Europe Day
#Europe Together

Mari-Noëlle Jégo-Laveissière
Deputy CEO, Head of Orange Europe

Julien Ducarroz
CEO, Orange Polska

Jean-François Fallacher
CEO, Orange Spain

5th October 2021
London
Our footprint in Europe (excluding France)

Spain 4.95 bn €
Belgium & Luxemburg 1.3 bn €
Poland 2.5 bn €
Slovakia 0.6 bn €
Moldova 0.14 bn €
Romania 1.1 bn €

*FY2020 revenues
Europe vision and key battles

Orange higher purpose: “As a trusted partner, Orange gives everyone the keys to a responsible digital world.”

Best Sustainable Convergent Telco #EuropeTogether

#Digital

#Efficiency

#Customer

#Diversity

#Green
Europe Strategy is confirmed around the 5 pillars of Engage 2025

Reinvent our operator model
- Develop new infrastructure & operating models
- Inorganic move to own a fixed infrastructure
- 5G roll out

Place Data and IA at the heart of our innovation model
- Migrate towards Cloud with GCP
- Accelerate on automation
- Boost the usage of Data and AI for personalized interactions & processes’ efficiency

Accelerate in growth areas
- Deliver Convergence & Multiservice
- Boost B2B activities (SOHO, ICT)
- Accelerate on digitalization

Our CSR Commitment
- Reach carbon neutrality by 2040
- Engage in energy optimization & circular economy
- Facilitate digital inclusions

Co-create a future facing company
- Build new ways of working context of a New Normality
- Develop new competencies
- Promote diversity & international mobility
TKR acquisition is key to secure mobile leadership & accelerate growth on convergence and B2B

- Our **PRIORITY** is to succeed a smooth & agile transition to assure business continuity & QoS after closing
- Our **PLAN** is to develop an integrated convergent operation by leveraging ORO and TKR strengths
- Our **AMBITION** is to become the preferred choice of customers for convergent & professional services

<table>
<thead>
<tr>
<th>Fuel <strong>convergent player ambition</strong> leveraging on extended fiber coverage, best in class mobile network &amp; efficient distribution model/cross selling approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Become #1 partner for B2B customers, as the one stop shop for connectivity, digital &amp; ICT solutions</td>
</tr>
<tr>
<td>Maximize our <strong>structure efficiency</strong> through mutualization and transformation to reach operational excellence</td>
</tr>
</tbody>
</table>
Europe Strategy is confirmed around the 5 pillars of Engage 2025

Reinvent our operator model
- Develop new infrastructure & operating models
- Inorganic move to own a fixed infrastructure
- 5G roll out

Accelerate in growth areas
- Deliver Convergence & Multiservice
- Boost B2B activities (SOHO, ICT)
- Accelerate on digitalization

Place Data and IA at the heart of our innovation model
- Migrate towards Cloud with GCP
- Accelerate on automation
- Boost the usage of Data and AI for personalized interactions & processes’ efficiency

Co-create a future facing company
- Build new ways of working context of a New Normality
- Develop new competencies
- Promote diversity & international mobility

Our CSR Commitment
- Reach carbon neutrality by 2040
- Engage in energy optimization & circular economy
- Facilitate digital inclusions
Success Enablers

Bold retail trend fueled by Convergence and B2B IT&IS

Transformation, digitalization & cost optimization to deliver tangible improvement in profitability

new operating models to accelerate rollout, reduce deployment investment & improve assets valuation

FTTH base
- improve offers profitability & revenues mix

FBB Customer base
- increase sales quality & reduce churn

Convergence base
- revamp distribution & digitalize customer journey

IT&IS
- reinforce efficiency & optimization measures

5G in all Europe countries by 2023

increase of FTTH Connectable Households by 2023 vs 2020

2/3 of new FTTH Connectable Households on third party Network

2020 - 2023
Używając ciemnego motywu zmniejszasz zużycie energii i negatywny wpływ na środowisko. Jeśli konieczne będzie wydrukowanie tej prezentacji, zmień motyw na biały.

Orange Polska

.Grow

Julien Ducarroz
Polish telecom market in a nutshell

Growing disposable income

Outperforming GDP growth

Fixed Broadband coverage (% of households)

ARPU (in €)

Mobile post-paid

Fixed broadband

Source: Disposable income – GUS, GDP - market consensus

Source: Analysis Mason for ARPU, 2020 & European Commission for penetration, 2019
Cellnex: new infrastructure player on PL market, w/o revenues in 2020

Note: market view as of EoY 2020
We have very strong assets that differentiate us

4G fibre
>99% 4G coverage
>5m households within fibre reach

Fibre Mobile
Loyal customers

Convergent brands
Brand power
Engaged team

NPS #1
16m post-paid
1.5m convergence
0.8m fibre

Employee satisfaction ratio
2017 2021
customer obsession
innovation
empowerment
Convergent value strategy focused on the household

Fibre & mobile Customer Multiservice Simplicity

New wholesale strategy to maximise value

FiberCo

Data infrastructure/services to meet new demand

Monetizing mobile infrastructure & entering MVNO market
Fibre

7-8 m households in 2024

We will further significantly expand fibre reach
(m households)

- OPL organic
- FiberCo
- Other (leased)
Next level of ICT acceleration... .Grow

...enhanced by 5G as a catalyst for new business

Expert in IoT in Smart Cities and Industry 4.0 partner

DATA/AI momentum catcher to be a full-fledged partner in digital transformation
We will take active part in Industry 4.0 revolution with 5G Campus Networks & IoT ecosystem

Campus Network ecosystem
- Multifunctional drones
- Voice & video Communication
- Automated guided vehicle, mobile robots
- Big Data Analytics
- Digital plant twin
- Edge Computing
- Asset monitoring
- Security & surveillance

We`re already there...

>40
Campus networks by Orange in 2025

Miele
Digital transformation

- Smart Operations
- Improved customer value and experience

Simplification & Efficiency

- Smart Operations
- Smart Network
- Improved customer value and experience
- New products and services based on Data/AI
U-TECH platform ensuring seamless tech support

AR supporting OPL customers

Element: The customer shows the device or service accessories in front of the camera of his smartphone.
Recognition: AR identifies the device or element used in starting/configuring the service.
Guide: AR tells the client what to do with the recognized equipment.
Realization: AR confirms the correct connection of the recognized element.
#OrangeGoesGreen

65% less carbon emissions in 2025

60% renewables in the mix in 2025

Circular economy

Net zero carbon by 2040

.Grow

Safe Digital Inclusion

NPS #1 among senior customers

Digital education of children and teachers

>5,500 children per year

>75,000 teachers

People and diversity

35% women in leadership

40% women in management

Responsible management and supervision to achieve strategic goals

Transparent communication of commitments
Orange Flex: climate neutral telecom

100% paperless
100% digital thanks to eSIM and remote verification
less to no plastic
energy provided by wind mills
compensation project offsetting the minimal emissions that could not be omitted
We will accelerate EBITDAaL growth

Both revenue expansion and cost savings now contributing

EBITDAaL growth accelerating

low-to-mid single digit growth CAGR

direct margin  indirect costs  direct margin  indirect costs

2017  decreasing  efficiency  growing  2024

Return to sustainable shareholder remuneration

- **Cash dividend**: PLN 0.25 per share to be paid in 2022 from 2021 profits*

- Sustainable floor for the future

  Future changes to be considered yearly, including:
  - Projections of underlying financial results
  - Long-term financial leverage forecast vs the 1.7x to 2.2x leverage corridor

*provided that net debt/EBITDAaL ratio will not exceed 2.1x including result of the 5G spectrum auction, subject to approval of General Meeting of Shareholders
Europe Day
#Europe Together

Jean-François Fallacher
CEO, Orange Spain

London 05 Oct. 2021
Thank you