

# Leading digital transformation in Africa and the Middle East



**Ramon Fernandez**

Deputy CEO, Chief Financial and Strategy Officer

**Bruno Mettling**

Deputy CEO in charge of Operations in MEA

**Jean Marc Vignolles**

COO Orange MEA



# Orange strategic ambitions for Africa and the Middle East



**Ramon Fernandez**

Deputy CEO, Chief Financial and  
Strategy Officer



# Orange in Africa and the Middle-East



2015  
Revenue

€ **4.9** <sup>+5.1%</sup> bn

H1 2016

€2.5bn  
+3.3%

2015  
Restated  
EBITDA

€ **1.7** <sup>+4.9%</sup> bn

H1 2016

€0.8bn  
+0.1%

2015  
Capex

€ **0.9** <sup>+8.5%</sup> bn

H1 2016

€0.4bn  
-3.3%

2015  
Customers

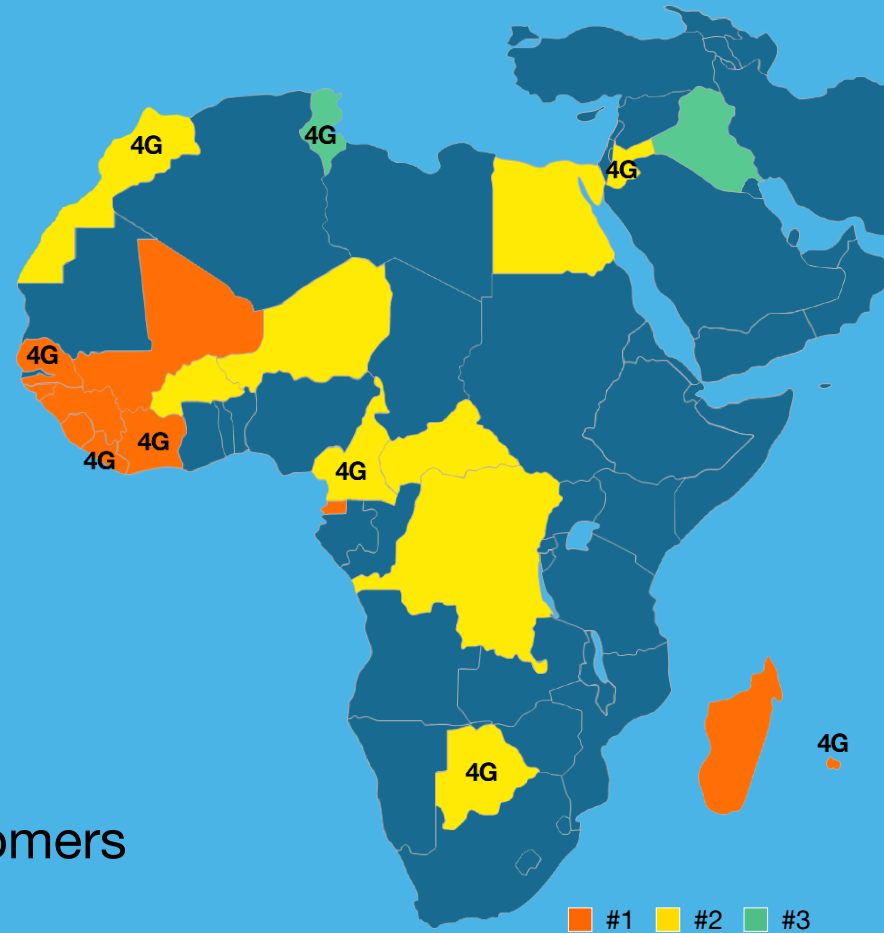
**110** <sup>+4.1%</sup> m

# Orange in Africa and the Middle-East

**4G** in 9 countries

**#1/#2** in 19 markets

**↗↖ 19m** Orange Money customers



# Orange Africa and the Middle East ambitions



Revenues growing by 20% over 2015-2018



Restated Ebitda growing even more



Capex/ sales peaking in 2017



# Footprint development



Dedicated holding in place



Consolidation of Meditel in July 2015



Rebranding of Mobinil in March



Closing of the acquisition of Tigo in DRC in April



Closing of the acquisition of Airtel's subsidiaries in Burkina Faso and Sierra Leone



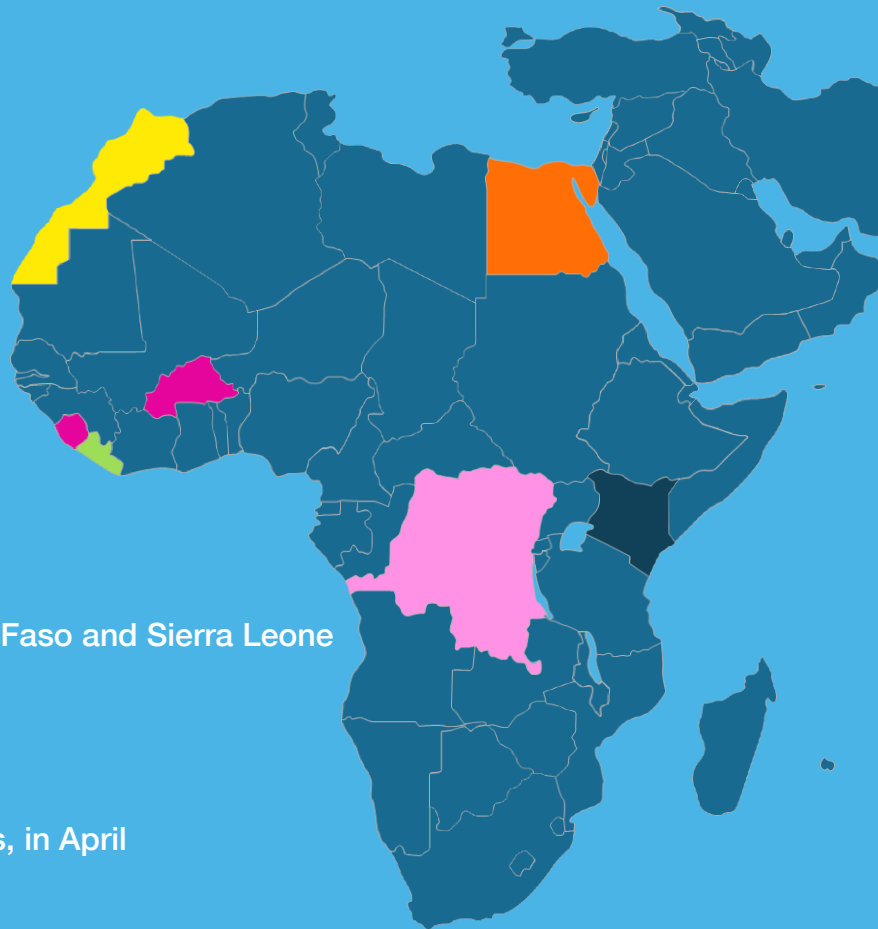
Closing of the acquisition of Cellcom Liberia in April



Disposal of Telkom Kenya in June



Shareholding stake in AIG, operating in 23 African countries, in April



# Leading the digital transformation in Africa and the Middle East



**Bruno Mettling**

Deputy CEO in charge of  
Operations in MEA

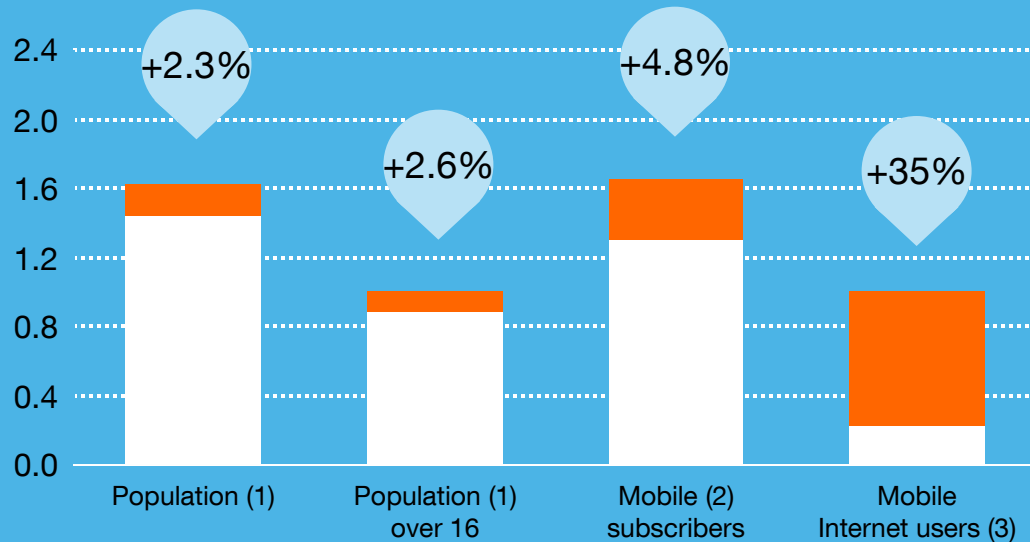


# A growth story

2020 2015

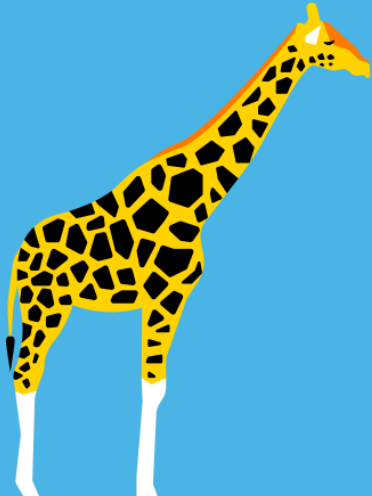
x% CAGR 2015-2020

Africa & Middle East in 2020 (in billion)\*





# Facing a turning point



Revenue mix evolution



Smartphone penetration



New growth drivers

# Fueling new sources of revenues



e-commerce



Energy



Agriculture



# Orange owns valuable assets



Operational excellence



Innovative mindset



Powerful and reliable networks



Strong local presence



Committed employees



Recognized brand



# Operational priorities



**Jean Marc Vignolles**

COO Orange MEA





Mobile data



B2B

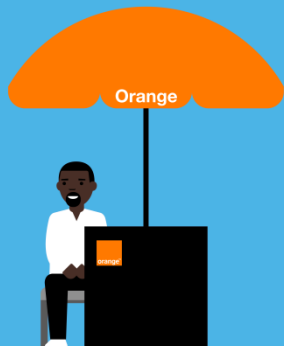


Orange Money

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**= >20%**

**revenue growth  
over 2015 - 2018**



# Focus on efficiency



Active or passive  
network sharing

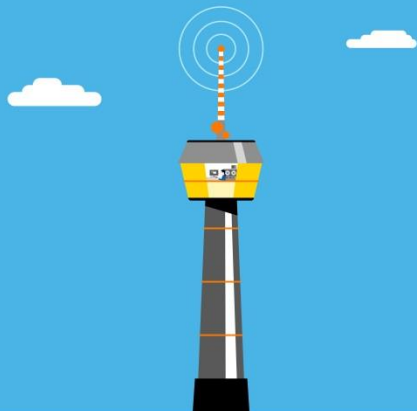


Energy savings

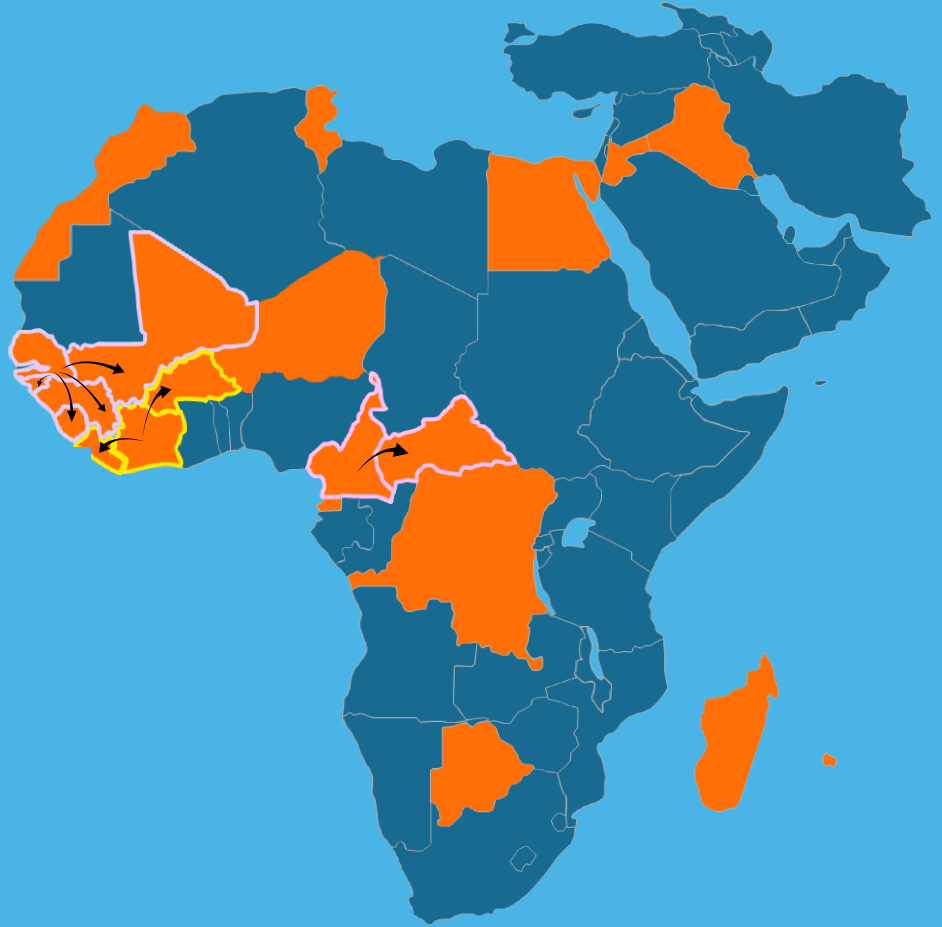
\$/kw cost divided by 2  
in Jordan in 2017



Reduction in costs of  
commission with Orange Money  
-6 to 8 pts in commission rates



# An improved operational management







# Appendix