

Europe Day

#Europe Together



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

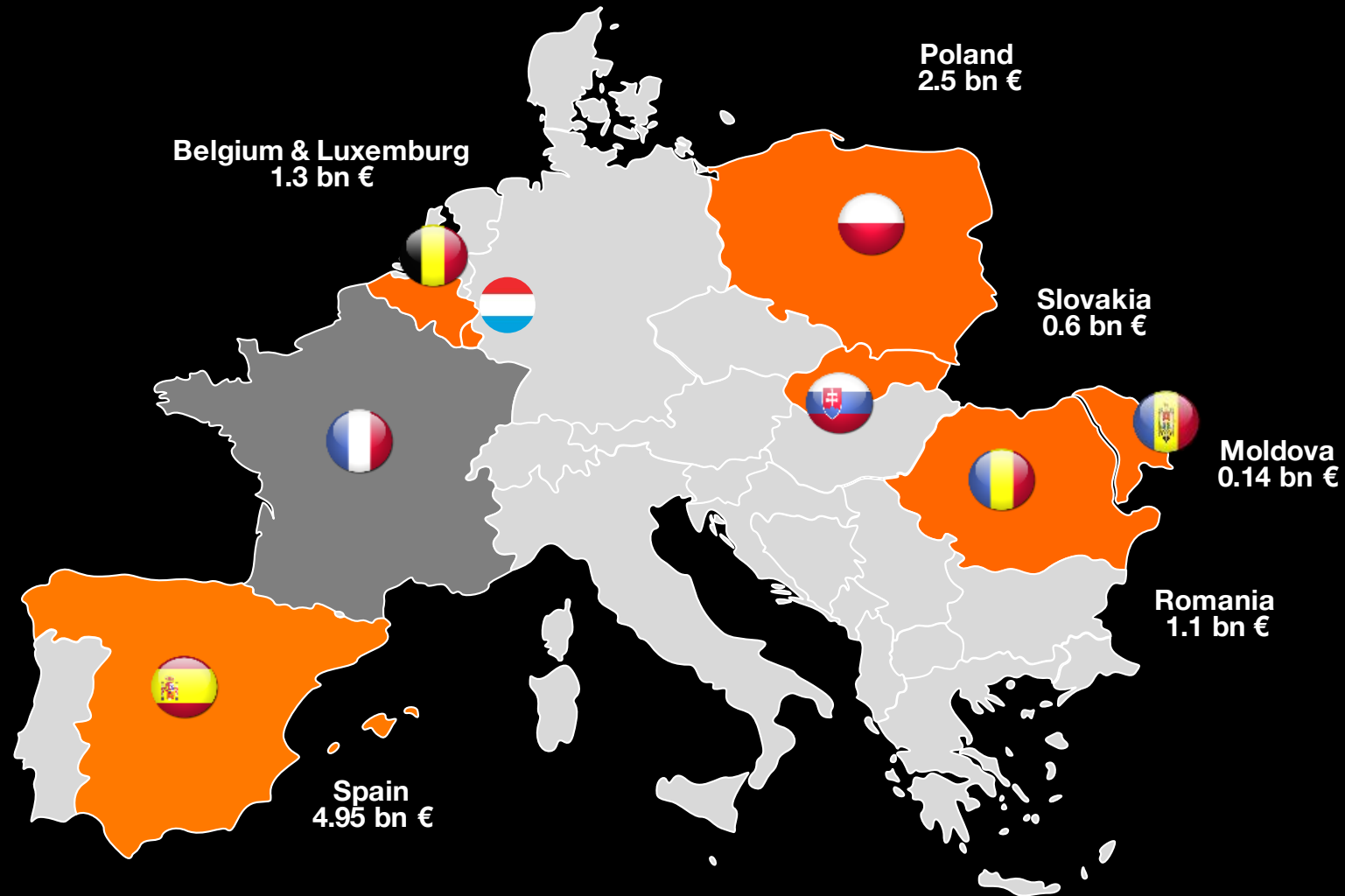
Julien Ducarroz
CEO, Orange Polska

Jean-François Fallacher
CEO, Orange Spain

5th October 2021
London



Our footprint in Europe (excluding France)



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



Engage 2025

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

Fuel **convergent player** ambition leveraging on extended fiber coverage, best in class mobile network & efficient distribution model/cross selling approach



Become **#1 partner for B2B** customers, as the one stop shop for connectivity, digital & ICT solutions



Maximize our **structure efficiency** through mutualization and transformation to reach operational excellence



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



Engage 2025

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

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



FBB Customer base



Convergence base



IT&IS



improve offers
profitability &
revenues mix



increase sales
quality & reduce
churn

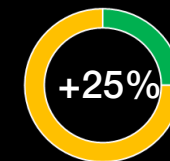


revamp distribution
& digitalize
customer journey

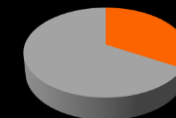


reinforce efficiency
& optimization
measures

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

#Europe Together



Julien Ducarroz
CEO, Orange Poland

London 05 Oct. 2021



The background of the slide is black, featuring a series of vibrant, curved lines in orange, yellow, white, and light blue that sweep across the frame from the left side, creating a sense of dynamic movement and growth.

Orange Polska

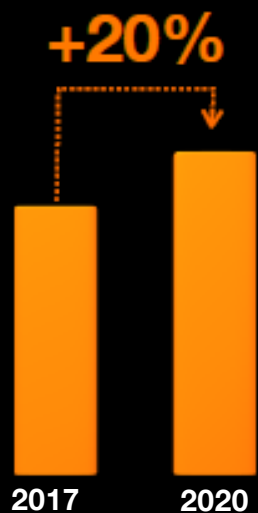
.Grow

Julien Ducarroz

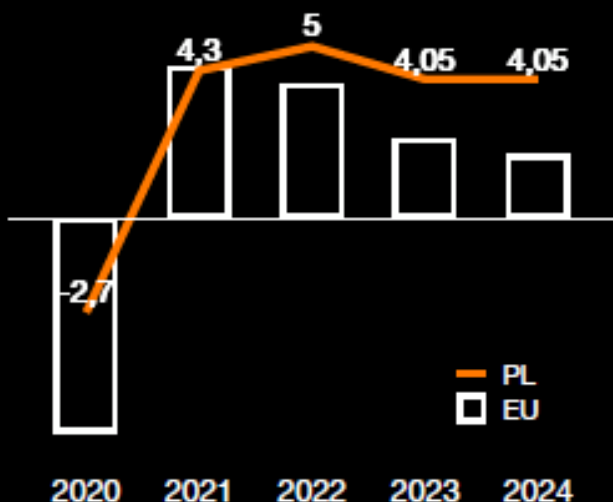


Polish telecom market in a nutshell

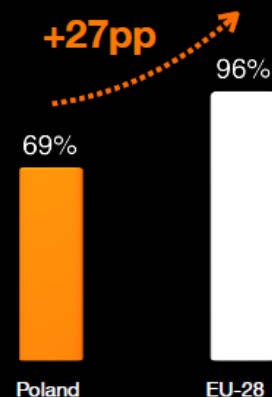
Growing disposable income



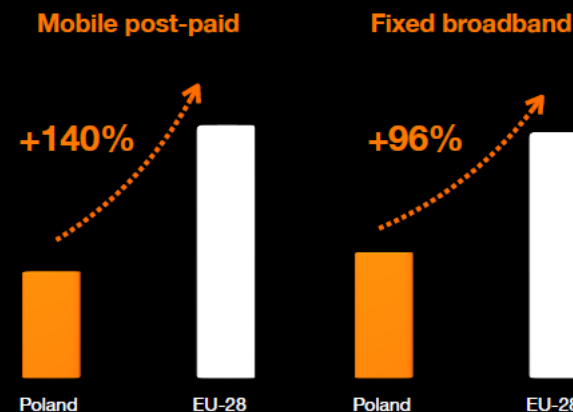
Outperforming GDP growth

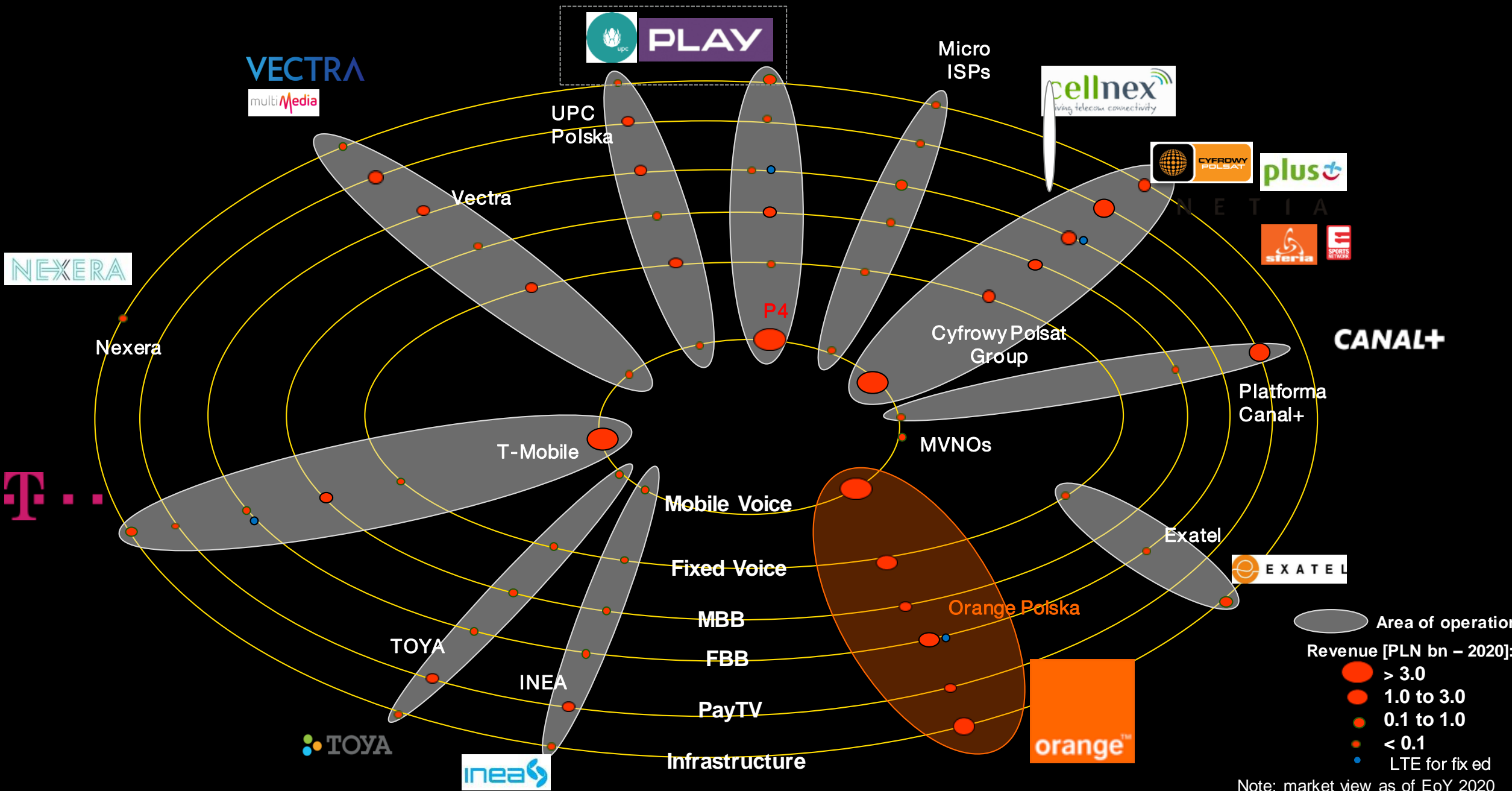


Fixed Broadband coverage (% of households)



ARPU (in €)





Note: market view as of EoY 2020

Cellnex: new infrastructure player on PL market, w/o revenues in 2020

We have very strong assets that differentiate us



>99%
4G coverage

>5m
households within
fibre reach

**Fibre
Mobile**



**Loyal
customers**



NPS #1

16m post-paid

1.5m convergence

0.8m fibre

Convergent brands



**Brand
power**



**Engaged
team**



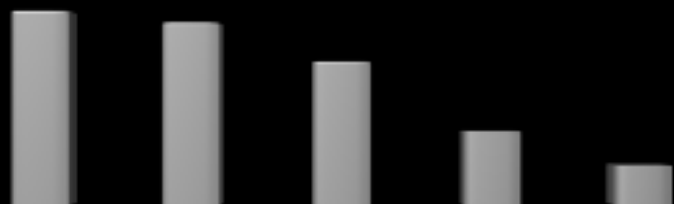
Employee
satisfaction ratio



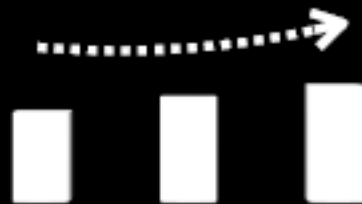
customer
obsession

innovation

empowerment



... 2017



2018 – 2020



.Grow

2021-2024

Revenues
EBITDAaL
Cash flow

Convergent value strategy
focused on the household

.Grow



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**

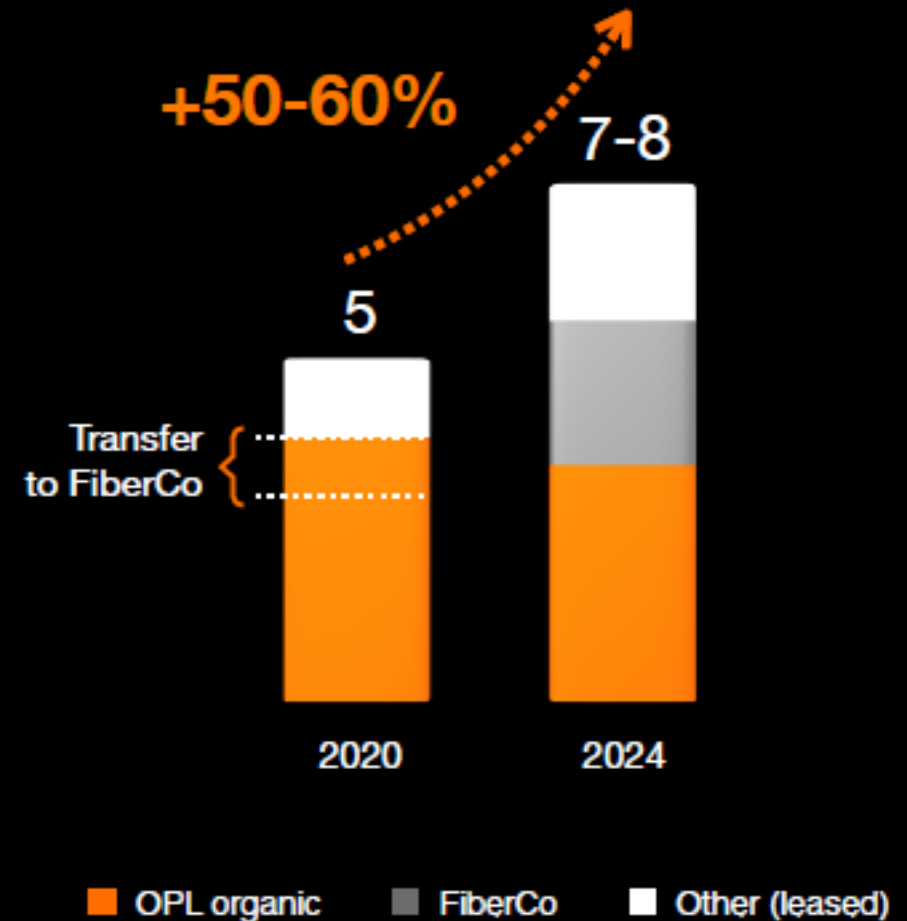
Fibre

7-8 m

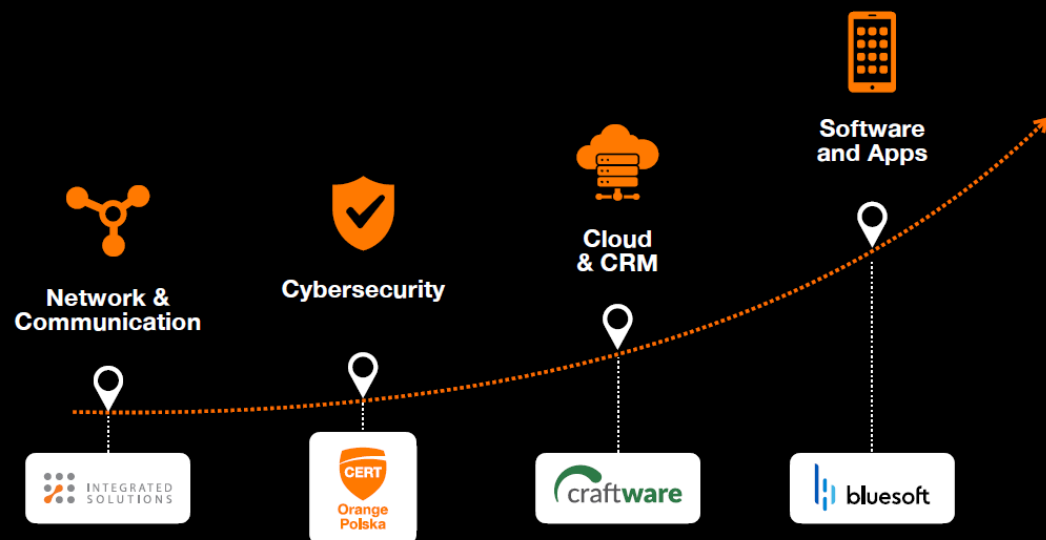
households in 2024

We will further significantly expand fibre reach

(m households)



Next level of ICT acceleration...



.Grow

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

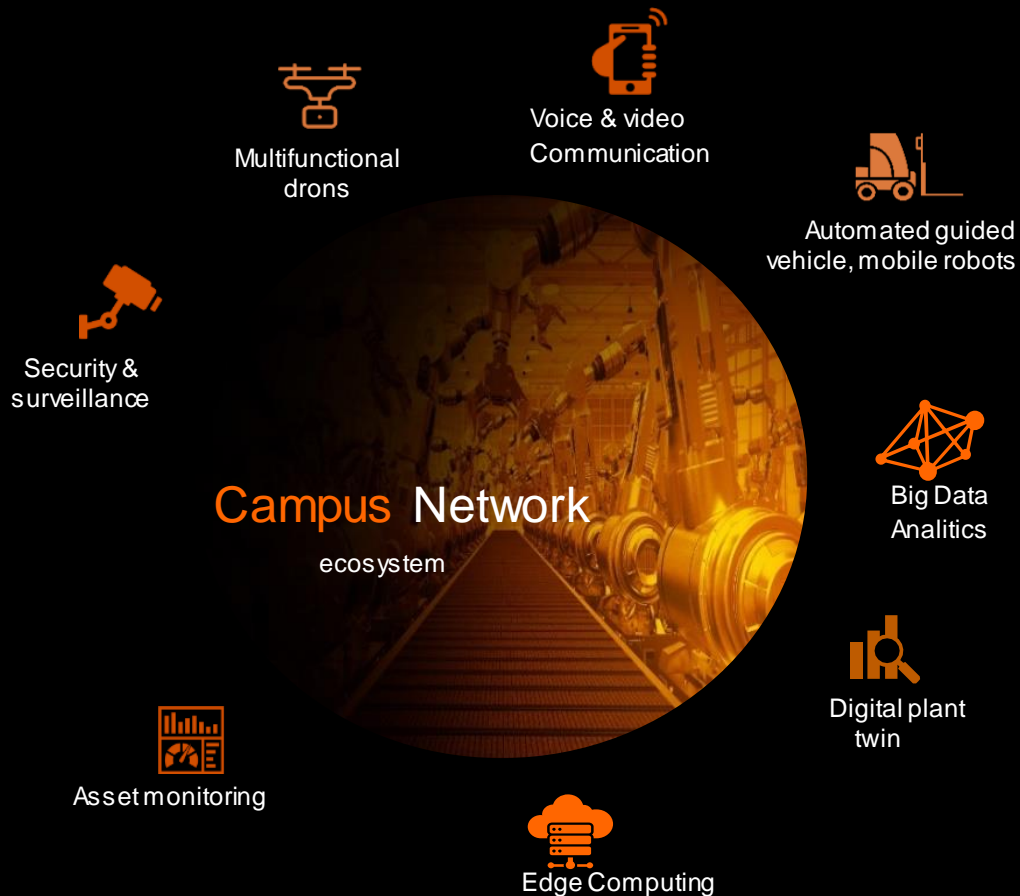


Expert in **IoT** in Smart Cities and
Industry 4.0 partner



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



>40

Campus
networks by
Orange in 2025

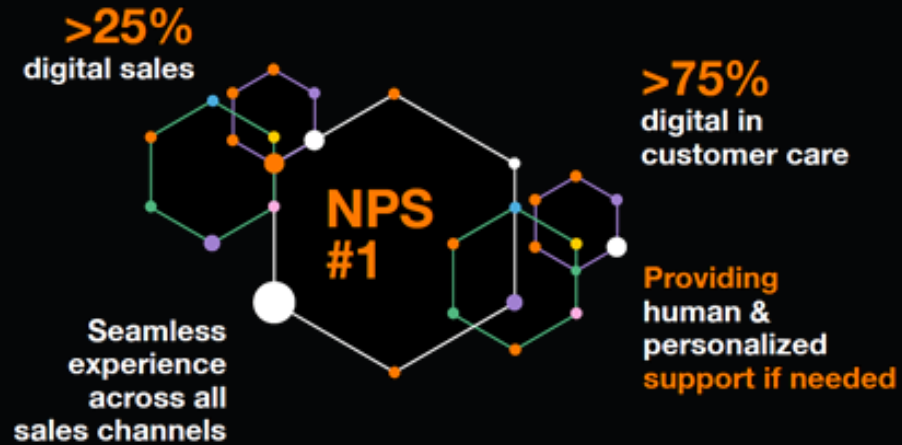
We're already there...

Miele



.Grow

Digital transformation



Simplification & Efficiency



**Smart
Operations**



**Smart
Network**

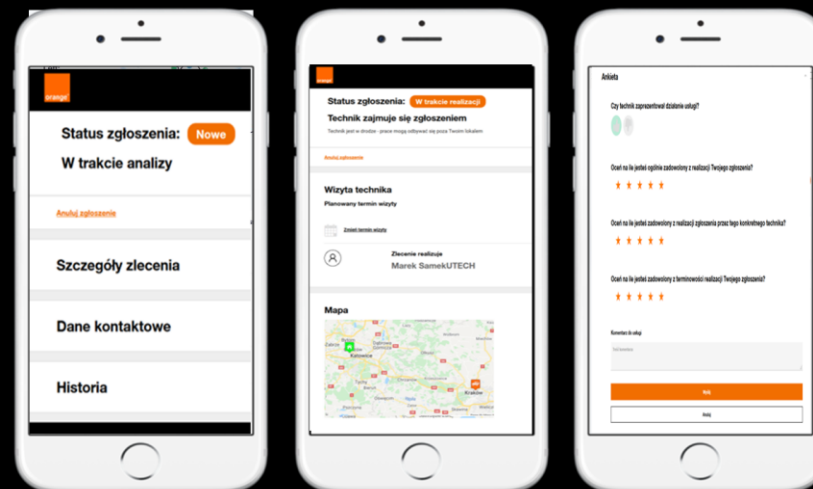


**Improved
customer
value and
experience**



**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

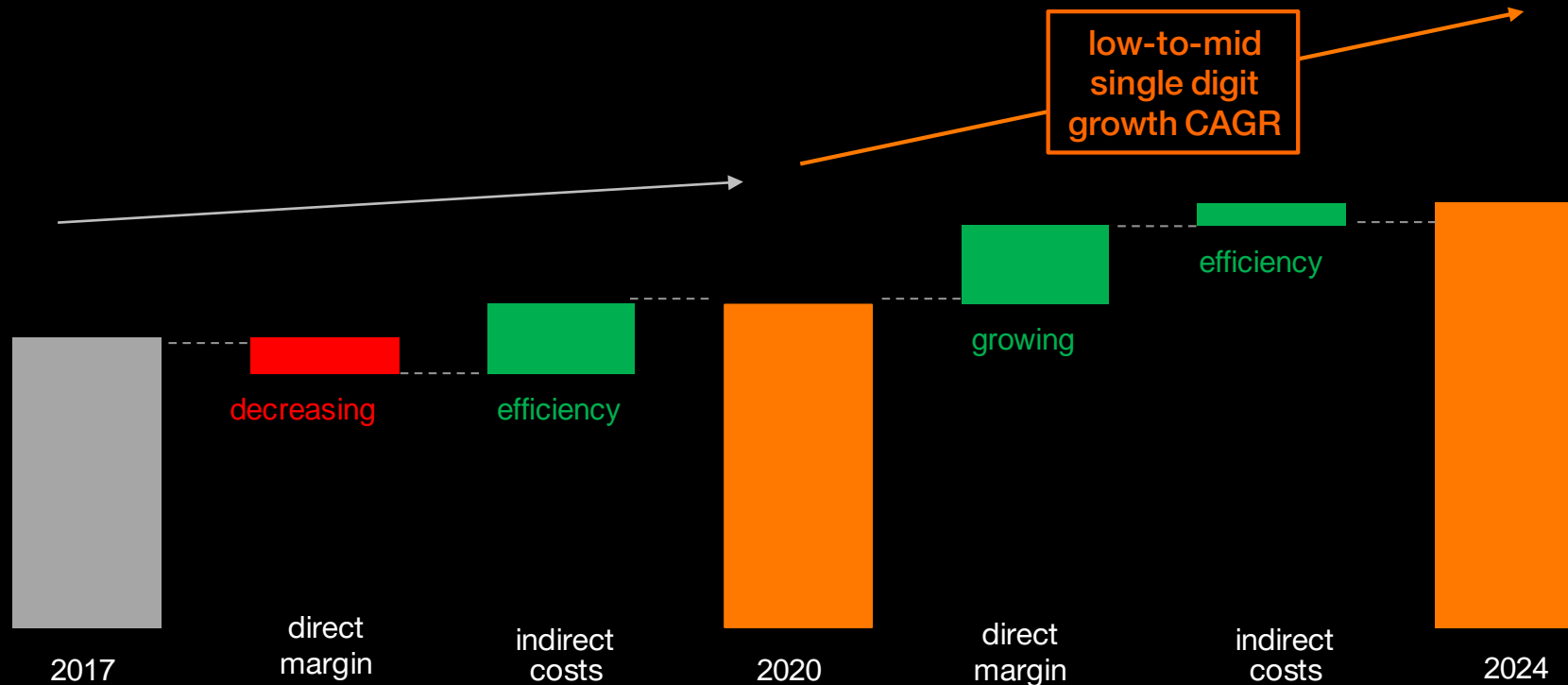
energy provided by wind mills

compensation project offsetting the minimal emissions that could not be omitted

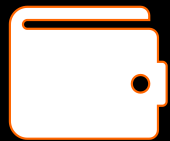
We will accelerate EBITDAaL growth

Both revenue expansion and cost savings now contributing

EBITDAaL growth accelerating



Return to sustainable shareholder remuneration

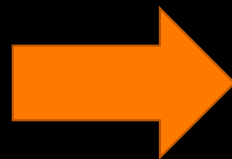


cash dividend

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

