

# Group overview

be agile  
to preserve  
strong cash  
generation

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## cautionary statement

- this presentation contains forward-looking statements about France Telecom's business, in particular for 2009. Although France Telecom believes these statements are based on reasonable assumptions, these forward-looking statements are subject to numerous risks and uncertainties, including matters not yet known to us or not currently considered material by us, and there can be no assurance that anticipated events will occur or that the objectives set out will actually be achieved. Important factors that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among others, overall trends in the economy in general and in France Telecom's markets, the effectiveness of the integrated operator strategy including the success and market acceptance of the Orange brand and other strategic, operating and financial initiatives, France Telecom's ability to adapt to the ongoing transformation of the telecommunications industry, regulatory developments and constraints, as well as the outcome of legal proceedings and the risks and uncertainties related to international operations and exchange rate fluctuations.
- more detailed information on the potential risks that could affect France Telecom's financial results can be found in the Registration Document filed with the French Autorité des Marchés Financiers and in the Form 20-F filed with the U.S. Securities and Exchange Commission. Except to the extent required by law, France Telecom does not undertake any obligation to update forward-looking statements.

## agenda

1 in 2008, we met NExT plan objectives

2 Orange 2012: be agile to preserve strong cash generation

3 1Q09 results and outlook on track

1

## NExT 06-08: France Telecom Orange has exceeded its objectives despite an acceleration in market change

### acceleration in our environment change

- accelerated mass adoption of VoIP, 3-play
- strong competitive intensity, e.g. accelerated shift towards abundance, new internet players
- development of VAS, including content
- sustained national and increased European regulatory pressure

### France Telecom has proven its adaptability

#### significant transition costs

- acceleration of our business transformation
- costs-cutting and business process reengineering

# 1

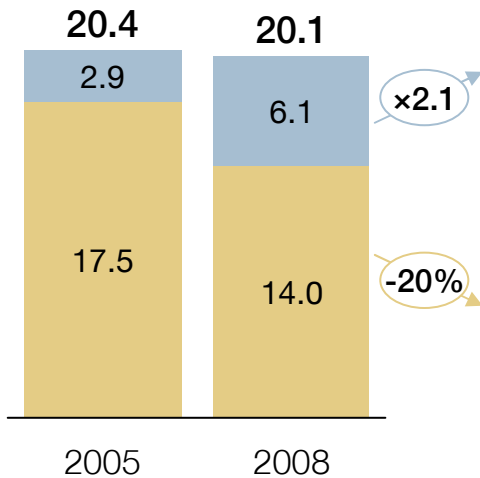
## NExT 06-08: overall growth hides significant revenue transformation



### broadband access offset the drop in legacy business...

in billions of euros

■ broadband\*  
■ legacy

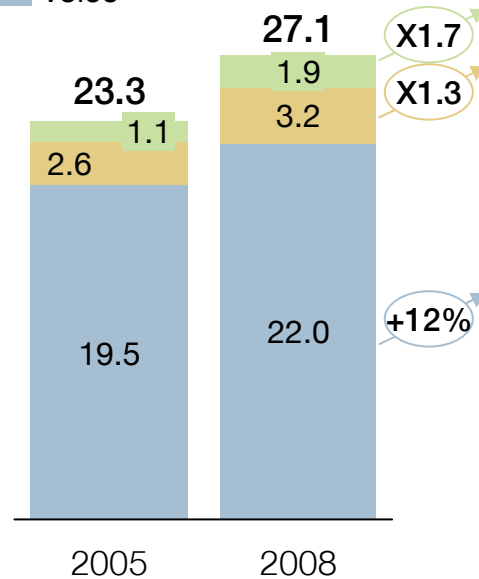


\*including portal and content revenues

### data & SMS activities drive mobile revenues growth...

in billions of euros

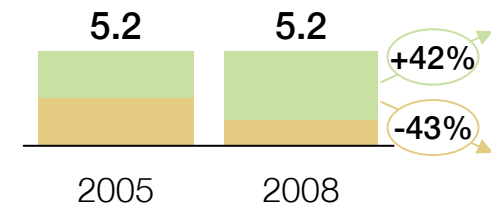
■ data and content  
■ SMS  
■ voice



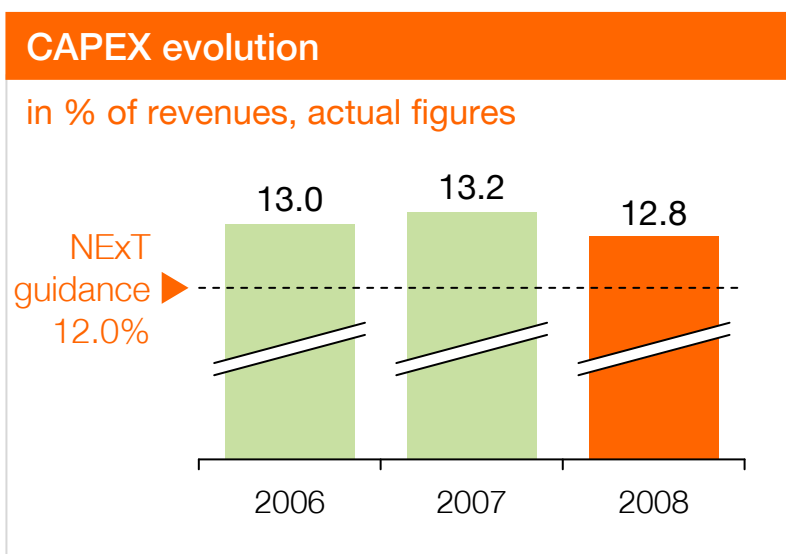
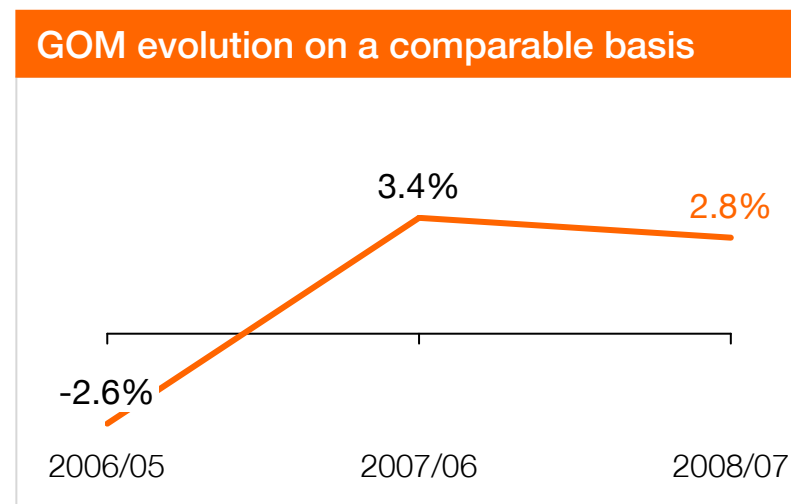
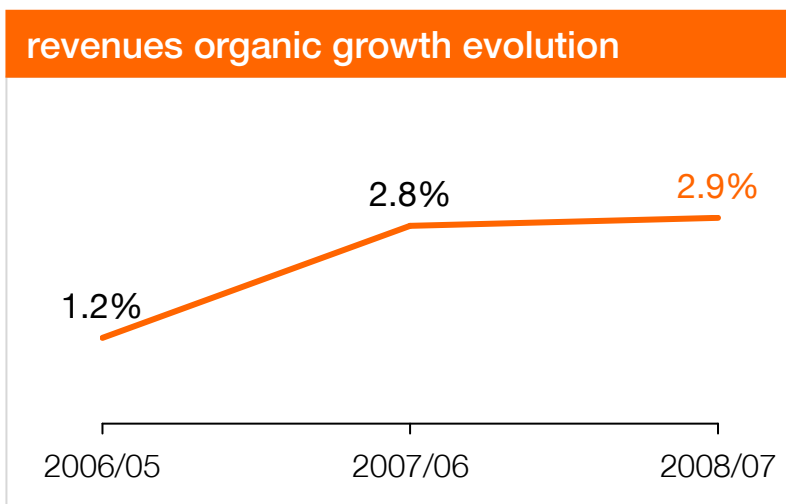
### surge in IP networks offset slump in data legacy...

in billions of euros

■ IP networks and services  
■ data legacy



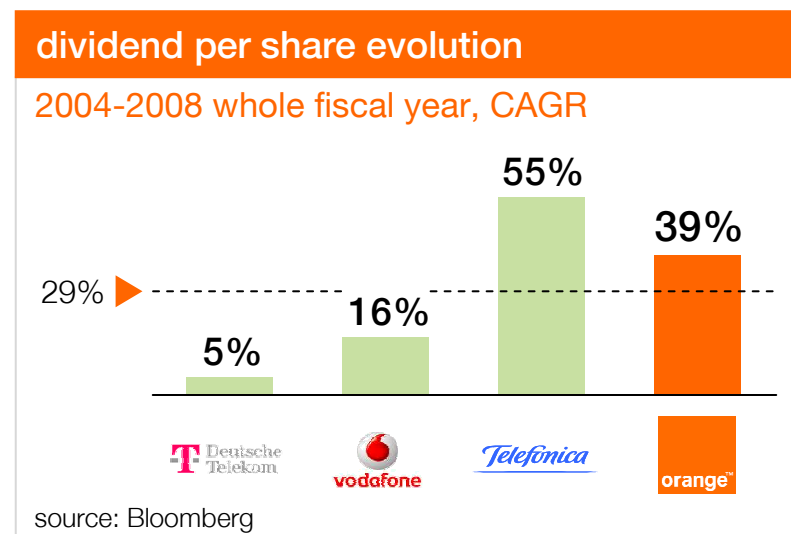
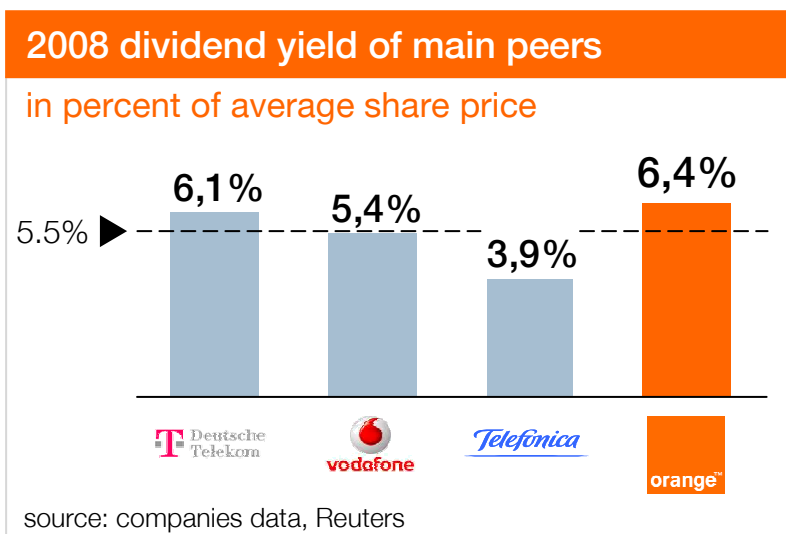
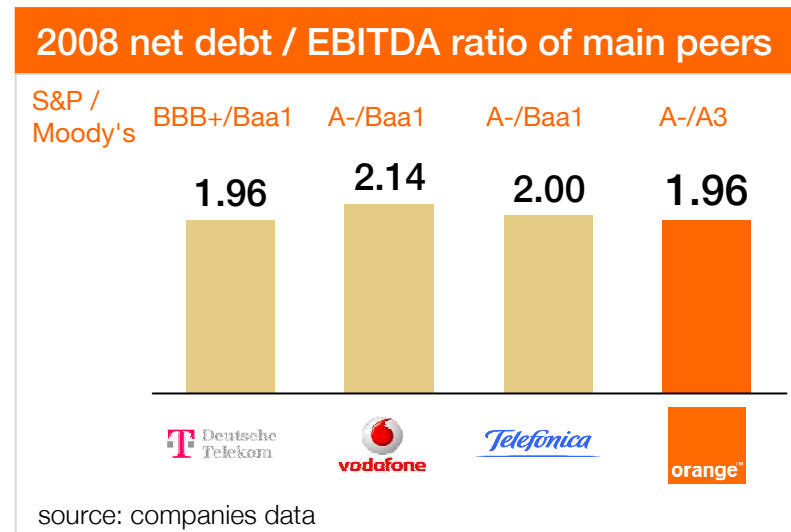
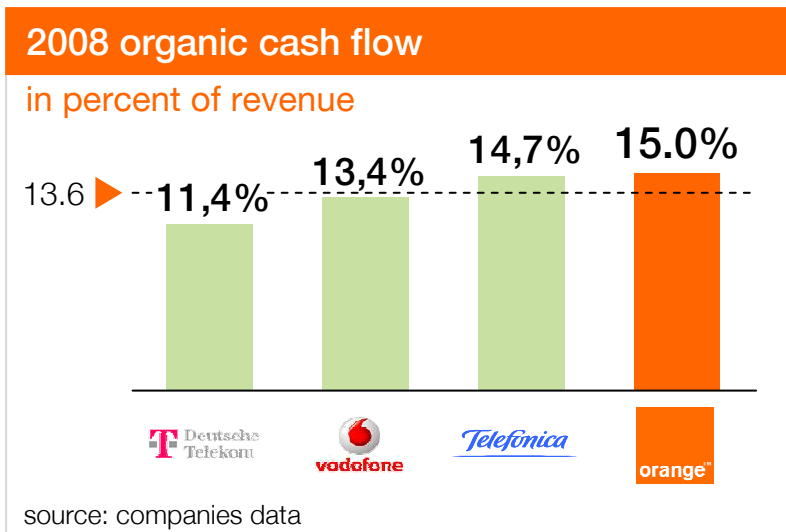
# 1 | NExT 06-08: momentum regained in 2007 and 2008



## highlights

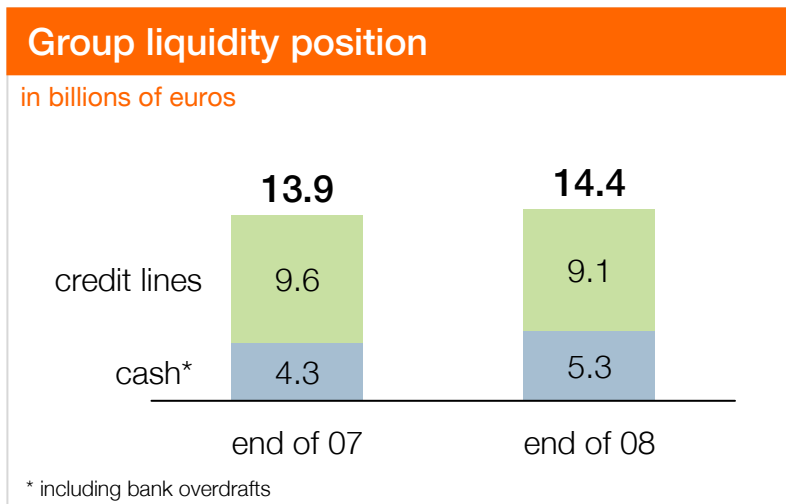
- 2006: turbulent environment, transformation ramp up
- 2007: early benefits from transformation
  - inflexion in France, stabilization in enterprise
  - improved situation in Spain and the UK
- 2008: regained momentum across the Group
  - continued improvement in Spain, UK
  - confirmation in France, Enterprise
  - stabilization in Poland
  - maintained momentum in rest of world

# 1 | NExT 06-08: strong cash generation, deleverage completed, attractive value for shareholders in line with guidance



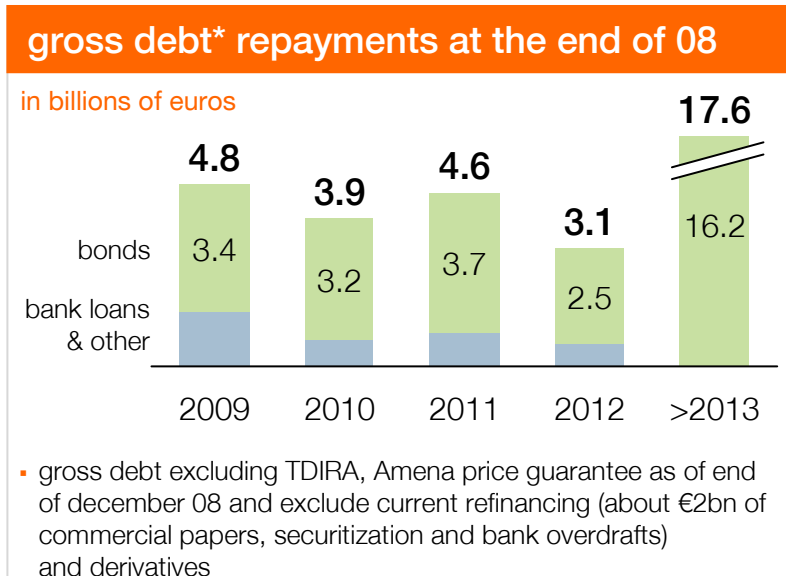
# 1

## debt management: France Telecom manages its future redemptions and benefits from a strong liquidity position



### insight

- **stronger liquidity position as of Dec. 08**
  - EUR 14.4 bn vs EUR 13.9 bn in 07
- **good refinancing conditions**
  - 2008: EUR 4.3bn bond issued at attractive conditions with an average rate of 5.9%
  - 2009 repayments well advanced: easy access to the bond markets with EUR1.3bn issued in Jan & Feb 09 at an average rate of 4.6%



### gross debt structure

Moody's / S&P rating	A3/A-
% of gross debt with a fixed rate	83%
% of gross debt in €	79%
% of gross debt in bonds	77%
average maturity	7.5 years
average cost of debt for 2008	6.66%

## agenda

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# 2

## our strategy pursued since 2006 has delivered results and will be continued

### convergence

- integrated **organization**
- convergent **products**
- unified **brand**

### IP transformation

- **#1** broadband internet provider in Europe
- **#1** in IPTV in Europe
- **7.8 m** Livebox deployed in Europe

### growth and innovation initiatives

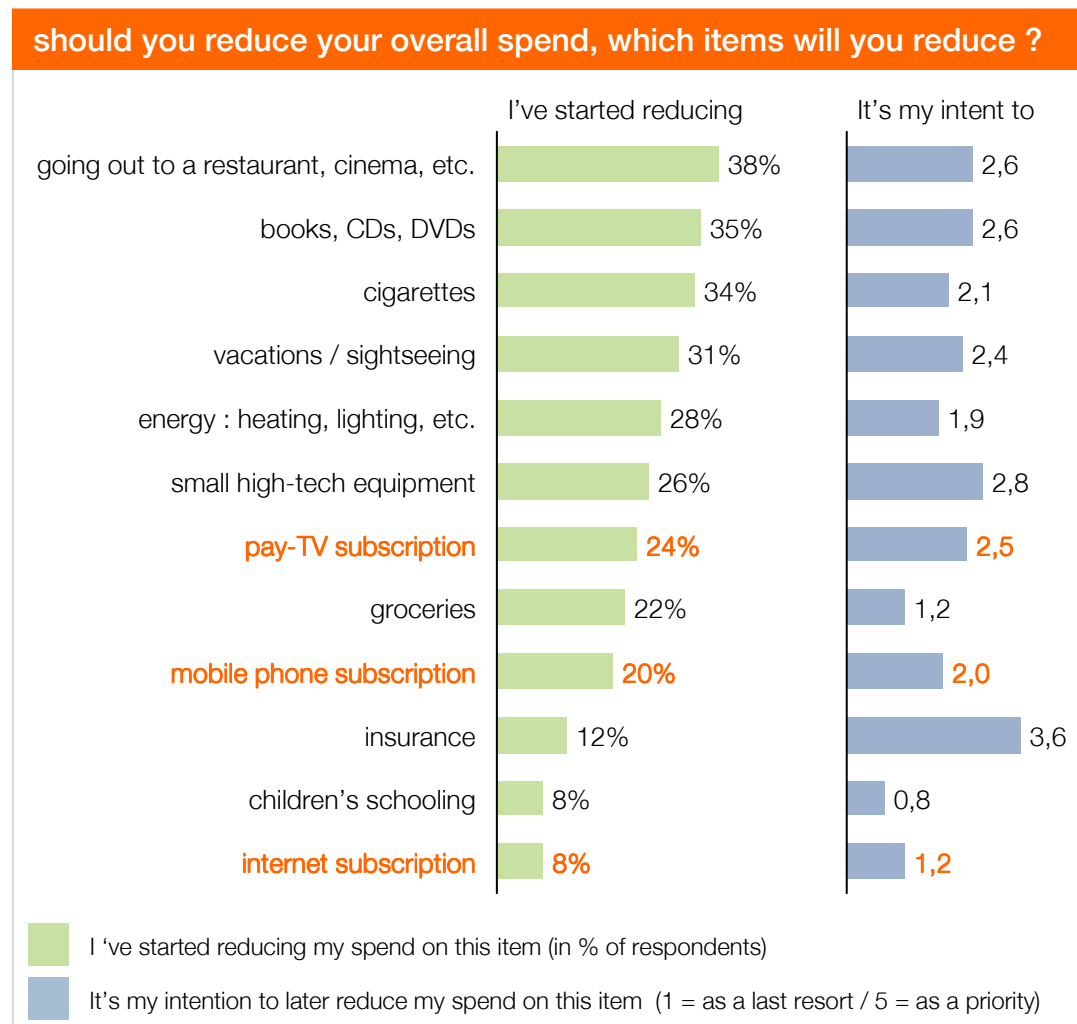
- successful launch of **growth initiatives**, e.g. content, online advertising and e-health
- revenue share from growth and innovation initiatives from 6% in 2007 to **9% in 2008**

### internationalization

- presence in **30 countries\***
- customers in emerging markets from 14% of total in 2005 to **29% in 2008**

# 2

## still today, spend on telecom services seem preserved compared to other household spend items



### insights

- in an economic slowdown, there are several **other spend categories** to be reduced first, before consumers cut down on telecom
- in the telecom and media universe, **pay TV** is more exposed, followed by **mobile telephony** and last by the **internet**
- while consumers did begin reducing their overall spend, the april 2009 survey revealed **no significant deterioration in behaviour or intentions** compared to the december 2008 survey

## 2

# economic slowdown modifies telecom sector trends

### negative

- **lower roaming traffic** and revenues due to less travelers
- **less handset renewal** with a positive impact on commercial costs
- **higher competitive pressure** on prices already observed in some countries (Poland, Romania, ...)
- **customers optimizing usage of bundles** with less and less out of bundle usage

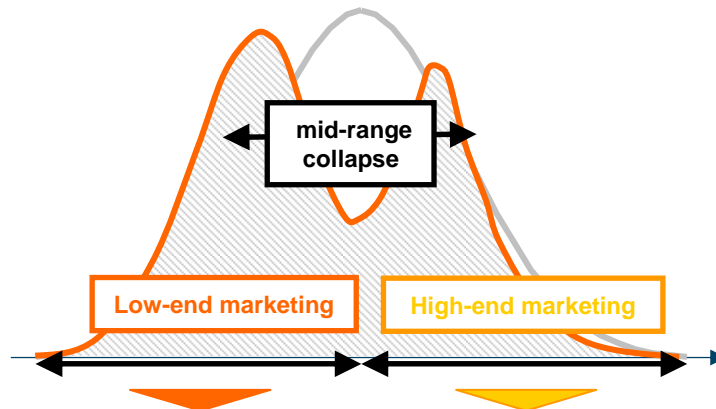
### positive

- **high bandwidth connections** development supported by new generation terminals continues
- **customers are spending more time at home** and developing some new usages (internet, VOD take-off, ...)
- **development of distance working** using videoconferencing or conference calls
- **acceleration of the economy** mutation towards the digital world : e.g. increased implementation of new solutions such as M2M enabling companies to be more efficient and reduce costs

# 2

## France Telecom is adapting its offers to market new trends

### lower interest for middle range proposition



value for money

pleasure & leisure

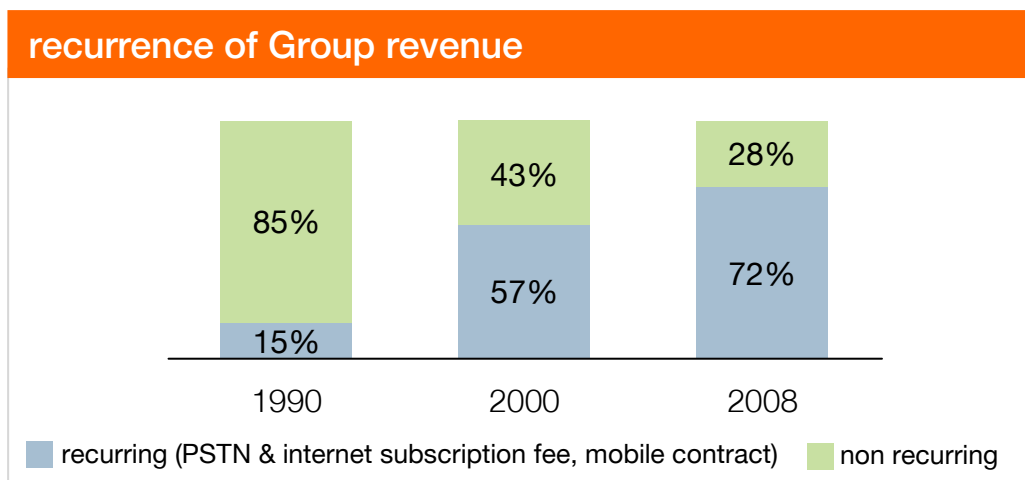
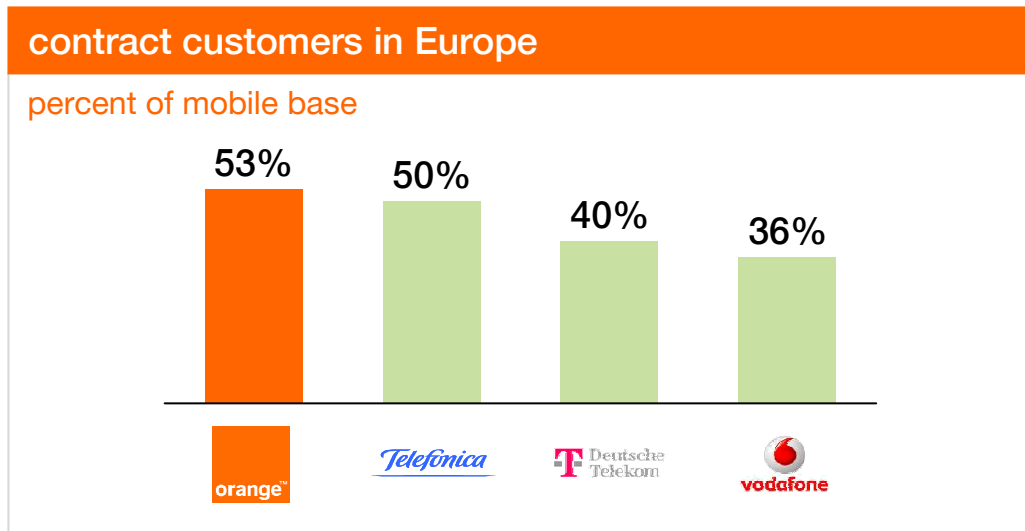
- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ greater sensitivity to price</li> <li>▪ looking for optimum quality / price trade off</li> <li>▪ taking more time to find the best value for money offer</li> <li>▪ reaction to promotional offers</li> </ul> | <ul style="list-style-type: none"> <li>▪ attracted by high range terminals with latest features (iPhone...)</li> <li>▪ looking for specific aspects (pleasure, fun, community)</li> <li>▪ arbitration made against other goods &amp; services</li> </ul> |
|--|--|

### FT new commercial strategies

- more and more unlimited offers in voice, data and sms
- in France specific offers have been launched : (1) 40€ cash for customers keeping their handset for one year + 5€ for WWF; (2) first social offer for “RSA” (Earned Income Supplement) at 10€/month in mobile
- starting used phone sales in our shops in France and in some other countries
- new segmented approach to attract new customers and retain the existing ones (capped contract offers and SIM only)
- pro-active approach with business customers to delay some payments or review some offers

# 2

## France Telecom is well positioned in downturn thanks to our customer franchise and structure of revenues



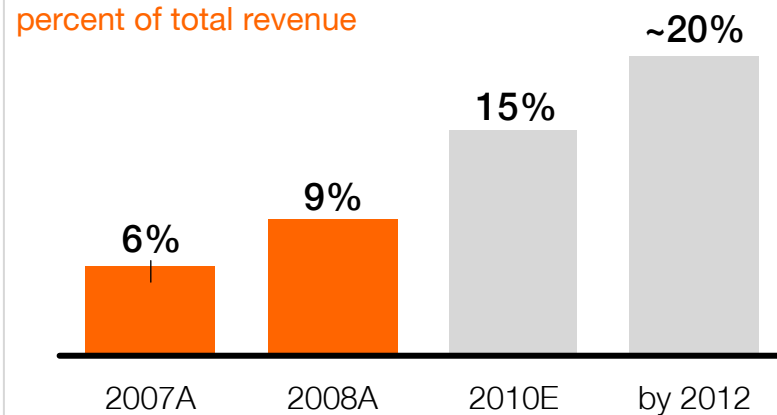
### insight

- highest share of contract customers among peers
- in the new context, less attraction for prepaid offers benefiting contract ones
- revenue has evolved towards a much larger share of recurring revenue, both in fixed and mobile

# 2

## growth and innovation initiatives are also resilient and will provide support to Group growth in recovery

### evolution of 20 growth and innovation initiatives\*



access & convergence



multimedia & audience



growth initiatives



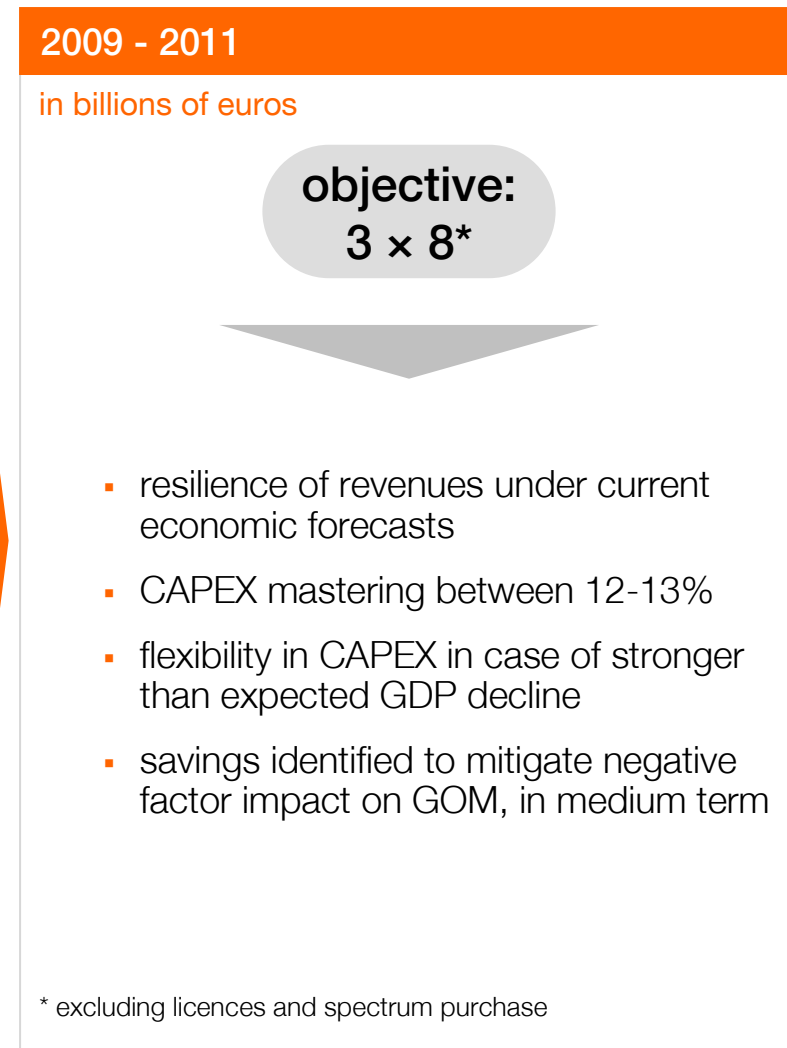
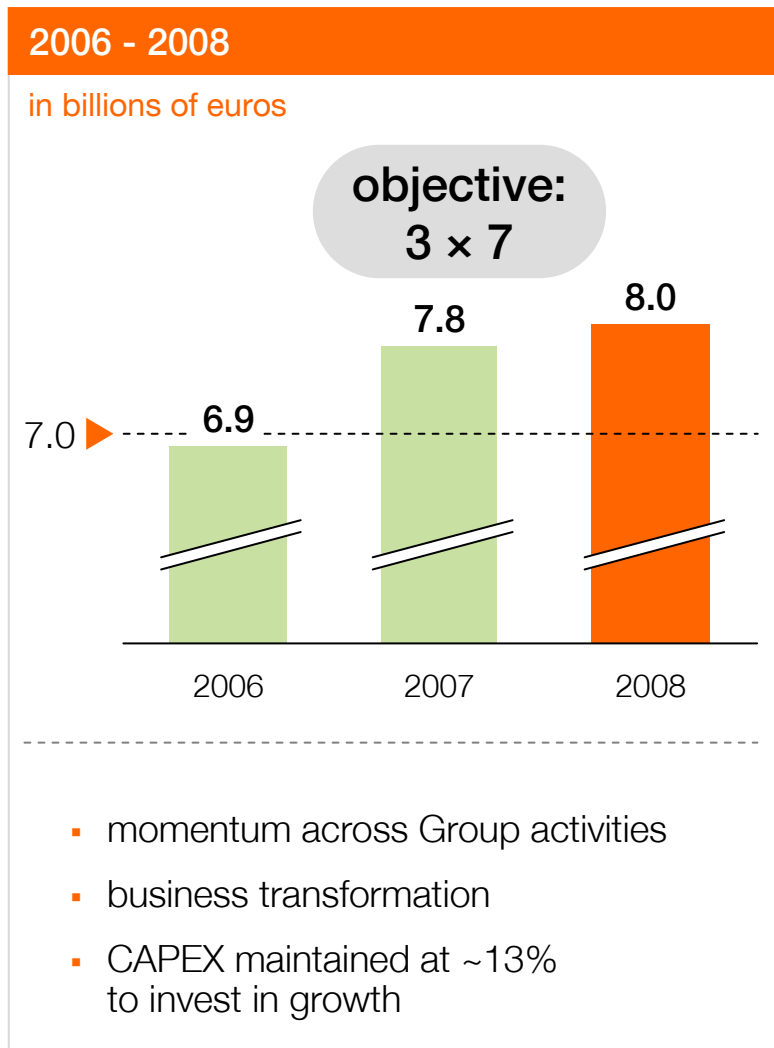
### impact of downturn on growth initiatives

- content
  - resilient, especially TV and new forms of consumption
  - strong trend for TV de-linearization
  
- advertising
  - advertising correlated with GDP
  - shift to online slowed, but continuing
  
- e-health
  - healthcare among the most resilient sectors
  - efficiency and productivity projects heavily promoted

\* includes Livebox and ecosystem revenues, VoIP for consumers revenues, boxes and other access revenues, Very High Broadband revenues, VoIP Prosumer revenues, Livebox Pro and Orange Office revenues, Business everywhere revenues, Unik revenues, Mobile Call Services revenues, Internet Everywhere revenues, Orange conference revenues, Multimedia, premium services and Audience revenues, IP TV and VOD revenues, Mobile Multimedia Services revenues, Mobile TV revenues, GPS/LBS revenues, P2P revenues, Audience and communities revenues, New territories revenues, Vertical Apps / Other industries revenues, Vertical Applications : Health revenues, Payment and Contactless revenues

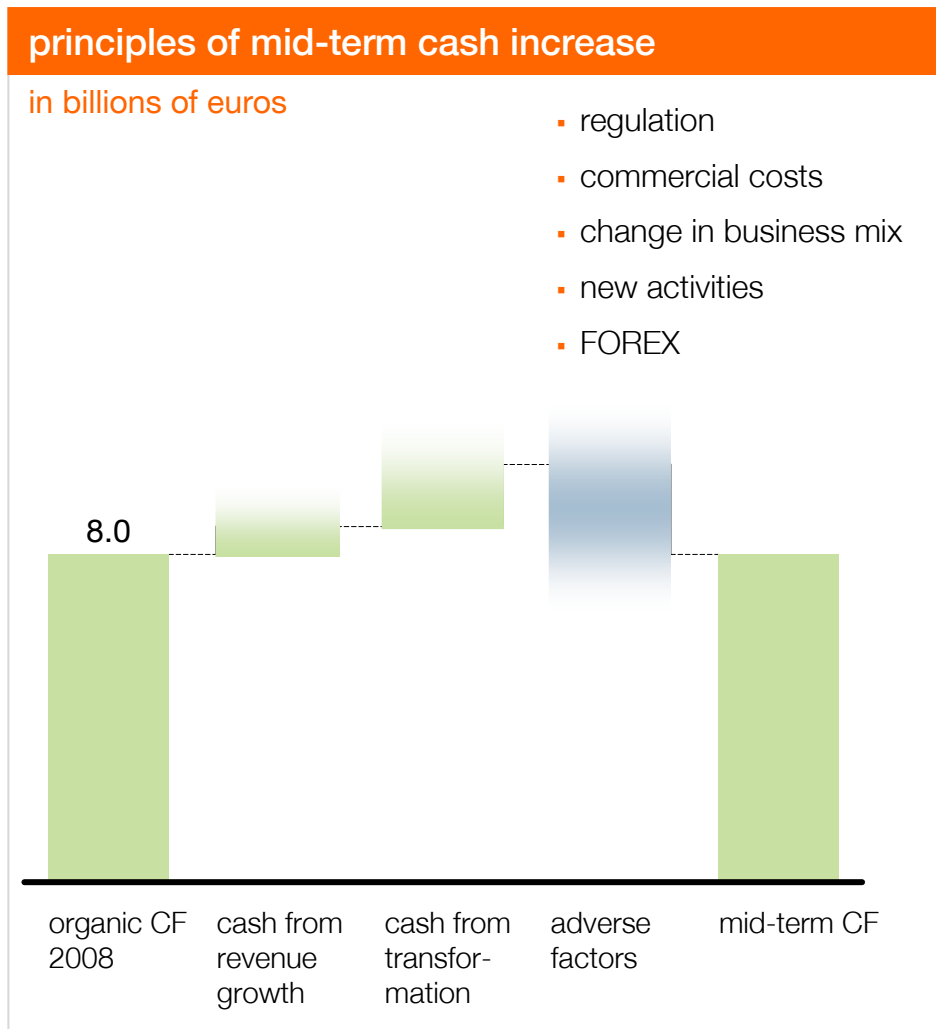
# 2

## France Telecom Orange ambition is to preserve a strong organic cash flow generation



# 2

## ongoing transformation to offset adverse factors

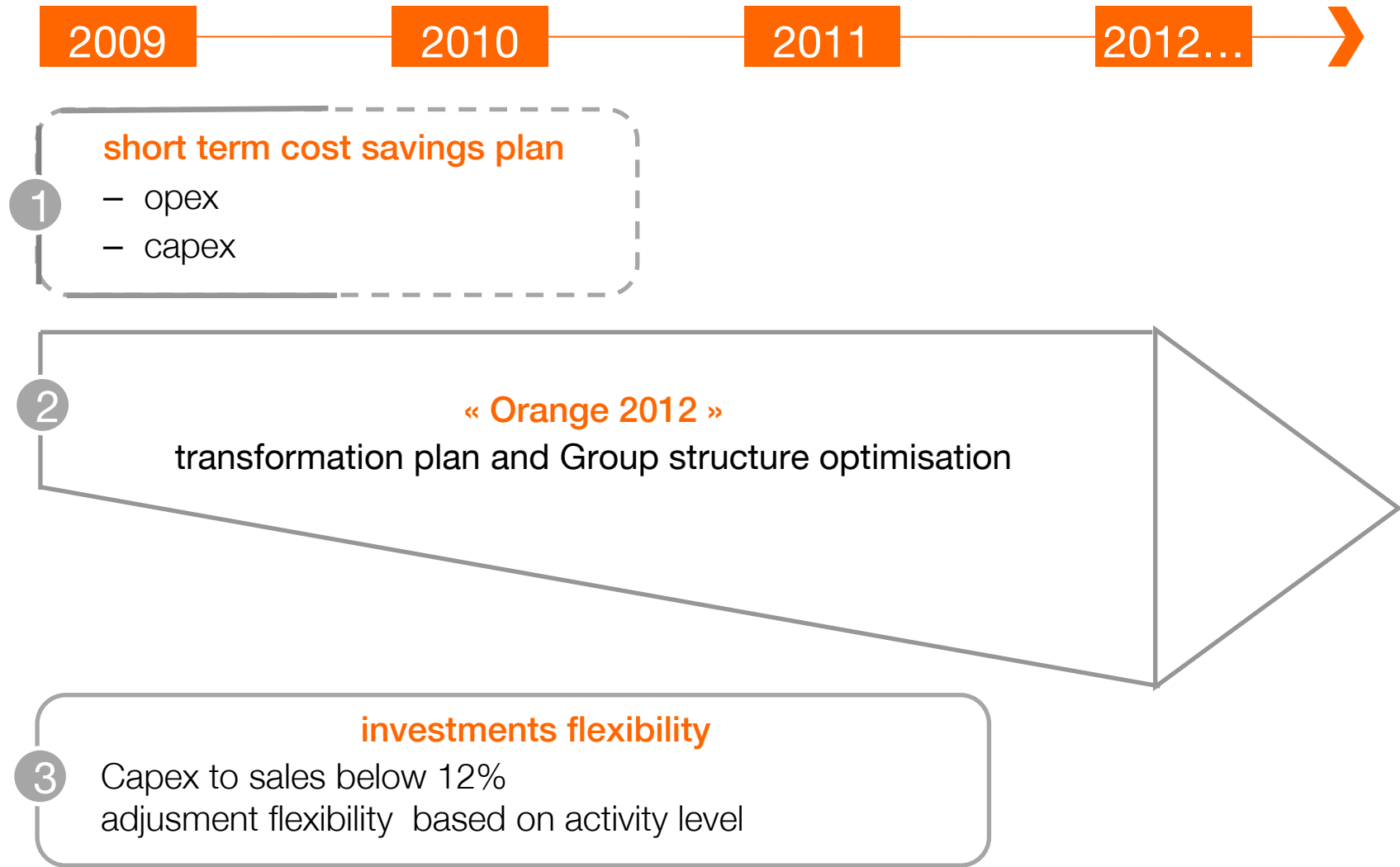


### insight

- ongoing transformation and cost cutting programs are key to offset identified adverse factors
  - regulation will continue to affect our GOM in France but also in other European countries with more predictability
  - commercial costs are expected to increase subject to level of competition
  - change of business mix and shift to the new activities involve lower margins but less CAPEX
  - FOREX further deterioration
- in addition, there are some contingencies to face potential adverse factors

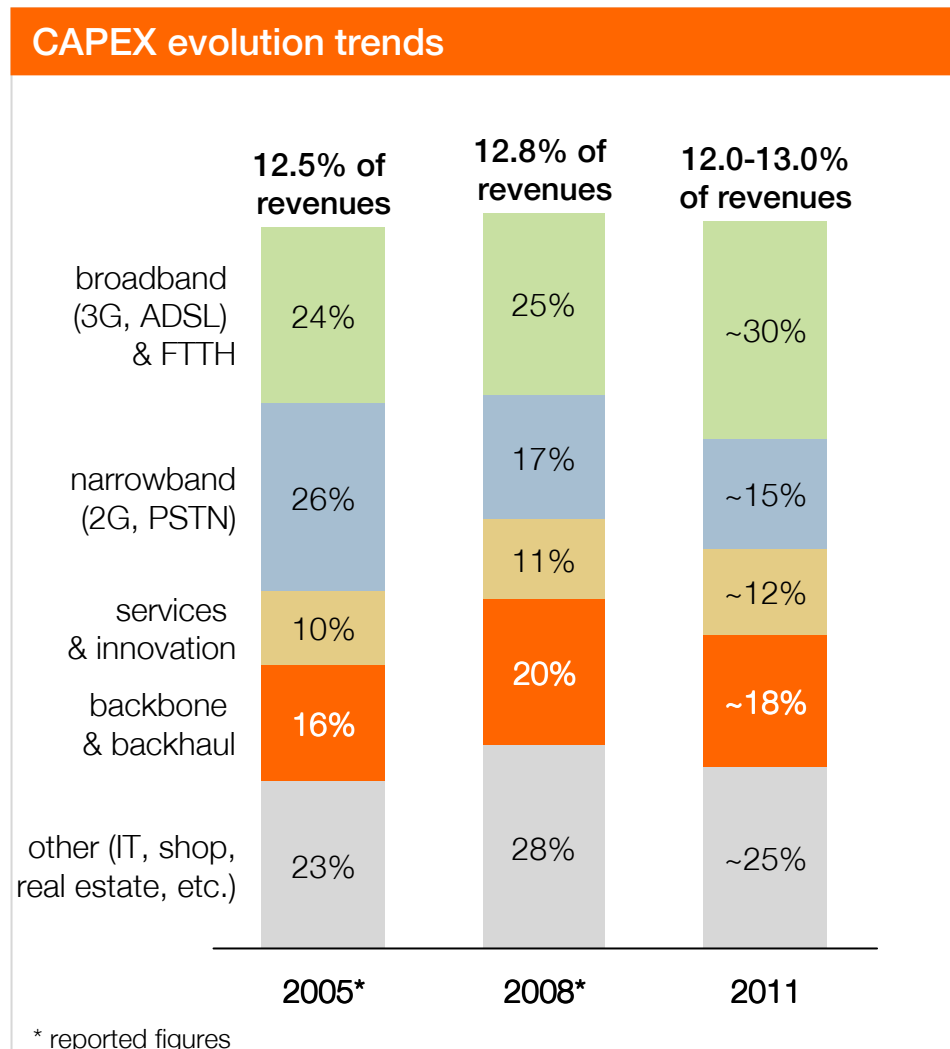
# 2

## Opex and Capex reduction flexibility



# 2

## CAPEX under control, supporting development in emerging countries and technology disruptions

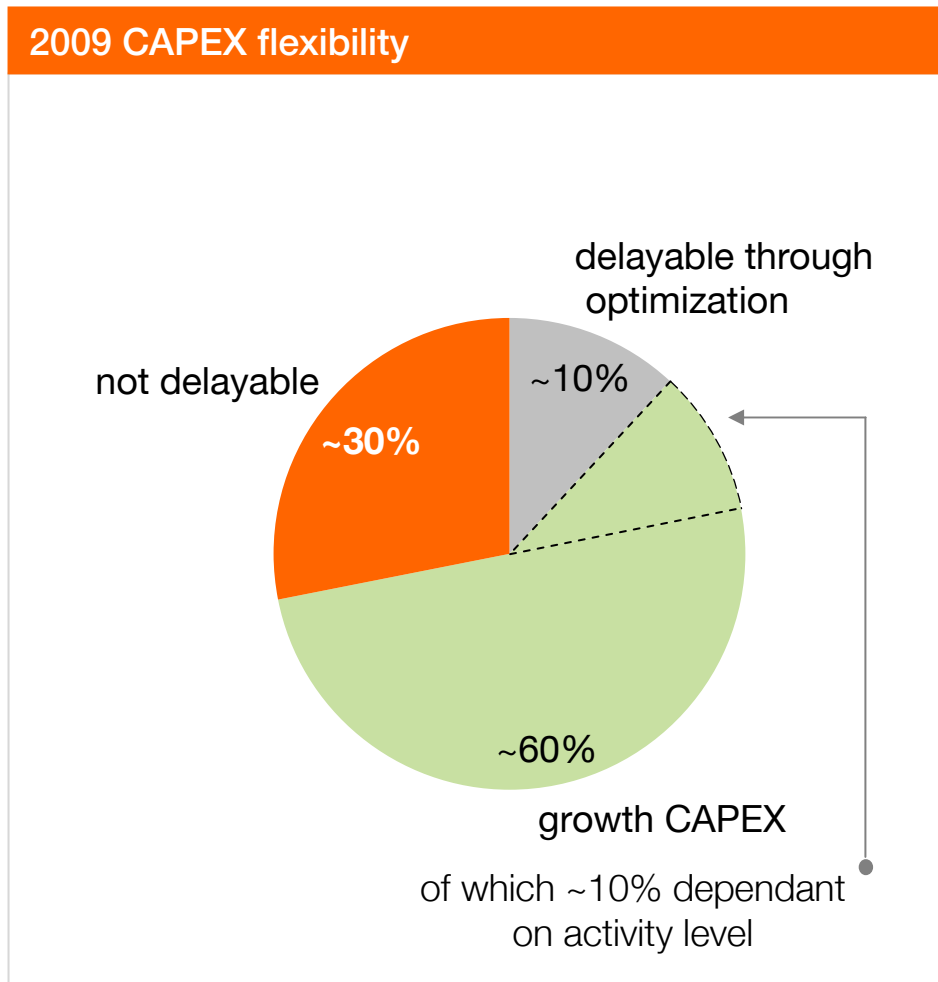


### insight

- clean regulatory conditions are required for the take off of **FTTH** roll out take (PON technology)
- **broadband** leadership maintained while containing access & CPEs costs
- **narrowband** investment shift from mature to emerging countries
- traditional **services** replaced by new growing activities
- lower **backbone** CAPEX: growth of data usage offset by initiative to contain traffic
- operational costs reducing and productivity improving through **sustained IT investments**

# 2

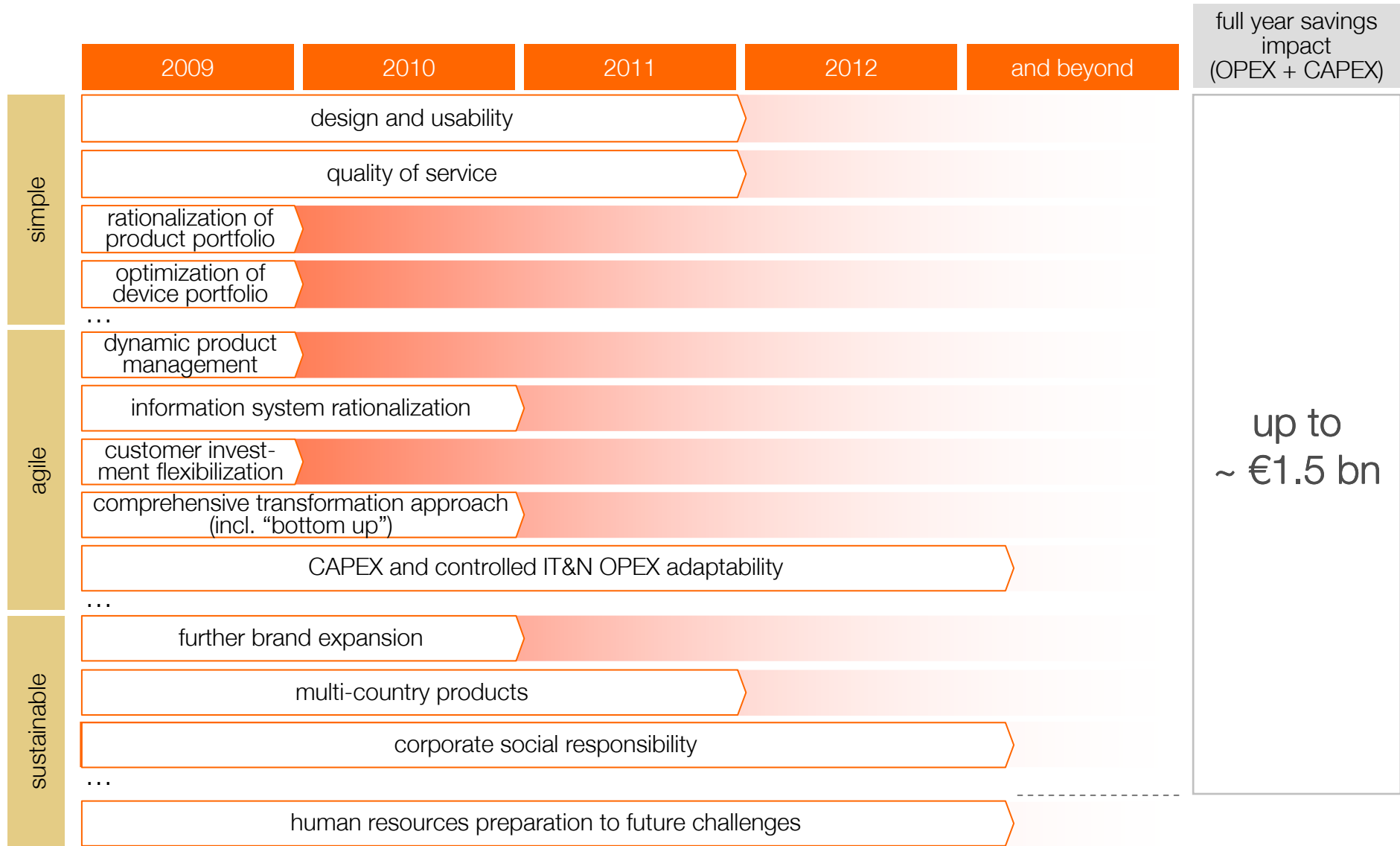
## the Group has some flexibility to adapt its CAPEX in case of downturn



### insight

- CAPEX optimization is based on a methodology with 3 main criteria:
  - strategy & technology
  - financial criteria
  - risk & scalability
- around 10% of CAPEX can be delayed through optimization
- only 30% of CAPEX cannot be delayed: mainly productivity opportunities, regulatory constraints, and maintenance releases of legacy systems
- 60% of CAPEX mainly focused on growth opportunities: about 10% may be rescheduled in case of customer trajectories degradation

# 2 | identified workstreams could generate up to €1.5 bn in cash in the mid-term



## agenda

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## 3

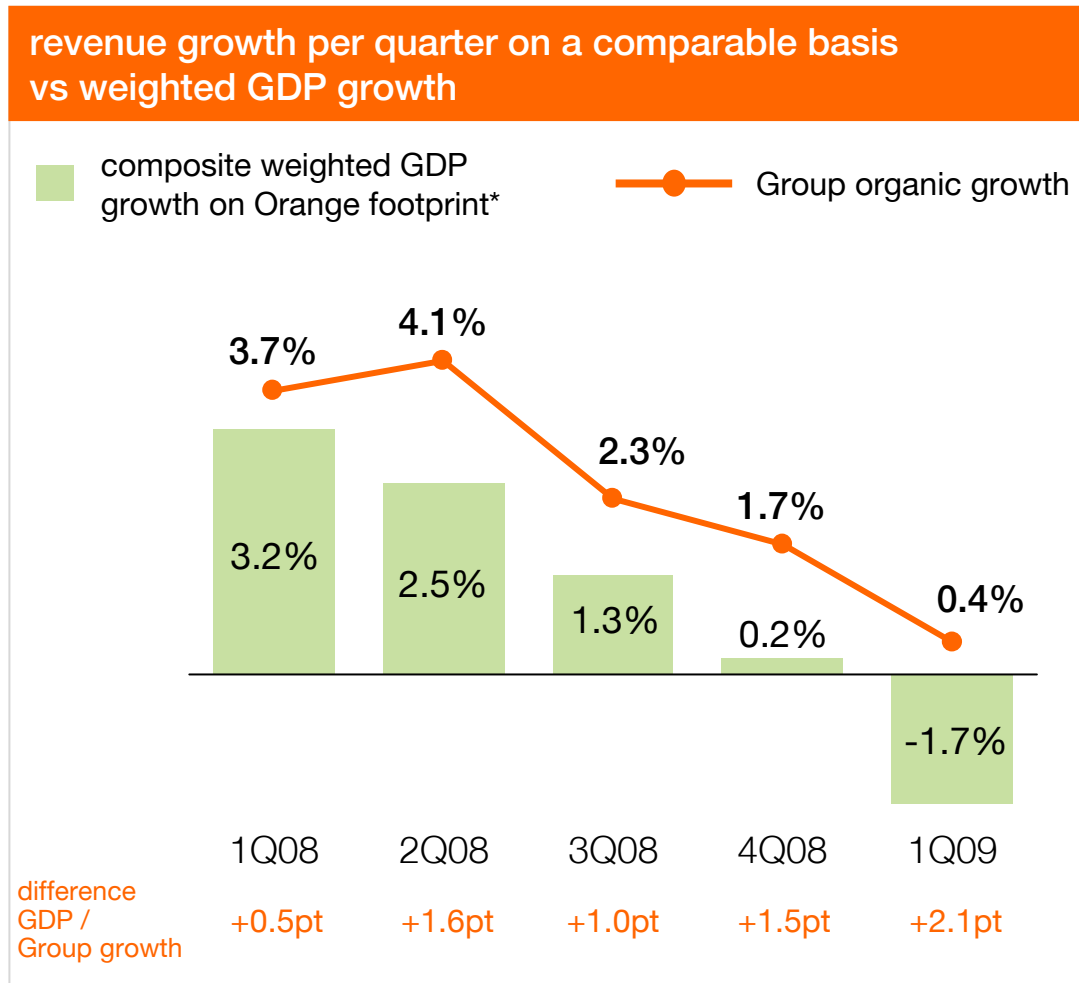
## 1Q09 key financial achievements

cash flow in line with full year objective despite deteriorating economic environment

in millions of euros	1Q08 CB	1Q09 actual	var. comp basis	key points
<b>revenues</b>	12,639	<b>12,685</b>	+0.4%	<ul style="list-style-type: none"> <li>most of the regions except France have been facing economic deterioration</li> </ul>
<b>EBITDA</b>	4,498	<b>4,300</b>	-4.4%	<ul style="list-style-type: none"> <li>EBITDA margin decline as expected</li> <li>higher interconnection costs</li> </ul>
in % of rev	35.6%	<b>33.9%</b>	-1.7pts	
<b>CAPEX</b>	1,461	<b>1,230</b>	-15.8%	<ul style="list-style-type: none"> <li>real estate purchase last year (€145m)</li> <li>controlled capex spending thanks to project prioritization</li> </ul>
in % of rev	11.6%	<b>9.7%</b>	-1.9pts	
<b>EBITDA-CAPEX</b>	3,037	<b>3,070</b>	+1.1%	<ul style="list-style-type: none"> <li>on track to reach organic cash flow guidance</li> </ul>

# 3

## resilience of Group revenue confirmed vs. GDP evolution in Orange footprint



### insight

- 1Q09 revenue growth slowdown at a lower pace than GDP decline
- resilience to GDP mainly linked to France and Enterprise businesses

## 3

## resilience of France and enterprise partly offsets slowdown in Spain, Poland and ROW

in millions of euros	1Q08A	forex	perimeter	1Q08CB	1Q09	change 2009/2008*	
						€m	%
<b>Group revenues</b>	<b>13,027</b>	<b>-409</b>	<b>+20</b>	<b>12,639</b>	<b>12,685</b>	<b>+46</b>	<b>0.4%</b>
<b>France</b>	<b>5,801</b>	-		<b>5,789</b>	<b>5,912</b>	<b>+123</b>	<b>2.1%</b>
personal	2,464			2,462	2,645	+183	7.4%
home	3,614			3,602	3,559	-43	-1.2%
eliminations	-277			-276	-292	-16	
<b>UK</b>	<b>1,512</b>	-251		<b>1,261</b>	<b>1,253</b>	<b>-8</b>	<b>-0.6%</b>
personal	1,443			1,204	1,208	+4	0.4%
home	88			73	60	-13	-18.3%
eliminations	-19			-16	-14	+2	
<b>Spain</b>	<b>994</b>	-		<b>994</b>	<b>954</b>	<b>-41</b>	<b>-4.1%</b>
personal	827			827	783	-45	-5.4%
home	167			167	171	+4	2.4%
<b>Poland</b>	<b>1,267</b>	-259		<b>1,008</b>	<b>960</b>	<b>-48</b>	<b>-4.7%</b>
personal	586			466	445	-21	-4.5%
home	735			585	575	-10	-1.8%
eliminations	-54			-43	-60	-17	
<b>ROW</b>	<b>1,930</b>	84		<b>2,037</b>	<b>2,028</b>	<b>-9</b>	<b>-0.4%</b>
<b>Enterprise</b>	<b>1,904</b>	12		<b>1,919</b>	<b>1,926</b>	<b>+7</b>	<b>0.4%</b>
<b>International carrier &amp; SS</b>	<b>302</b>	1		<b>300</b>	<b>337</b>	<b>+37</b>	<b>12.3%</b>
eliminations	-682	3		-669	-686	-17	2.5%

# 3

## improvement of labour costs offset by interconnection and commercial costs

evolution of opex in 1Q09		
in millions of euros & % of revenues	1Q08 CB	1Q09
labour costs	(2,286) 18.1%	(2,254) 17.8%
o/w profit sharing & share base payments	(94)	(81)
interconnection	(1,832) 14.5%	(1,890) 14.9%
other IT&N	(685) 5.4%	(728) 5.7%
general, properties, and others	(1,481) 11.7%	(1,540) 12.1%
o/w restructuring	(67)	(51)
o/w disposals and share of affiliates	(10)	(8)
<b>EBITDA pre com. &amp; content</b>	<b>6,355</b> 50.3%	<b>6,273</b> 49.5%
commercial expenses & content costs	(1,857) 14.7%	(1,973) 15.6%
<b>EBITDA</b>	<b>4,498</b> 35.6%	<b>4,300</b> 33.9%

- labour cost decrease mainly due to lower headcounts (-2910 yoy)
- higher interconnection costs due to abundance off-net offers development on voice and sms
- network subcontracting and technical maintenance mainly in France, UK and Africa & Middle East
- higher property costs due to increase of real estate index in France
- audiovisual tax and other taxes, frequency fees
- bad debt increase
- soccer & cinema rights in opex since 3Q08
- higher subsidies due to smartphone adoption

# 3

## resilience of France Telecom despite new deterioration of macro-economic forecast

### weighted GDP IMF forecast on Orange footprint

Jan 09 : full year 2009 GDP forecast	-1%
1Q09 estimate	-1.7%
April 09 : full year 2009 GDP forecast	-2.5%

source : IMF

### macro-economic insight

- IMF has lowered GDP forecast in all regions
- **Euro zone** situation deteriorating from -2.0% to -4.2%
- **Eastern European** countries economic situation worrying with -3.7% GDP decline expected from -0.4% previously
- **Africa** resisting well with an expected average GDP growth from +3.4% to +2.0%

### France Telecom business trends

- revenues trend is deteriorating but remains remarkably better than GDP as expected
- confirmation of EBITDA margin pressure as expected

# 3

## 2009 cash flow guidance confirmed

### cash flow guidance confirmed

- maintain the level of 2008 organic cash flow: 8bn€ (before possible spectrum acquisition)

### ongoing actions to secure organic cash flow generation and preserve market share

- **revenues** : specific marketing offers launched to respond to downturn and maintain/reinforce our market position
- **opex** : reduction programs launched to limit EBITDA decline
- **capex** : capex to sales ratio should be slightly below 12%
  - adjustment to lower traffic growth
  - tight follow-up and prioritization
  - in case of further deterioration of the economic environment, capex could be revised downward to preserve cash flow target
- rollout of “**Orange 2012**” in all countries in order to transform processes and optimize the cost structure

# 3

## mid-term use of cash policy

### preservation of a solid balance sheet

- continue to reduce debt with a net debt/EBITDA ratio below 2
- secure a strong rating and access to funding

### attractive shareholder remuneration

- maintain a level of distribution above or equal to 45% of organic cash flow
- additional return of cash will depend on market environment, future performance and investment needs

### disciplined M&A

- 2 key principles:
  - support organic growth
  - create value ourselves through our expertise
- permanent review of portfolio assets to optimize value for shareholders
- no transformation deal contemplated