

people becoming the employer of choice by 2011

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agenda

- 1 capitalize on track records after 06-08 commitments achieved
- 2 strong capacity to allocate skills to business priorities
- 3 an improved know-how on training and reskilling
- 4 leverage on our assets and opportunities

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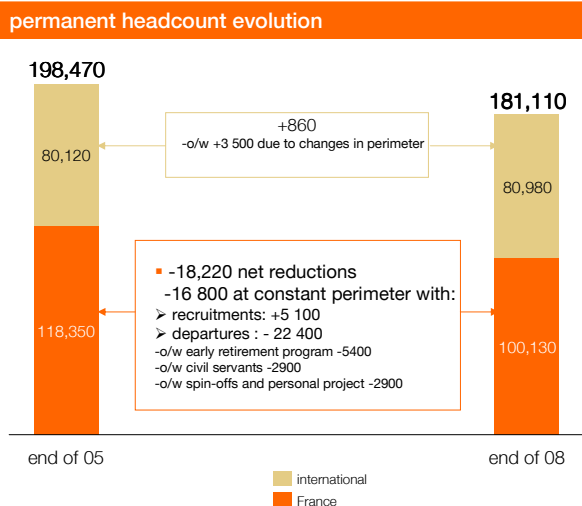
1 | people capitalize on our track-records

performance & efficiency

training & development

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1 | 06-08 commitments achieved on headcounts optimisation



headcount optimisation

- France**
 - more than 22,000 departures over 06-08
 - 5,100 recruitments over 06-08
 - focus on critical job lines for recruitments and internal moves
- Poland**
 - impact of the 3 years social agreement: 5 000 net decrease over the period 06-08
- UK**
 - transformation program with focus on customer relations and sales distribution
 - 900 net decrease between 06 & 08
- Spain**
 - voluntary departures plan in 08

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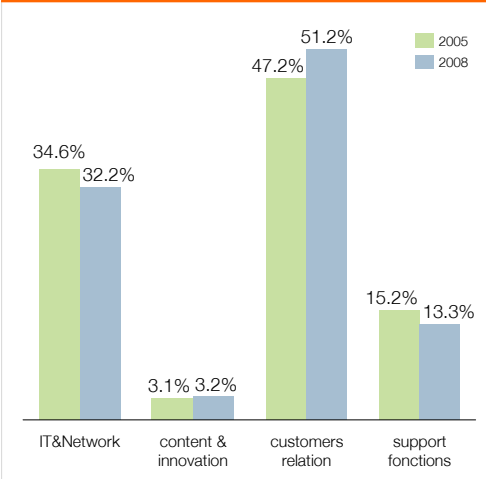
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2 | strong capacity to allocate skills to business priorities

skills allocation better aligned with operational needs at Group level



performance & efficiency

- 14,000 moves to critical job lines
- reallocation of skills to priority areas
 - customer relation: 35,400
 - innovation & content: 2,500

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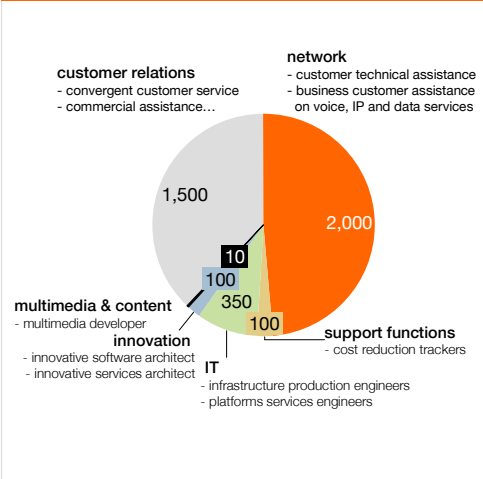
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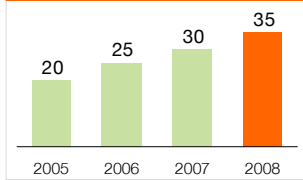
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3 | an improved know-how on training and reskilling

professional path (total number of employees)
> 4,000 employees in France



training in France
(hour per employee per year)



learning & development

- average at the group level: 31 hours per employee per year
- training bodies and entities:
 - orange university
 - orange management schools
 - orange global business schools

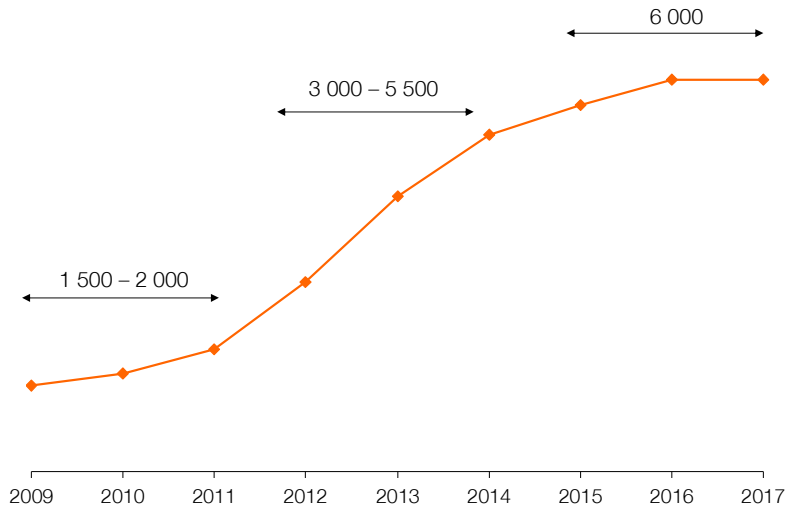
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4 | natural attrition in France will accelerate in the coming years



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4 | keep our track-records and leverage on our assets & opportunities

perform & be efficient

- we keep our HR programmes for internal and external mobilities

train & develop

- we continue to develop skills and competencies

anticipate & leverage on opportunities

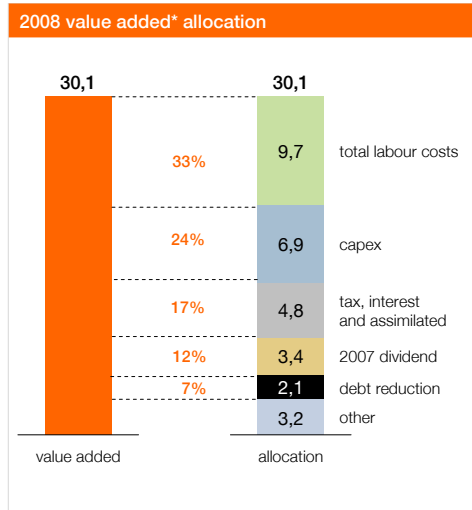
- natural attrition (retirements) gives the opportunity to monitor headcount and labour costs
- to focus on strategic recruitments by anticipation
- to reach 4 500 apprentices in 2009 in France who will have the priority for the recruitments on prioritized areas
- to adapt the internal/external workforce

attract & retain

- successful rebranding: a lever to attract the best talents
- CSR and diversity
- talent & career paths management

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4 | attract & retain, associating employees to the Group success



insight

- total compensation in line with market practice
- our compensation policy is closely linked to business performance
- significant collective variable pay to associate our employees to the Group results :
 - profit sharing programs
 - free shares program paid in 09 based on 06-08 results

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* revenues minus external purchases and ...