

(Regulatory, Economic, Telecom market, Social, Environmental)

## External environment


### Key resources

**Natural** 


- Spectrum
- Energy

**Manufactured** 

- Network infrastructure
- Software
- Points of Sale

**Human & intellectual** 

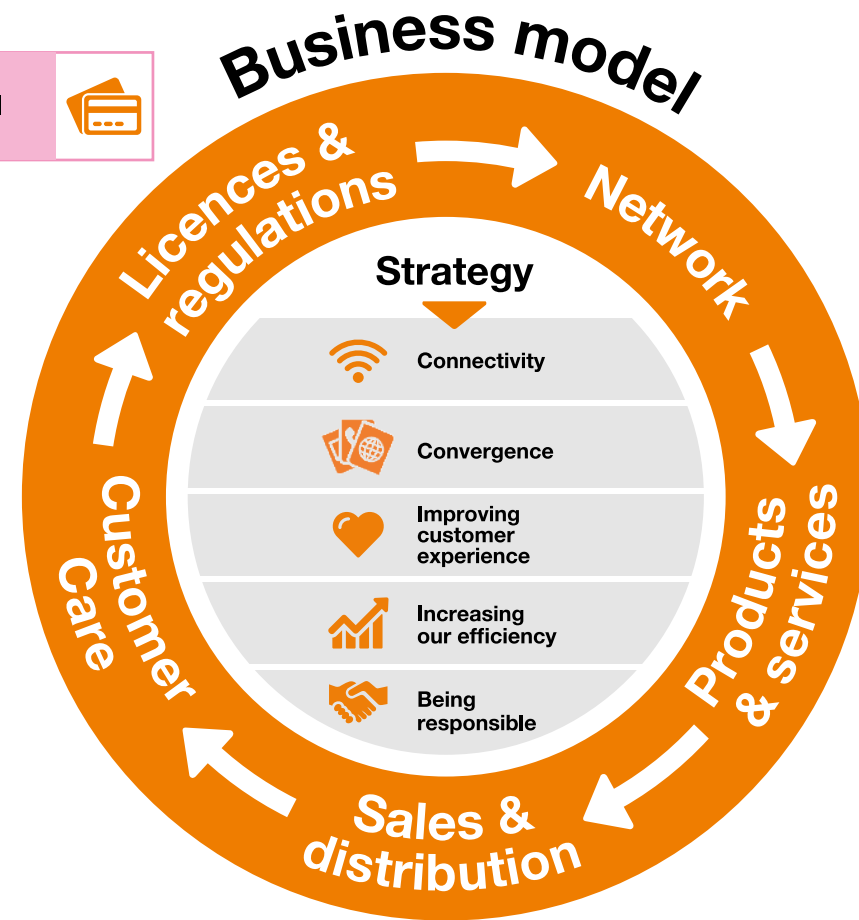
- Employees
- Innovation
- Knowledge about customers and market

**Social & relationship** 

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

**Financial** 

- Debt
- Equity



### Outputs

**Unmatched data connectivity for households and businesses**

- Providing best connectivity
- Delivering a palette of services adjusted to customer needs

**Effortless and friendly customer experience**

- Optimal sales channel mix
- Making customer journey easy and friendly

**Acting in an effective and responsible manner**

- Focus on efficiency
- Management of the impact on the environment
- Impact on society
- Being digital and caring employer

### Outcomes

**Value creation for all stakeholders**

**Performance measures – KPIs**

Risk management

(Corporate governance, Corporate culture)

## Internal environment