#Essentiels2020

Focus on Orange Bank
Disclaimer

This presentation contains forward-looking statements about Orange. Although we believe these statements are based on reasonable assumptions, they 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 from the results anticipated in the forward-looking statements include, among others: the success of Orange’s strategy, particularly with respect to customer relation when facing competition with OTT players, Orange’s ability to withstand intense competition in mature markets, its ability to capture growth opportunities in new markets and the risks specific to those markets, the poor economic conditions prevailing in particular in France and in Europe and in certain other markets in which Orange operates, the effectiveness of Orange’s action plans for human resources, and the success of Orange’s other strategic, operational and financial initiatives, risks related to information and communications technology systems generally, in particular technical failures of networks, fiscal and regulatory constraints and changes, and the results of litigation regarding regulations, competition and other matters, the success of Orange’s French and international investments, joint ventures and strategic partnerships in situations in which it may or may not have control of the enterprise, and in countries presenting additional risk, Orange's credit ratings, its ability to access capital markets and the state of capital markets in general, exchange rate or interest rate fluctuations, and asset impairments. More detailed information on the potential risks that could affect our financial results will be found in the Registration Document filed with the French Autorité des Marchés Financiers (AMF) on April 29, 2014 and in the annual report on Form 20-F to be filed with the U.S. Securities and Exchange Commission on April 30, 2014. Forward-looking statements speak only as of the date they are made. Other than as required by law (in particular pursuant to sections 223-1 and seq. of the General Regulations of the AMF), Orange does not undertake any obligation to update them in light of new information or future developments.
Excellent market timing

Digital adoption is growing

Regulatory changes should favour new entrants

Enriching our convergent offers

18%  34%

2012  2016  2020

Mobile banking penetration in WE

Customers are more and more willing to go digital:
For 27% of French population in 2016 (vs 12% in 2012), the digital channel is the preferred channel for commercial acts

Since 2018, it is easier to change bank accounts in France

Mobile Banking, 5th P of convergent offers

PSD2
**Competition landscape**

Orange Bank is well positioned to capture value from the transformation in the banking business.

- **Mobile Experience and robust IT system**
  - Mobile is in Orange's DNA

- **Distribution network**
  - +700 Orange physical stores in France
  - +3000 Groupama Stores

- **Good Value for money**
  - a ‘freemium’ model

**Traditional banks**

**Neo Bank**

**Leveraging experience in financial services:**

- Orange Money
  - since 2008
- Orange Cash
  - since 2015
Orange Bank will benefit from the disintegration of banking services model

Customers have all services in one single bank

Customers have services from different providers: traditional + neo banks
Customer experience at the heart of our innovation

- Money transfer through SMS: Send SMS, Photos and now EUR through mobile
- Mobile and Credit card payments: Pay either with mobile or credit card indifferently
- Virtual Customer Care: Digitalization of our customer care supported by Artificial Intelligence
- Lock/Unlock credit card: Temporary lock/unlock credit card (lost and found) through Orange Bank app
- Instantaneous account balance: No longer waiting hours to know account balance after one day of shopping

... and more to come!
Orange Bank, a unique opportunity for Orange

Brand Awareness
Leveraging Orange Brand; the most valuable Brand in France

Profitability
We aim to reach EBITDA break-even in 5/6 years

2M customers within 10 years

Fishing pool
+24m mobile customers in France
+6m Customers of Groupama-Gan in France

Optimized Customer segmentation
Thanks to solid experience on telecom

Cross Selling
more than 60m customer visits in our shops and 7 million sales acts: we aim to cross-sell bank to Orange telco customers
1. Unlock value from our existing assets
   - Commissions perceived from monetization of our shops
   - Improving attractiveness of our convergent offers

2. Active Balance sheet management, collecting liabilities and creating assets
   - Risk Transformation
   - Boost thanks to growth of customer base (+2m)

3. Commissions, Fees and Services
   - Fees related to account activity
   - Fees related to Credit products:
     - Commissions related to intermediary businesses (e.g., Insurance)

4. Lean costs
   - Digitalization of customer care
Solid Team with previous banking and operational experience

**Group Finance**
- Ramon Fernandez
  - Deputy CEO
  - Executive Director Finance, Performance and Europe
  - Chairman of Orange Bank Board

**Mobile Banking Group**
- Paul de Leusse
  - Deputy CEO for Mobile financial Services

**Orange Bank**
- André COISNE
  - CEO Orange Bank

**Operations, Financing General Council**
- Delphine d'AMARZIT
  - CEO Delegate
- Experience*: French Treasury
- Experience*: Canal +

**Distribution, Customer relations**
- Patrick FIGUERES
  - Deputy CEO
- Experience*: Over 30 years in the Group with different operational roles

**Marketing, Communications, and customer experience**
- Elisabeth SABBAH
- Experience*: LCL Bank
- Experience*: La Banque Postale

**Digital Transformation, process and IT**
- Fouad Latrech
- Experience*: ING

**Human Resources**
- Isabelle TRYSTRAM-MANSART
- Experience*: Groupama
- Experience*: Gan Insurance

* not exhaustive list