed towards increasing the Company’s revenue and profits. A basic financial parameter, of importance for the determination of the Company’s value, as well as its capacity for further expansion and its creditworthiness when borrowing to carry out further investment, is the EBITDA figure. Growth in this parameter will be the Company’s principal aim.

Growth in EBITDA will be achieved mainly through an increase in the level of commercialization of data centers together with stabilization in transmission services. We do not anticipate here a significant rise in operating costs, and so the additional revenue from colocation services will lead directly to increased EBITDA.

The goal to be attained in 2017 is an EBITDA figure of not less than 60 million Polish zloty (PLN). This will be possible provided that the other goals described in this document are achieved.

In 2015 the largest investment project will be completed, involving the construction of three server rooms and a building for backup offices. Hence the growth in EBITDA, accompanied by reduced capital expenditure over 2016–2017, will bring a significant surplus of operating cash flows over investment outgoings. This will make it

possible to reduce the Company's debt and to allocate a significant part of the profits for the payment of dividends.

6. SEPARATION OF DATA CENTER AND TRANSMISSION SERVICES AS PARTS OF THE COMPANY'S OPERATIONS

Organizations operating in the data centers market are either firms specializing only in the provision of data center services, or telecommunications operators supplementing their product range with such services, or else IT integrators who have their own data centers in order to provide their basic services.

In the medium term, it is necessary to consider the possibility of consolidation in the market, possibly leading to the merger of ATM with another firm or firms operating in the same line of business at a global level. In the case of such consolidation, a potential partner might be a firm with a profile that matches our own operations, but it may also be one for which data transmission operations do not match its own core business. It is therefore appropriate for ATM to take action to ensure the most transparent possible presentation and organization of both types of operations, preparing them for possible separation, should such a step be advantageous for shareholders in case of possible consolidation of the business with another entity.

In 2015 we therefore plan to create two separate operating segments within ATM, which will be presented separately in periodic reports.

In 2015 we plan to make changes in the processing of financial data, so that in 2016 it will be possible to present the Company's revenue and costs sufficiently precisely that financial parameters can be accurately evaluated for both types of operations in case of the necessity of separating them.

In 2017 the Company will be organizationally ready for a possible split into firms dealing with data center services and transmission services, should such a split be appropriate.

7. COOPERATION WITH LINX TELECOMMUNICATIONS B.V.

We do not anticipate any fundamental changes in our cooperation with our affiliated company Linx Telecommunications B.V. That company has an identical business profile to that of ATM S.A., and operates effectively in Russia and in the Baltic countries. ATM will support it through the participation of its representative on the supervisory board of Linx Telecommunications, while remaining a passive investor. In the medium term, although not necessarily in the period covered by this document, a withdrawal from this investment can be anticipated. Such a decision will be conditional on the achievement of a sufficient stage of development of the business of the affiliated company as to ensure the most favorable exit price. Because that company is currently on a dynamic growth path on the one hand, while on the other hand the market in which it operates is perceived as carrying elevated investment risk, we do not foresee such a transaction taking place in the short term.

INTERNAL ACTIONS RELATED TO THE ACHIEVEMENT OF GOALS

1. SALES

Employees dealing with sales and with sales support will undergo internal training to make them aware of the principle that customers will not buy our product if they do not understand what benefit that product will bring to them.

1.1. BETTER CUSTOMER SERVICE

Organizational changes will be made within the Company so that every customer will be properly cared for from the very first meeting, whether via a representative of the Company or through virtual contact (e.g. via the website). Our care for the customer should give them confidence that we will be equally committed to ensuring the security of their data.

The Company will perfect its quality of customer service so as to understand even better the needs of those to whom it provides services and to be able to respond to their expectations. The changes will be verified through satisfaction surveys based on questionnaires. Feedback mechanisms will be introduced between sales representatives and persons responsible for products, so as to better tailor products to customer needs.

The Company will intensify its sales and marketing activities addressed to new customers from sectors other than IT and finance. The main actions will be targeted at customers in the areas of FMCG and e-commerce. The Company also intends to tailor its range of products aimed at start-ups.

1.2. FOREIGN SALES

In intensifying its actions addressed to foreign customers, ATM has begun by launching for that group of customers the ATMAN EcoServer service, which provides dedicated servers under a leasing model. The first resellers are already engaged in selling this service, and further potential partners are testing the solution.

The Company will also take action to identify organizations which might be interested in colocation services provided at a location in Warsaw. This action will be extended by establishing cooperation with firms acting as intermediaries in the leasing of colocation space and backup offices, and operating in other countries. This activity will be constantly supported by the Company's participation in industry fairs and conferences, enabling us to present what we offer to potential foreign customers and partners.

In the case of data transmission and Internet access services, the Company plans to continue its cooperation with the world's largest operators (including Tier 1), being their preferred subcontractor for services in Poland.

In 2015–2017 the Company plans to include further services under its partnership program, which will be the first to be modified or launched as new services for direct sale in local markets.

1.3. AUTOMATED SALES

The Company will expand the scope of automated sales of products (sales via its own e-store) to include new solutions. In this way it will reduce costs and increase sales by means of simplification of the purchasing path and by reaching out to customers.

At the present time the service available under the automated sales model is ATMAN EcoServer dedicated servers. Further services planned to be made available under the automated model include public cloud services and add-on services to dedicated servers. Also in 2015 the Company will set in motion automated sales of "small colocation" services (from a 1U server up to 1 colocation cabinet).

1.4. ATMAN FOR START-UPS

It is estimated that approximately 100,000 start-ups come into being every year worldwide. Widespread access to the Internet means that it is becoming easier to forge new ideas into working solutions, and moreover VC funds are interested in ever greater investment in such projects. Importantly, many start-ups transform themselves into scalable operations. This means that a start-up, operating in one country together with its infrastructure, is

able to function in the global marketplace. ATM sees this market segment as offering very great potential, and wants to become a beneficiary of such action for both Polish and foreign start-ups seeking their “place” on the Net.

Based on the resources used for its IaaS solutions, the Company will begin selling new products of SaaS type, helping start-ups and other firms to conduct their own business.

2. COMMUNICATION AND MARKETING

The Company plans to better communicate to staff, customers, partners and investors information about “why we are doing what we are doing.”

2.1. CHANGES IN COMMUNICATION

Up to the end of the third quarter of 2015 the Company will introduce changes in its communication, aiming to improve the Company’s external image, including making it more modern and coherent.

For this purpose, work will be carried out on the Company’s brands, trademarks, and customer communication, with particular focus on websites. The ATMAN brand will be retained and given greater exposure, while the other brands – ATM and Thinx Poland – will be restricted to precisely defined narrow uses.

2.2. OPERATING STANDARDS

As a supplier of services with more than 20 years’ operating experience and with a qualified and experienced workforce, we apply many unique solutions which we create on the basis of our own experience and constant development. The Company will take action to communicate clearly to all present and potential customers information about our operating standards and what distinguishes us from our competitors.

Further optimization and development actions will be undertaken to ensure that quality is maintained at the highest level and to reinforce our position as leader in the data centers market.

2.3. COHERENT AND SIMPLIFIED COMMUNICATION WITH CUSTOMERS

At present, customers using different services offered by the Company use various tools to manage those services, to make payments or for communication. By the end of 2015 all current and new services will be available on a single ATMAN Customer Portal. It will be permissible, however, to use dedicated IT systems for the specialized management of a given product.

2.4. MARKETING IN EUROPE AND THE USA – ATMAN AS AN ALTERNATIVE SERVICE PROVIDER TO AMSTERDAM, FRANKFURT AND LONDON

In 2015 the Company will launch sales operations in Europe and in the USA, with the aim of winning new customers interested in the services on offer. It will do this by:

- Employing persons with the appropriate qualifications and experience in international dealings, able to conduct the Company’s operational business;
- Participating in foreign conferences attended by organizations which may become users of the services offered by the Company;
- Diversification of the Company’s activities, planned at the initial stage, depending on location:

- USA: data center for firms migrating to or expanding in Europe, colocation services;
- Europe: redundancy, backup data centers, reselling program for automatic services (including dedicated servers and cloud services);
- Internet marketing activity targeted at particular countries.

The overriding goal for this undertaking is to build awareness among potential customers of the Company regarding Warsaw as an alternative telecommunications hub to Amsterdam, Frankfurt or London. In its marketing, the Company will stress the elements which are important to customers, such as:

- Price competitiveness;
- High flexibility in response to customer requirements;
- Quality and experience in relation to the services provided;
- The fairly specialized but wide range of services provided;
- Full customer support from when interest is taken in a service up to the stage of everyday operation;
- Speed of reaction to new customer expectations and needs.

An important element affecting sales of products abroad will be their tailoring to needs and conditions corresponding to the place where the sales activity is carried out, e.g. by adapting the billing model or modifying the technical parameters of a product.

2.5. BUILDING OF ALLIANCES AMONG DATA CENTERS

The Company plans to build alliances with other organizations conducting similar operations for the purpose of exchange of experiences, development of commercial collaboration or the offering of joint products.

3. PRODUCTS

The Company will continuously analyze the market and customer needs in order to identify types of products for which there is currently the greatest need. We consider it essential to be flexible in matching products to the needs of the customer and to react immediately to changing market conditions.

3.1. PRODUCTS – SOLUTIONS

3.1.1. REORGANIZATION AND SIMPLIFICATION OF THE PORTFOLIO OF SERVICES

In the first half of 2015 the Company will carry out a reorganization of its product range so as to make it transparent and comprehensible to customers. As a result of the action taken a new product list will be drawn up, taking account of market trends and easily expandable in the future. In the first iteration the Company will make a global reorganization based on product placement, categorization of products and strategic assumptions, whereas in the second iteration low-level changes are planned in relation to each product separately. This stage will be combined with the planning of launches of new products so as to achieve the desired final structure of the product range.

3.1.2. EXPANSION OF PRODUCT RANGE

The Company will pay greater attention not only to services which relate to its core business, namely colocation and data transmission, but will also expand its portfolio of services containing ready-made solutions encompassing the hardware, connectivity and software layers.

The Company enjoys a very good starting position for doing this, as it has at its disposal the necessary technological resources, including its data centers, fiber-optic networks, access to global and domestic Internet resources via its own Thinx IP exchange point and connections to foreign exchange points, and staff capable of handling the new solutions. In this way the Company will focus on the deployment of new solutions without the need to undertake significant investment in preparing the necessary infrastructure for them.

The Company will launch new services based on the “as-a-service” model, e.g. SaaS and PaaS. These services will supplement the product range, operating based on existing infrastructure. An example of a service planned for launch is the Anti-DDoS system, which is complementary to an existing solution.

The new products will:

- Use a subscription billing model;
- Diversify the Company’s customer portfolio and enable it to reach new target groups;
- Significantly increase the number of the Company’s customers;
- Be offered as services that can be ordered online.

In creating new products the Company will to a large extent make use of its existing infrastructure, utilizing the technological base of existing, tried-and-tested products. This means that our customers will gain uninterrupted access to data not only in the technological layer, as offered today, but also in higher layers, for example the use of software.

When creating new products, the Company will also develop existing solutions, adding new functionality to them, and thus increasing their attractiveness in the marketplace.

3.1.3. IAAS CLOUD SERVICES (PRIVATE, PUBLIC AND HYBRID CLOUD)

The Company particularly intends to intensify its efforts in offering cloud services. In addition to its existing private cloud service, it will introduce public and hybrid cloud products, enabling it to offer a whole spectrum of services to meet the needs of every customer.

The service is intended as an alternative to colocation or dedicated servers, for customers that are interested in such a solution. It means that the Company will be able to respond positively to practically any enquiry relating to IaaS services, and thus commercialize its existing data center space while at the same time increasing its revenue from every square meter of space.

3.1.4. DEDICATED SOLUTIONS FOR PARTICULAR GROUPS OF CUSTOMERS

The Company intends to tailor its services to the individual requirements of target groups. It also intends to create new products in the same way, responding to the needs of the market with appropriate specifications and actions. An example is dedicated transmission solutions for media customers, as well as additional security systems for colocation services offered to financial institutions.

3.1.5. ADD-ONS TO BASIC SERVICES

The Company plans to further extend its add-on services to basic products, which is expected to lead to increased ARPU. This will also lead to the creation of greater bonds between customers and the Company, and make the offered products more attractive (with the ability to purchase all necessary solutions from a single supplier).

3.1.6. NEW POPS IN EUROPE

Based on its positive experience from the connections that it has set up to date, the Company is planning to expand its presence at further exchange points in Europe, which it sees as a road to new markets of potential customers for its services. A direct connection makes it possible to ensure a suitable quality of information flow between users and their servers located at the Company's data centers.

3.1.7. CREATION OF COMBINED OFFERS

The Company intends to offer its solutions in combination, e.g. a dedicated server in combination with a dedicated connection between office and server, or Internet access together with VoIP telephony. This will increase ARPU, strengthen bonds between customers and the Company, and increase sales of services.

3.2. PRODUCTS – OPERATIONAL ACTIVITY

3.2.1. NEW PRODUCTS ORDERABLE ONLINE

The choice of products to be introduced to the range will be reviewed in terms of the possibility of their being sold by an automated procedure. In this way the Company will be able to reorganize the process by which it sells its services, increase customer numbers and extend the reach of its operations without at the same time incurring costs on the selling process itself.

3.2.2. MINIMIZATION OF SERVICE START-UP TIME

The Company intends to optimize the processes relating to service start-up. The work is expected to improve communication in relation to the availability of services and shorten response times to enquiries. The action taken will make it even easier than today for customers to understand how the services offered to them are constituted, how they can use them, and how rapidly and flexibly the provider is able to respond to customer needs.

3.2.3. PROMOTIONAL PRICE POLICY, PROMOTIONAL CAMPAIGNS

The Company will maintain a high quality of service and high customer satisfaction with the solutions used. It plans, however, to seek new customers more aggressively by using promotional campaigns (including special price offers) and other marketing actions. The Company aims to increase recognition of its brand and the solutions it offers among potential customers, which can be expected to have a direct impact on sales.

3.2.4. BETTER UTILIZATION OF FIBER-OPTIC INFRASTRUCTURE (PROMOTIONAL CAMPAIGNS, SALE OF SERVICES UNDER A PARTNERSHIP MODEL)

Analysis of the utilization of Company's fiber-optic infrastructure shows that there is a large potential for the further commercialization of its resources. This applies especially to end locations at which the Company already has its infrastructure and is able to further commercialize it.

4. INVESTMENT PLAN

The year 2015 is the final period of intensive capital expenditure relating to the completion of the ATM Innovation Center project. In this undertaking the Company has, since the second half of 2008, invested in four buildings to be used to provide data center services. The total net colocation space in these server rooms exceeds 3500 m², while the total value of the project is more than 100 million PLN. Expenditure relating to the

completion of this project, as well as that allocated for the development of products sold under an automated model (standardized products, such as dedicated servers), are the main items in the Company's capital expenditure budget for 2015. Together with other expenditure, primarily relating to the modernization and servicing of the ATMAN fiber-optic network, the annual total should not exceed 40 million PLN.

Assuming that the rate of commercialization of colocation space is as specified in the goals contained in the Company's strategy, further significant investment in data centers should not be needed before 2018. This means that over the next three to four years ATM will incur only costs relating to the fitting out and finishing of server space for customers, and those resulting from the need to maintain appropriate quality parameters and required transmission rates for the ATMAN network. At the present stage we are not planning any significant investment in increasing the range of the fiber-optic networks – the primary goal is to increase the profitability of existing resources.

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