

Orange Business Services

reinforces
its position as
the leading global
B2B operator

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cautionary statement

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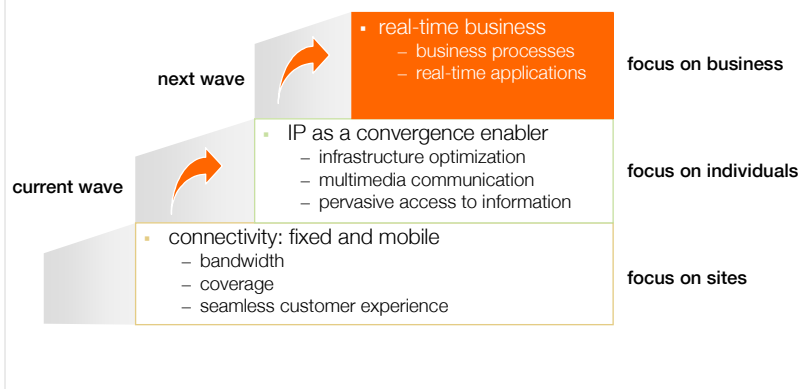
key messages

- 1 we have a solid and strong base to start the next chapter of our journey
- 2 maintain our gains in challenging economic times and surf on the next growth wave: real-time business & M2M
- 3 estimated evolution of our revenue mix and a continued improvement of our cost structure

3

1 a consistent strategy towards leadership in Network Related Services

focus Orange Business Services' transformation to the next frontier: real-time business



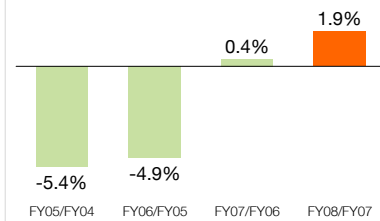
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1 | the leading B2B global operator

enterprise within the FT group

- Orange Business Services is the commercial brand of B2B activities in the FT Group
- B2B activities in 26 domestic markets, and B2B activities in 166 countries representing 30% of group revenues with 29,500 employees
 - leadership position in domestic markets: #1 in France, Poland, Romania, Slovakia, Senegal, Ivory Coast, Madagascar and #2 in Belgium

revenues growth on a comparable basis

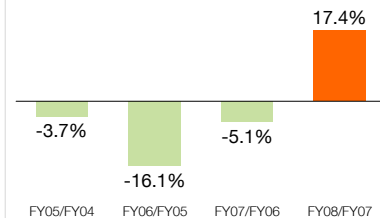


best-in-class customer experience

- record achievement to have been awarded ISO 20K (service management) & 27K (security management) certifications on such a broad scope
- the only operator to have been awarded the Best Global operator award 3 consecutive years (2006, 2007 & 2008)

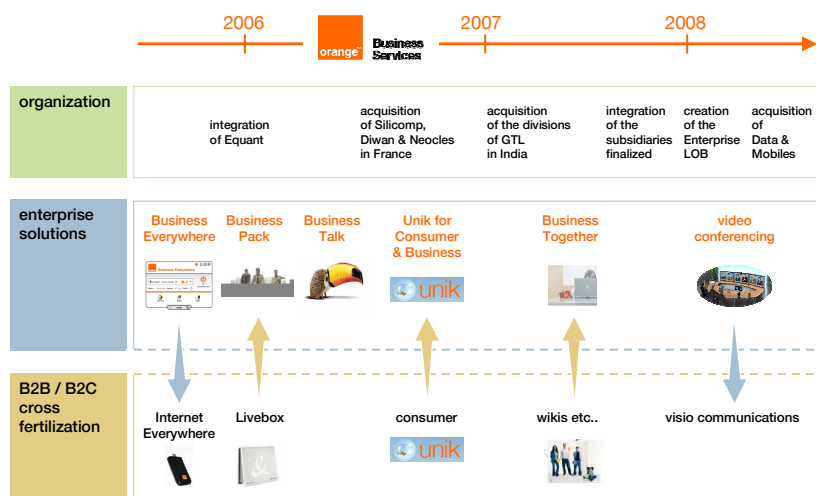


GOM growth on a comparable basis



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1 | benefiting from being an integrated group the creation of the Orange brand has enabled to develop a real convergence roadmap



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1 | NExT: successful transformation to a network related services business

	end of 2008 achievements	
leverage on IP VPN to provide a full set of IP multimedia communications services	<ul style="list-style-type: none"> 1 M+ Business Everywhere end users 	✓
	<ul style="list-style-type: none"> largest IP VPN network 350,000 ToIP phones implemented "best IP portfolio" cf OVUM 	✓
change of business model towards services	<ul style="list-style-type: none"> good balance of training (+2,600) and external recruitment (+700) for both platform based services and professional services 	✓
	<ul style="list-style-type: none"> advanced business network +6.8% yoy growth on a cb in 2008 extended business services +14.6% yoy growth on a cb in 2008 	✓

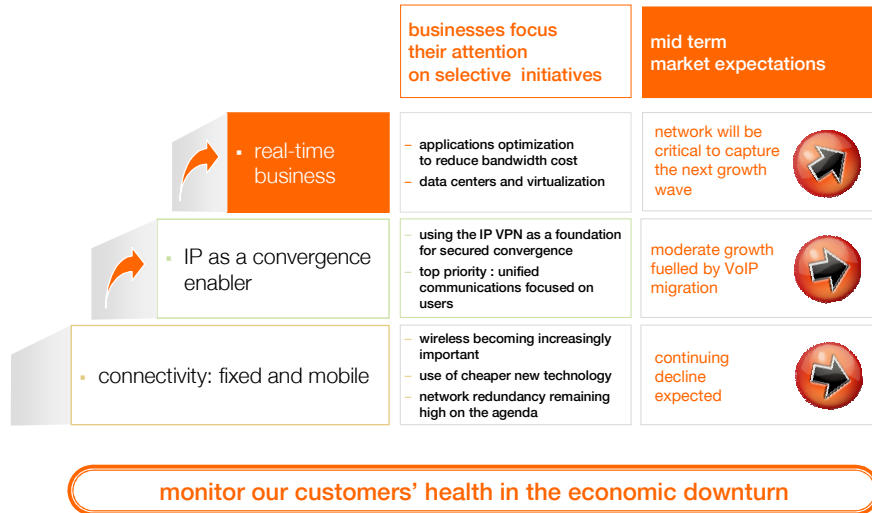
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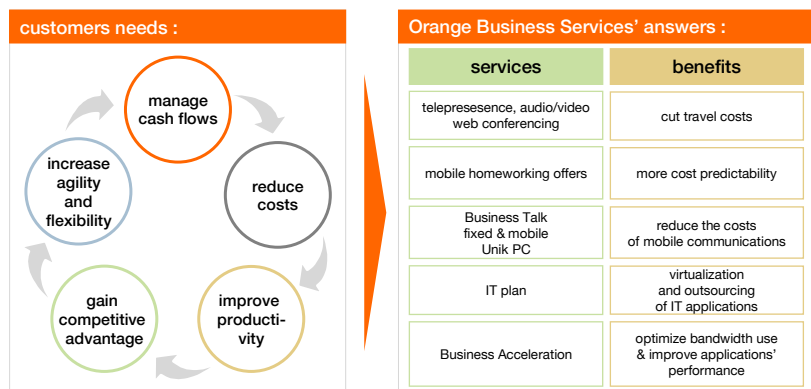
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2 | our strategy remains relevant in worsening market conditions



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2 | our priority: be agile with customers in a challenging environment



insight

- in uncertain economic conditions, customers have on top of mind, generating cash, renegotiating prices and investing in rapid payback solutions
- Orange Business Services' solutions help businesses improve their productivity, increase agility and flexibility, reduce costs and contribute to Green IT

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the network is not a commodity!

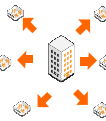
acceleration of real-time usages creates new needs for network infrastructure

acceleration of real-time communications...



- more collaboration tools involving voice and video
- more applications demanding higher quality (bandwidth, delay...), performance and resilience
- mandatory extended performance SLAs (move from IP to application SLAs) allowing cloud computing

...IT organization creates new needs for managed networks...



- more centralized and virtualized data centers and storage capacity
- all inclusive site services with security, internet, intranet, voice and video
- network extended to temporary business locations
- more connectivity with partners, suppliers, customers, guests...

...more end-user performance requirements






- perimeter security at every site adapted to an open network
- all branch offices ready for voice over IP, multimedia and Telepresence
- finer granularity of applications performance management

we will continue to make investments
to ensure we have the best converged network!

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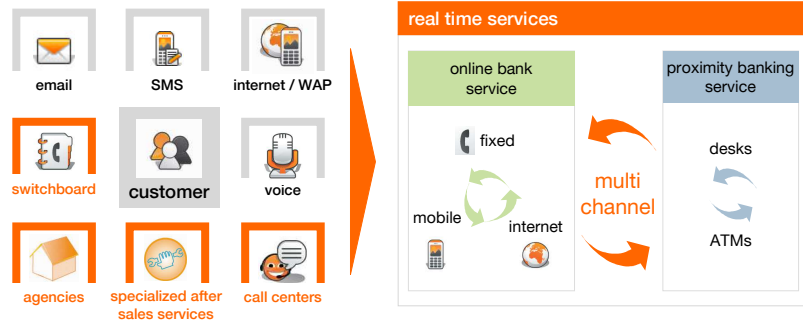
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real-time business: a comprehensive portfolio to transform customers' businesses

		services	benefits	customers	market trends
real-time work environment for employees	<ul style="list-style-type: none"> ▪ simplicity ▪ efficiency ▪ productivity 	Business Together multi-faceted and real-time collaboration	better team work, improved productivity		54% of European companies think that video conferencing solutions are key to doing business Cf Brockmann (2008)
real-time services for end-customers	<ul style="list-style-type: none"> ▪ differentiation via innovation & customer service 	multimedia customer care (phone, SMS, web, fax)	next generation multimedia consumer banking		multi-channel customers on average spend 20%-50% more than mono-channel customers cf McKinsey (April 08)
real-time business processes for verticals	<ul style="list-style-type: none"> ▪ agility ▪ sustainability ▪ simplicity 	e-health services remote monitoring	healthcare continuity managing emergencies confidentiality		capitalizing on our existing capabilities to develop new business in verticals: addressing customer business processes in specific sectors

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2 | real-time services new business models for customers' end users



insight

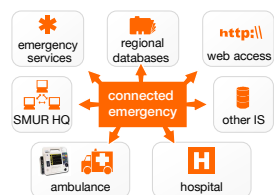
- benefits:
 - productivity and efficiency much improved
 - increasing volume of contacts managed
 - self-care above 75%
 - improved management of the call peak periods
- an adaptation to the communication means of customers (SMS, email and internet)
 - the customer is at the center of the distribution network
 - a real-time ubiquitous access to the CRM applications

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2 | real-time business processes: addressing healthcare customers as a global ecosystem

health services with leading edge multimedia integrated services

- healthcare professionals: connected emergency



- professionals & patient: connected hospital (at home)

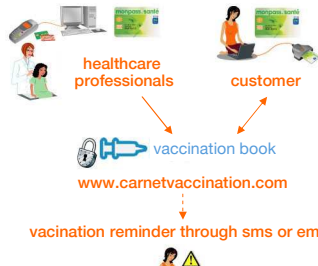


addressing the patients through almerys

- direct electronic payment of medical expenses "tiers payant" - over 9 million patients involved

- e-Health "books":

- vaccination book,
- sports federation book



double digit yearly growth forecasted in health (2008-2011)

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2 | unlocking the potential of machines: M2M contributing to a greener world

distribution

RFID tags for traceability and waste management



automotive

create the connected car of the future



vertical processes

remote control craning system providing safety to the dockworkers of the port of Singapore



energy

managing remotely gas consumptions



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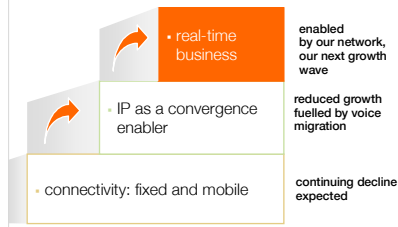
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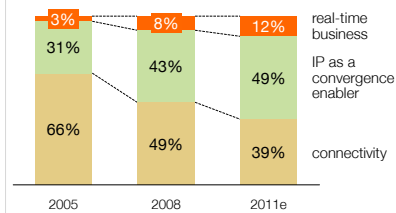
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3 | maintaining Orange Business Services' growth above market rate while continuing to build strong foundations

our strategy remains consistent



estimated revenue mix evolution



launch of our tiger plan

- growth above market trend should be enhanced by our tiger plan while the 3 wave strategy enables Orange Business Services to:
 - address the customers' needs for integrated solutions offering the entire scope of B2B solutions (from network services up to communication critical applications)
 - capture new growth opportunities

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3 | continued focus on costs structure

tight management of large and complex contracts

- processes fully in place to continue to limit exposure to "junk" deals

continuing building an optimum operational efficiency

- lean management and six sigma as a standard
- quality management
- process centricity and IT as an enabler

streamlining our cost base

- network optimization, access, field operations
- lease line optimization
- leveraging our progress in Major Service Centres

partnerships

- create partnerships in the relevant markets where it makes sense

optimization of the sales effort

- leveraging the current economic climate through the tiger plan

ongoing division wide 'International Profitability Program'

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3 | 2009-2011 ambition: be agile and reactive

be proactive
in challenging market
conditions

maintain
our growth
above market rate

maintain
one of the best
levels of profitability
in the industry



reinforce our leadership position
as the leading global B2B operator
and the best integrator of communication services

we will always strive to provide our customers
with an outstanding customer experience