

the little Orange book



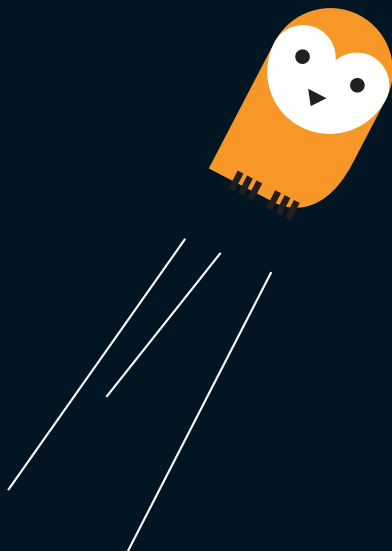
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goodbye

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hello

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passport

name Orange

shape square

colours orange, black,
grey and white

profession telecommunications
operator

ambition be the leading
operator in the
Internet era

nationality present in
30 countries with
an international
network

strength 165,000 employees

size 236 million
customers
worldwide

Orange posts

@magda

New nju.mobile brand off to a great start.
Over 350,000 customers and counting.
Pretty promising debut!

@romain

Really excited after the hello! show.
And prouder than ever to work at Orange!

@baptiste

Orange introduced hospital 2.0 at Metz-Thionville hospital, really putting technology to work for better health care.

@cloe

Checked out Orange Cash contactless payment. Definitely sweet!

@pilar

Our new “Canguro” plan is going to be huge :)))

@vasille

Took Web customer care training yesterday.
Really excited about my new career direction!

@idrissa

Bon voyage to @Claudio who's off to Mali
to work on the network.

@isabelle

Already a million 4G customers, and 5G
is already in the pipeline!

@katerina

Vidconf in Berlin with customers yesterday
from a tablet. They absolutely loved the new
service :))

Orange posts

editorial

2013 was a year of intense activity for Orange. Fierce competition and regulatory measures strongly impacted our industry, putting pressure on revenues for all operators. Orange met all its commitments, demonstrating our extremely robust foundations as we consolidated our

leadership. We have begun to see tangible results from our strategy of differentiation, especially thanks to the quality of our networks, the engagement of our people and our open innovation approach, all focused on the needs and expectations of our **236 million customers**. The very rapid rollout of 4G superfast mobile in numerous markets,

the success of Orange Money in Africa and the Middle East, and the growing number of customers for our converged services in Europe confirm that we are on the right path. We also reduced costs by over 900 million euros and recorded excellent commercial performance, limiting the erosion of our margins. By generating operating cash flow in

excess of 7 billion euros, Orange is well-equipped for the future.

2014 will bring new challenges in a still turbulent and changing environment, including transformations that are reshaping the French telecoms market. We will continue to sharpen our leadership in networks and invest massively in very-high-speed 4G mobile and fibre

infrastructure, giving us the foundations on which to build tomorrow's services. And we will continue to do everything to satisfy the expectations of our customers, inspired by our core values of confidence, closeness and quality. Orange is more committed than ever to meeting the challenges of a digital world. We have

an impressive range
of assets to let us lead
and shape this world
as we make the benefits
of digital available to
everyone with complete
security. ▶



Stéphane Richard

Chairman and Chief Executive Officer

chapter 01

buzz 2013



4G

The battle of 4G is raging across Europe, especially in France. This is a war waged on multiple fronts: frequency allocation, marketing, price wars, coverage, bandwidth, network quality... But one that also opens up exciting opportunities.



big bang

Is the European telecoms market on the verge of a big bang? With more than 150 operators vying for market share, sooner or later consolidation is inevitable.

Strategic manoeuvring has begun, even across the borders of the Old Continent.



big data

A digital economy and a digital society generate huge volumes of data to be explored, used and protected. This data shelters inestimable value, which is why everyone is eager to control it, including a host of emerging players. Telecom operators have networks and customer relationship management resources that put them in prime position to capture the value of this treasure trove.



over the top

Google, Apple, Facebook, Amazon, Skype, Twitter...

All the big Internet players continue to densify their presence with services that are recasting the market for telecom operators.



segmentation

Spurred by the economic crisis, the SIM Only wave **continues to swell**, splitting the market between extremes: consumers who want low cost above all, and those seeking feature-rich services.



smartphone

Nearly a billion smartphones were sold around the world in 2013!

One billion! Manufacturers are engaged in cut-throat competition to capture explosive demand for these ubiquitous devices.

The heavyweights trade blows, former contenders consider throwing in the towel, and low-cost retailers go on the offensive.

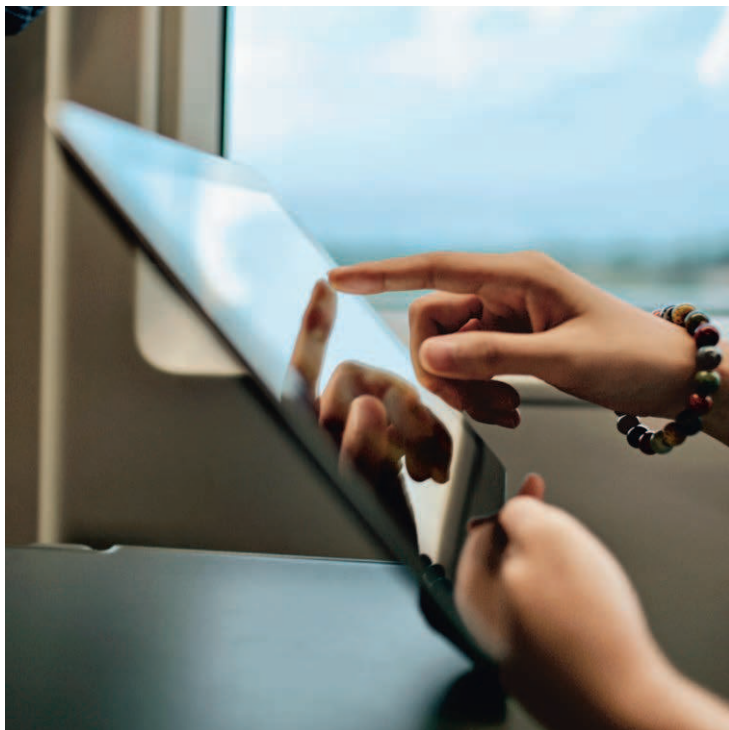
2014 will definitely be exciting in the smartphone arena...



social networks

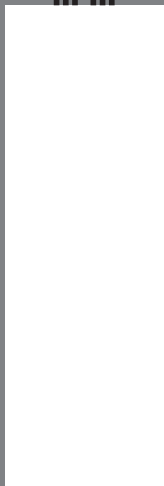
Social networks now count hundreds of millions of active accounts, giving them phenomenal power.
They have totally transformed relations with consumers.

But the big question is still how is this data used,
and what are the boundaries between public and private life?



tablets

The tablet tidal wave rolls on unabated, with 227 million devices sold worldwide in 2013. The new cult object, tablets have revolutionised usage, complementing computers, TVs, radios and, in a not so distant future, kids' book bags.



The revolution in the telecom market is neverending.

Orange rose to the challenges of this changing environment, defending our positions and strengthening our operational efficiency.

And we aim to continue in 2014, deploying our full energy to make Orange the leading telecommunications operator in the Internet era.

chapter 02

favourites



Orange Cash

Contactless payment harbours tremendous growth potential that Orange is tapping into with 9.6 million NFC payment terminals now in service. The most recent development is Orange Cash, a contactless mobile payment solution launched with Visa Europe and Wirecard.



“24h garanti” service

Nobody wants to be without their mobile phone, tablet or Internet access. Which is why Orange introduced the “24h garanti” service in France for its Origami, Open and Livebox customers, plus the “Pro 8h” service for business customers.



Cloud

With 100,000 customers in France, Orange Cloud Pro was named Best Small Business Service at the 2013 World Communication Awards. In the consumer market, the Orange Cloud offer has already signed up an impressive number of customers.



leader

7

In 2013 Orange consolidated its No. 1 or No. 2 positions in 75% of the European countries where the brand is present, as well as in 83% of its markets in Africa and the Middle East. Orange Business Services was also recognized as the Best Global Operator at the 2013 World Communication Award.



Animals

6

With over 10 million customers, the segmented “Animals” plans continue to be hugely successful. 8 European countries now offer these plans, with Slovakia joining the list in 2013.

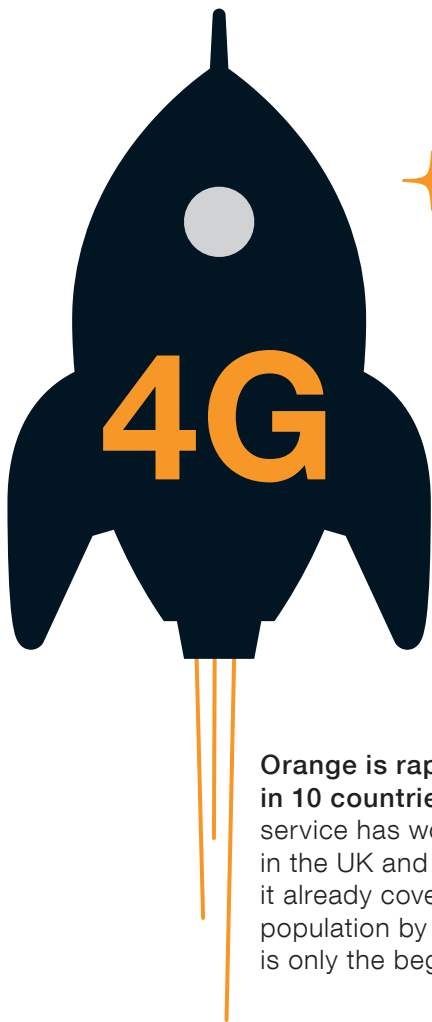


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02 favourites

fibres

Orange is No. 1 in fibre deployment in France, covering more than 350 cities and towns. Orange is targeting one million fibre customers in France in 2015. The pace of connections will accelerate through 2014.



Orange is rapidly rolling out 4G in 10 countries. The superfast mobile service has won over 2 million customers in the UK and 1 million in France, where it already covered 50% of the mainland population by the end of 2013. And this is only the beginning.



Orange Money

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The Orange Money mobile payment service continues to go from strength to strength. The service topped nine million customers in 13 countries in Africa and the Middle East. Orange Money processed more than 2 billion euros worth of transactions in 2013.



top employer

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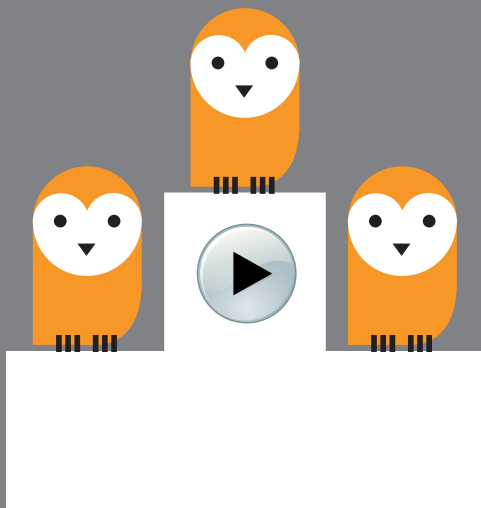
Orange's commitments and positive HR policy are widely recognized. After receiving the Top Employer label for Europe (in 2013 Romania and Slovakia joined the many other certified Orange countries in Europe), Orange has been honoured in Africa as well. Côte d'Ivoire, Mali, Orange Business Services Egypt, Uganda and Senegal have all been certified with country level Top Employer labels. What's more, Orange Business Services received a host of awards in 2013.



customers

The best possible recognition

we could ask for comes from the 236 million customers who have chosen Orange, the world's 60th most valuable brand alongside luxury, food and other industry giants.



Orange assets:

- engaged employees committed to serving customers;
- powerful, reliable and future-ready networks;
- proven service quality and innovation capabilities;
- a strong international presence with leadership positions.

chapter 03

guided tours

networks

Networks constitute the foundations of today's digital revolution. Powerful, reliable networks are Orange's core strength.

Networks require substantial capital investment to continually optimize their performance. This infrastructure constitutes foundations on which we build services for our customers. Networks represented 58% of our total investments in 2013. Orange invests in order to extend network coverage, deliver more bandwidth and further boost quality. Whenever possible, we pool our investment costs with other operators to efficiently manage expenditures and operation, while also minimizing the environmental impact.

Networks are sources of value. The increasing role

of digital technologies in our everyday lives has led to an explosion in data traffic, especially mobile data. At the same time, the volume of content is multiplying and networks are expanding capacity, making access a significant source of value. International wholesale generated more than 1.4 billion euros in revenues in 2013 (a segment where Orange is No. 2 worldwide). Our networks provide us with an opportunity to stand out in an increasingly competitive market. We rely on our networks to develop a consistent portfolio of high-value-added digital products and services for our

customers. With assets such as fibre and 4G, our networks also enable us to win new customers in sectors where competition is fierce.

Faster, more powerful networks. To support the exponential growth of data, Orange is investing in new-generation high-speed and very-high-speed networks. In fixed services, we have been a driving force in rolling out fibre infrastructure in France (two-thirds of the network was built by Orange) and Spain. In the mobile services segment, we extended our 3G/3G+ network, especially in Africa and the Middle East, and the H+ network in Europe, which offers speeds three times faster than 3G+. 2013 was marked by the launch of 4G in most of our European markets. And we are actively preparing for 5G as part of our research programmes. Our powerful networks are also built on 450,000 kilometres of fibre-optic submarine cables that deliver high-speed connectivity around the world. Orange has contributed to laying several

major international cable systems, including the ACE submarine cable, which brought high-speed Internet access to several countries in Western Africa.

Greener, more energy-efficient networks to reduce our environmental impact. The Group has committed to reducing its greenhouse gas emissions by 20% by 2020 compared with 2006. Networks and information systems play a pivotal role here because they account for most of the Group's energy consumption. We have focused our efforts on ventilating technical facilities, optimising data centres and installing solar power for our base stations. In 2013, we unveiled a new-generation 16,000 sq m data centre including 5,000 sq m of computer rooms in Val-de-Reuil, France. The centre hosts data and services for our business and retail customers and will accelerate the development of our cloud computing solutions for businesses.



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01 Orange store, France.

02 Paris, France.



02

France

Our accelerated fibre buildout programme has given us leadership positions. Orange has committed to investing 2 billion euros between 2010 and 2015 to deploy very-high-speed networks for the future.

Our goal is to bring fibre to 220 conurbations in France in order to cover 60% of households. At end-2013, Orange fibre reached more than 350 towns and cities, or one-third of all homes. Half of our customers were connected in less than 14 days, compared with 29 days in 2012. In connectable households, fibre can be put into service in 4 days. Meanwhile, Orange launched VDSL2 in October 2013. This service allows eligible areas not covered by the fibre-optic network to boost the Internet speeds at no extra cost. 2013 also saw the introduction of the 4G network for

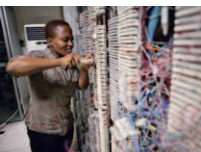
retail customers. Swift rollout led to more than 6,100 active cell sites covering half of the French population; the target is 70% of the population by end-2014. At the end of 2013, we reached one million 4G customers.

Africa and the Middle East

Orange has pledged to cover 80% of the population with 3G in 2015. At end-2013, 17 countries in Africa and the Middle East had access to 3G and two of them had 4G, including Uganda and its capital Kampala. In 2013, we implemented agreements signed with several partners to share network infrastructure in order to improve mobile network coverage, notably in Cameroon and Côte d'Ivoire. We share 3,000 mobile phone towers with our competitors in four countries in the region.



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- 03** Yoff Beach, Dakar, Senegal.
- 04** Orange network technician, Dakar, Senegal.
- 05** Orange store, Spain.
- 06** Barcelona, Spain.

Poland

Orange has marketed VDSL2 solutions to its customers since 2011. In 2013, we also began trials of a fibre-optic Internet service offering speeds of up to one gigabit per second. Technical deployment of 4G got under way in 2013 and 16% of the Polish population was already covered at the commercial launch at the end of 2013. As in many other countries, we pursue a partnership strategy to share network infrastructure. In 2013, 8,200 base stations were pooled.

Spain

2013 was the year of 4G in Spain. Launched in July in 6 cities, 4G was extended to 61 other cities in 2013. As a result, Orange was the leader in new customer recruitment and posted a 10.4% increase in its customer base, which reached more than 12 million mobile customers. Every big city in Spain will be covered by 4G in 2014 (almost 60% of the population). In addition, Orange and Vodafone concluded a partnership deal to extend the fibre-optic network in the country. The aim is to connect a large number of homes in the cities by the end of 2017. Rollout got under way in 12 cities in 2013.

Europe and other countries

4G deployment in Europe is progressing at a rapid pace. Thanks to 4G, we have enhanced our “Animals” service plans. In Moldova, 4G is available in 10 cities, including the capital Chişinău, which has a population of almost 1 million. In Romania, we organized the “Orange 4G Tour” operation in 2013 to promote the advantages of 4G technology. By the end of 2015, 48 cities in Romania will be covered by 4G. The signature of a RAN sharing agreement with Vodafone Romania will further boost Orange’s network coverage while optimizing investment and operating costs in the years ahead. In Belgium, Mobistar rolled out 4G in 270 cities and offers the country’s best 4G network. In Luxembourg, 65% of the population is already covered. Mobile broadband services are being expanded in Armenia.

Orange Business Services

In France, Fibre To The Office (FTTO) delivers standard speeds of up to 800 Mb/s for Business



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- 01 Bratislava, Slovakia.
- 02 Orange store, Spain.
- 03 Bucharest, Romania.
- 04 Orange Business Services offer.
- 05 Fiber technicians, France.
- 06 Network technician, Botswana.
- 07 Orange store, Poland.



07

VPN customers. It covers 77% of French businesses with more than 20 employees. With a high-speed Ethernet network available in more than 100 countries, the Group is the global leader. Orange Business Services draws on its presence in 166 countries to build VPNs for multinationals. For example, we interconnected 1,100 sites in 53 countries for Heineken and provided network services to Aramco Services Company, the US-based subsidiary of the world's leading energy provider. We are also gearing up for the future, including a partnership with car manufacturer Renault to explore 4G applications on board tomorrow's cars.

usage

Daily life in the digital age is evolving at a dizzying pace. Customers want the best of both fixed and mobile worlds – seamless access, HD voice and an array of services.

Orange is counting on high-speed and very-high-speed fixed broadband and related services to anchor customer loyalty and win new customers. In most European markets, we offer converged packages which often include TV in order to gain an edge over the competition. The percentage of households subscribing to these services is expected to grow from less than 5% to more than 40% over the next few years in Western Europe, and to around 20% in Central and Eastern Europe. Our “Open” offer is

spearheading this convergence strategy, especially in France and Poland where it has been hugely popular. The shift from traditional voice and data solutions to IP services is happening fast in the business world as well.

Tablets and mobile phones power usage. The economic crisis in Europe has accelerated the introduction of low-cost offers and shaken up the mobile market. While people have increased their digital budgets, most of the growth has gone into handsets, and low-cost

continues to gain ground when it comes to service. The market is now split into two distinct segments: customers who want enhanced services, and a larger share of people interested only in the lowest prices. Orange is present in both segments. The strength of our strategy can be seen in the success of our popular “Animals” segmented rate plans in Europe, which let users choose a plan which best suits their lifestyle and our SIM Only services, like Sosh in France, nju.mobile in Poland and Amena.com in Spain.

In Africa and the Middle East, mobile phones have revolutionized usage patterns to an even greater extent because fixed networks were practically non-existent. High mobile penetration rates in Africa and the massive arrival of smartphones open up new prospects. The growing popularity of our Orange Money payment and money transfer solution is emblematic of this trend.

Exploding data traffic has an enormous impact on the business of every operator, including Orange.

For example, people are now using their mobile phones to download and watch videos, something once limited to fixed networks. Data traffic is increasingly shared between different devices (smartphones, tablet, PC, TV, etc.). People start watching multimedia content on their phone before switching over to their tablet or TV. The ability to access a service from anywhere on any device has become the norm today and, as a result, customers want an all-in-one package.



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- 01 Orange store, Spain.
- 02 Bilbao, Spain.
- 03 Paris, France.



02

France

We maintained our leading position in France amid heightened competition, reaching our target of one million 4G customers at end-2013. In the fixed broadband market, we passed the 10-million-customer milestone and posted growth in excess of 2% year-on-year. Our Sosh offering was enriched by the inclusion of a Livebox option, and we were among the first operators to launch a low-cost multi-play service. Fibre penetration also gathered pace. At end-2013, we had nearly 320,000 fibre customers. We rolled out new services such as Cloud Orange, which has already attracted a large number of retail and business customers.



03

Spain

Orange turned in a strong performance in the mobile market and won 538,000 new customers in 2013. In a market dominated by double-play services, we released a new converged service called “Canguro” for both retail and business customers. This successful offer helped to boost our market share by increasing our customer base by 21% and earned us a No. 2 market ranking.



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- 04 Kraków, Poland.
- 05 Orange store, Poland.
- 06 nju.mobile offer, Poland.
- 07 Warsaw, Poland.

Poland

Orange Polska posted better-than-expected commercial performance despite a fierce price war and strong competition from cable operators. Our converged Open package proved very popular, attracting 286,000 customers at end-2013, and the Open Family service, which offers discounts to households with several mobile phones, won over significant numbers of customers. In the mobile market, the highlight was the release of nju.mobile, our new low-cost brand aimed at the 16-35 age group. There were 353,000 nju.mobile customers at year-end. In 2013, we were the first operator to develop large-scale mobile payment solutions in Poland.



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Europe and other countries

In Belgium, Mobistar extended its “Animals” service plans to rechargeable cards. New prepaid customers can now choose between three plans: Écureuil, Kangourou and Dauphin. In Armenia, the “Animals” package continued to drive the market, while mobile broadband made further inroads. In all other countries in Europe, Orange recorded a 0.8% increase in its mobile customer base.



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03

- 01 Pétra, Jordan.
- 02 Casablanca, Morocco.
- 03 Orange store, Tunisia.
- 04 "Animals" plan, Spain.
- 05 Rome, Italia.
- 06 Orange, Mali.
- 07 Bamako, Mali.
- 08 Orange, Mali.



08

Africa and the Middle East

Orange strengthened its position in Africa and the Middle East despite the political instability in several countries. Orange saw a strong improvement in operations in Côte d'Ivoire and Senegal. We are no. 1 in 6 countries and no. 2 in 9 countries in the region with more than 88 million customers. In 2013, we grew our customer base by 7.9% and performed strongly in Mali, Guinea, Egypt and Côte d'Ivoire. There are more than 500,000 resellers of our phone cards across the African continent.

services

In a European segmented market, Orange has focused its strategy on the quality of its offers, services and customer relations.

More responsive.

We stay connected with our customers in order to deepen their loyalty, anticipate their future needs and meet their expectations faster.

Our priority is to swiftly introduce innovative, useful services. This is the role of the 25 Orange customer test centres. Instant customer support is another of our priorities. We develop apps like “Orange et moi”, “Orange Connexion”, “Assistance Livebox” and “24h garanti” service to let our customers manage their digital services independently and in real time.

Simpler.

The wave of new technologies creates exciting opportunities and disruptions in our daily lives. Some people find the changes too fast, others too slow... Whichever way we look at it, this technological big bang has radically altered usage. Orange supports its customers so that everyone can benefit from the best of digital technology matched to their needs, their expectations and their budget. Simplicity is our top priority. We provide a more streamlined portfolio of easier to understand offers, including converged packages which combine Internet, TV and fixed and mobile telephone service,

along with useful innovations designed to simplify daily life at home, at work and on the move. Examples include our Orange Cash service, which uses NFC technology for contactless payments from mobile phones – a first in France, developed in partnership with Visa – and our Orange Cloud service for access to content whenever you want and from any device.

Enhanced service quality.

The quality of our networks, offers and customer relations is what guarantees the satisfaction of our customers. Our priority is to address every step in the customer experience, regardless of the customer channel – walking through the door at an Orange store, contacting our call centres, visiting our websites or using one of our services. We gain an edge over competitors by providing superior advice or product demonstrations in our stores, or by installing equipment or troubleshooting during the aftersales process. Orange always listens carefully to its customers, including

in our digital communities on social media or forums for our digital brands such as Sosh and nju.mobile. In 2013, we increased the proportion of digital customer relations by developing Web-based customer support services and electronic billing and support. In France, 20% of purchases, contracts management and support are operated online or from a smartphone by our customers, for example with the app “Orange et moi”.



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01 Orange engineers, France.

02 Toulouse, France.

03 Antwerp, Belgium.

04 Berlin, Germany.



03

France

With the new “24h garanti” service launched in France, Orange commits to finding a replacement solution for Origami, Open and Livebox customers in the event of a broken or faulty device. To continually sharpen our customer relations quality and stay in close touch with our customers, we train our customer advisers in online chat and click-to-call systems and we have reorganized our call centres to process local customer calls region by region. For business customers with Internet and fixed solutions, we introduced a groundbreaking offer called “Pro 8h”. If a customer’s connection is down, our teams will restore the Internet connection and the phone line within eight business hours.



04



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Europe and other countries

To deliver the best roaming experience to its customers, Orange announced in early 2014 that it would eliminate roaming charges from some of its plans available in the Group's key European markets (Belgium, France, Luxembourg, Poland,



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05 "Go Europe" plan, Slovakia.

06 Orange store, Armenia.

07 Bratislava, Slovakia.

Romania, Slovakia and Spain). The new plans – to be launched in 2014 – let customers roam within all European countries. Orange was the first operator to eliminate these roaming charges. To make our customers' lives easier, we regularly release new services such as "Orange Connexion", an app designed to manage mobile phone connectivity, automatically connect to an available mobile network and optimize phone use.



07

All countries

In early 2013, Orange created a new subsidiary called "Orange Horizons" to identify new business opportunities and deepen customer loyalty in markets beyond the current scope, without requiring substantial investments. A year after this announcement, Orange Horizons has introduced a variety of activities in 27 countries. Sales outlets have been opened in South Africa and Portugal in order to offer a range of extra services to customers from neighbouring countries or from France. Websites and e-commerce initiatives are also now up and running in seven countries: Denmark, Germany, Italy, the Netherlands, Portugal, South Africa and Sweden. Plus, Orange Horizons launched the Orange Top-Up solution, making it easy to add mobile call credit from more than 350 operators around the world in just a few clicks.



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Africa and the Middle East

The digital customer experience is quickly becoming a reality. Customers are increasingly topping up their prepaid plans online, with 210 million e-recharges each month. Meanwhile, the “My Orange” app, which lets customers manage their mobile account from their smartphone, was successfully launched in Côte d’Ivoire and Jordan in 2013.

01 Orange advisors in Orange store, Tunisia.

02 Bamako, Mali.

03 Bamako, Mali.

04 Luxor, Egypt.



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05 Tokyo, Japan.

06 Network technician, Armenia.

07 Orange Business Services offer.

08 Orange store, France.

09 New York, United States.

Orange Business Services

We support our major business customers across all our markets in order to deliver total satisfaction. This customer focus has led to an optimized organization with a team of Orange Business Services IT Customer Service Managers serving Europe, Asia-Pacific and the United States. They all work directly with customers and provide advice on our portfolio of products and services and optimizing performance. We enhanced our business services in 2013 with the acquisition of InovenAltenor to support customers in the digital transformation of their enterprise.

new growth drivers

Orange constantly innovates and enhances its offers to make life simpler for its customers and conquer new growth segments.

Better care for the aged and remote access to healthcare. Orange has identified e-health as a key growth driver, an area that spans an array of services that can help meet the challenges of ageing populations in developed countries, coupled with steep budget cuts. These solutions include telemedicine, preventive care, security of medical records and optimizing treatment approaches. Chronic disease and elderly dependency are set to increase in a medium-term horizon, and our role is to help improve the everyday lives of the people concerned. Orange draws on the experience of its own

specialized teams and on the innovation capabilities of Orange Labs and outside partners to deliver simple, reliable and effective solutions to the healthcare industry, as well as for homecare and support services.

Using a mobile phone for payments, transfers and withdrawals. Thanks to Orange, mobile phones are fast becoming full-featured payment solutions. Boasting more than 9 million customers, Orange Money has been a tremendous success in 13 countries in Africa and the Middle East. Applications include withdrawing money, receiving international

transfers directly on a mobile phone, paying bills on line (such as school fees), taking out insurance... Orange Money is much more than a digital wallet. In Europe, Orange is pioneering this promising segment with Orange Cash, the first contactless payment application using NFC technology integrated in mobile phones.

Personalized entertainment.

Today, our customers want content that is increasingly tailored to their tastes, and the demand for new entertainment services is stronger than ever. Tapping into these trends, Orange has teamed up with major publishers and content providers to offer a rich and diversified range of content that can be accessed on demand from any device.

- Spurred by its international rollout, Orange TV passed the milestone of more than 6.5 million subscribers in Europe at the end of 2013.
- Cloud gaming, a fast-growing segment, is also

strategic for Orange. Our customers enjoy streaming access to a catalogue of more than 150 video games as part of the Orange TV service. The successful launch of Livebox Play, our latest-generation TV set-top box, and our acquisition of a stake in G-cluster in early 2014, underscore our commitment to becoming a leading player in the gaming sector.

- Orange's music service continued to expand with the rollout of Deezer in Europe and Africa and a raft of special introductory offers for mobile phones or computers.
- Video is a key driver of digital usage today. With Dailymotion, the world's second-largest online video site, Orange proposes an array of multi-screen videos to subscribers. Dailymotion counts 112 million unique visitors to its network and 2.5 billion videos viewed each month.



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- 01 Orange technicians, Poland.
- 02 Stade de France, Saint-Denis, France.
- 03 mHealth Grand Tour.



02



03

France

Livebox Play was launched in France in February 2013, enriching Orange TV video services. Customers can now access games without downloads or consoles. The Orange TV video game service offers more than 150 cloud games, including premier games like PES 2014. Customers can also watch football matches on their smartphone or tablet thanks to very-high-speed broadband. Orange has acquired the rights for smartphone or tablet to the French football championships so sport lovers can experience the unique excitement of the new Ligue 1 app.

e-health

Orange is a partner of the mHealth Grand Tour, a cycle ride from Brussels to Barcelona organized by the International Diabetes Federation Europe and the GSMA in September 2013. This annual event showcases mobile technology solutions for improving the lives of people with diabetes. Orange supplied the event with innovative solutions to capture, send and store patient health records using a cloud-based system and share them securely.



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04 Barcelona, Spain.

05 Orange technician, Romania.

06 mHealth Grand Tour.

07 Madrid, Spain.



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Spain

Orange announced the launch of mobile payment network using NFC technology in partnership with La Caixa. We also signed an agreement with Valencia authorities to deploy NFC technology throughout the region's public transport system.

Europe and other countries

Orange TV has its sights firmly set on Europe. New TV and VOD platforms were launched in Romania, Luxembourg and Spain. Thanks to this new offering, our customers can watch TV anywhere and from any device. Customers enjoy unrestricted access to 25 HD channels, including movies, cartoons and documentaries.



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Africa and the Middle East

Orange Money continues to expand. The partnership we signed with Total to distribute Orange Money cards at 1,300 service stations adds a new dimension to our payment solution. In July 2013, we unveiled the first mobile-to-mobile money transfer service in three African countries – Mali, Senegal and Côte d'Ivoire. "Orange Money Transfert International" is simple, fast and competitively priced. Each year, 200 million euros in money transfers flow between these three countries.

- 01 Orange, Mali.
- 02 London, United Kingdom.
- 03 Orange Money offer.
- 04 Chişinău, Moldova.



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08

05 Orange technicians, Botswana.

06 Videoconference meeting,
Brussels, Belgium.

07 Orange technicians, Botswana.

08 Abidjan, Côte d'Ivoire.

Orange Business Services

Users can now participate in videoconferences from a tablet or a smartphone. Our “Orange Video Meeting” app lets our business customers use video with the cloud-based Open Videopresence service from their mobile handsets. Available on Android and iOS, the app ushers in a whole new experience in videoconferencing.



France

20.02 billion euros
in revenues

7.13 billion euros
restated EBITDA

2.83 billion euros
in CAPEX

27.01 million mobile
service customers

10.10 million fixed broadband
service customers

rest of the world

7.79 billion euros
in revenues

2.46 billion euros
restated EBITDA

1.16 billion euros
in CAPEX

111.39 million mobile
service customers

1.0 million fixed broadband
service customers

enterprise

6.51 billion euros
in revenues

1.03 billion euros
restated EBITDA

311 million euros
in CAPEX

330,000 IP VPN accesses



Spain

4.05 billion euros
in revenues

1.04 billion euros
restated EBITDA

562 million euros
in CAPEX

12.38 million mobile
service customers

1.69 million fixed broadband
service customers

Poland

3.08 billion euros
in revenues

972 million euros
restated EBITDA

457 million euros
in CAPEX

15.33 million mobile
service customers

2.30 million fixed broadband
service customers

international carriers and shared services

1.70 billion euros
in revenues

19 million euros
restated EBITDA

305 million euros
in CAPEX

450,000 kilometres of
submarine cables

chapter 04

new frontier





big data, broad applications

People, objects and networks generate billions and billions of megabytes of data, representing inestimable value for anyone able to collect and process these massive data sets. Thanks to our powerful network capabilities and rich customer databases, Orange is ideally positioned to capture a share of this value.

Between now and 2020, the digital universe will double in size every two years, ballooning to 40,000 exabytes of data. This is 50 times more than in 2010, and the trend is accelerating with the deployment of very-high-speed networks. Big data also means smart data, because this information enables intimate knowledge of customers, who can be contacted individually with targeted offers. What's more, big data is a major source of productivity and efficiency gains for businesses. At the same time, the availability of all this information raises issues of security and confidentiality. Orange is a trusted operator, and we are playing a strategic role in this emerging ecosystem.

Orange and your data

The explosion of digital

data spawned cloud computing, a term that designates both a technology and a service enabling remote, on-demand access to digital data. The cloud is a powerful enabler of performance and agility, unlocking tremendous growth potential for Orange. Success has not been long in coming: we already have large numbers of users in the consumer segment and more than 100,000 Orange Cloud Pro business users in France. We expanded our “Business Together as a Service” offer in France and introduced it in North America and Asia. Designed for multinational companies, this solution opens the door to new collaborative working methods, always with an uncompromising approach to security.

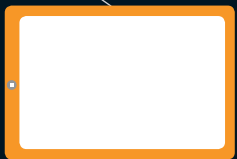
Safeguarding the security and confidentiality

of data from both businesses and individuals is a key priority. Orange Business Services has developed sophisticated expertise in this area, backed by 1,000 security experts around the world and highly advanced authentication solutions. We are also pro-actively committed to protecting the personal privacy of our customers. In 2013, Orange signed a data protection charter and introduced a range of practical solutions such as Orange Cloud, a true digital safe deposit box.

Hosting, protecting and transporting

these huge volumes of data requires large and robust infrastructures. Orange invests massively in very-high-speed networks and data centres, the digital factories that house powerful servers. The 16 Orange data centres in France are part of a global network that counts over 50 facilities.





connected objects, new uses

Connected objects are an increasingly ubiquitous part of our lives. Orange has big ambitions in this market thanks to our substantial assets, including the proven reliability of our Machine-to-Machine (M2M) global roaming services.

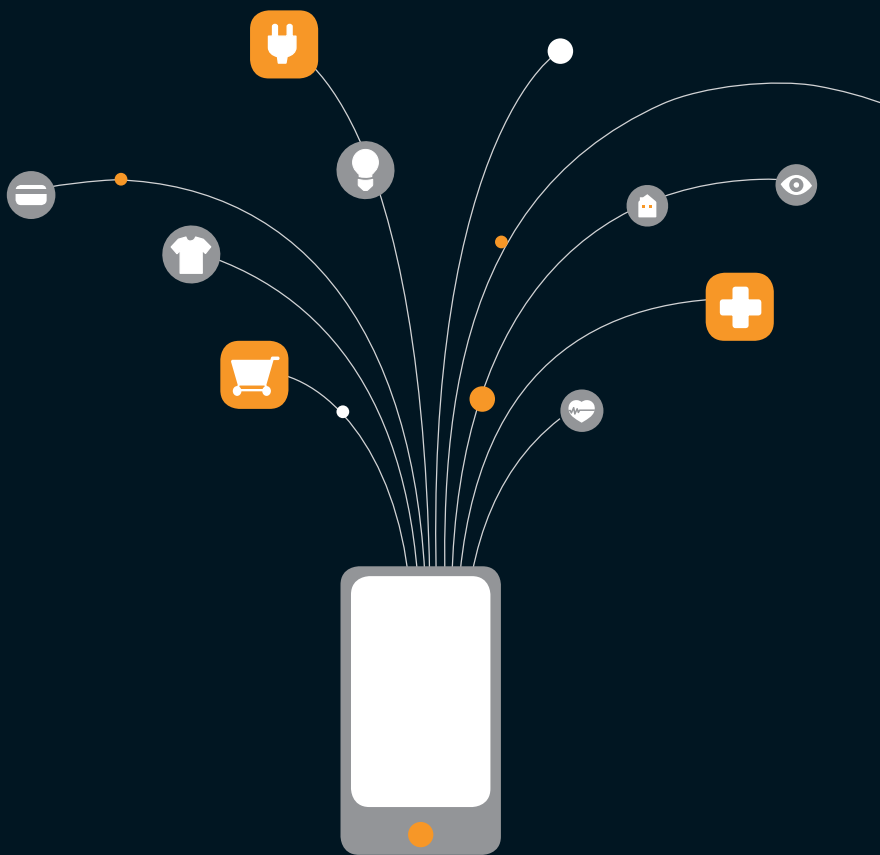
Our cities, buildings, power grids, transportation systems and more are all getting smart. Connected objects exchange data and become active components in a dynamic ecosystem. Connecting things creates a myriad of possibilities such as detecting leaks in water pipes, managing vehicle fleets or managing energy consumption across multiple sites in real time. For consumers, M2M connectivity makes daily life simpler, with greater traceability. And for businesses, M2M creates a source of major productivity gains and cost savings. In early 2014, Orange announced an initiative to help Internet of Things startups develop and bring their connected object products to market.

Orange and your connected objects

Cities in particular offer boundless possibilities for forward-thinking solutions using connected objects. Orange is developing a major “smart cities” programme that includes an array of digital and mobile services. The “My city in my pocket” app, for example, will let citizens access different municipal services thanks to an NFC chip in their smartphone.

Connected cars are another key solution to make cities more fluid and improve mobility. Orange is working closely with automakers to develop onboard safety and entertainment services. Tomorrow’s cars will continually interface with their environment, providing traffic information, car-pooling service and even “smart parking” thanks to real-time display of available spaces.

Le Bloc is one of the latest innovations from Orange. Co-developed with Cabasse, this ingenious miniature projector with speakers is controlled by a smartphone or tablet via an app to broadcast video or audio content to any room, either at home or visiting friends. With a Wi-Fi connection to the Orange Livebox, it can be used to watch TV and videos, look at photos, or listen to music. Le Bloc joined the growing list of connected objects available from Orange stores or its website, including a watch that communicate with a smartphone.





exploring promising innovation territories

The digital revolution is totally transforming Orange's business model and ecosystem, while at the same time creating exciting new growth outlets for the Group. This is why Orange has made open innovation one of its strategic pillars.

Information and communications technologies now irrigate our daily lives, used for everything from shopping and entertainment to working, health care or even remotely controlling homes. These technologies also create a new ecosystem whose boundaries are constantly pushed back. Taking advantage of our fast-expanding superfast infrastructures and unparalleled innovation momentum, we propose a broad array of new high value-added services in a host of sectors, including finance (m-payment), health (e-health and m-health), energy (smart grid), transportation, security and more. All these areas represent new territories for growth. We aim to be the leading operator in the Internet era, bringing our customers access to a richer digital life thanks to our open innovation strategy.

Orange and the way we'll live tomorrow

Orange has developed “Smart Home”,

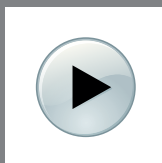
an application that lets people remotely control and secure their home from anywhere at any time using a smartphone. The Smart Phone Home Automation Box uses wireless sensors to detect smoke, door openings, or movement and connects with a camera and controllable electrical outlet, thus monitoring everything in the home for complete peace of mind. The service was launched in Poland on 13 May 2013 and will be introduced in France during summer 2014. Expansion to other countries is expected to follow.

To simplify the work of physicians and improve monitoring of their

patients, Orange and Safran have developed the first mobile identity authentication system

for the health sector. A secure link between a SIM card in a mobile device and the healthcare professional's ID card enables access to patient data without compromising confidentiality.

NFC technology is driving the development of new products and applications. Orange is now the leading operator in this area in France and Europe, with especially strong positions in contactless services for transportation and payment. Our Orange Cash service is the first contactless mobile payment solution introduced in France. Developed in partnership with Visa Europe and Wirecard, Orange Cash transforms your smartphone into a full-featured digital wallet for shopping at both stores and online merchant sites, including privileged access to special merchant offers. What's more, the service is available regardless of your bank.



Open innovation by Orange:

- accelerates the emergence of innovative solutions by supporting start-ups, especially through the international network of Orange Fab accelerator programmes;
- gives developers access to our APIs through the Orange Partner programme;
- embeds our innovation efforts in the global R&D ecosystem;
- promotes a policy of strategic partnerships with major players.

chapter 05

digital people



store manager⁰¹

Jeanne



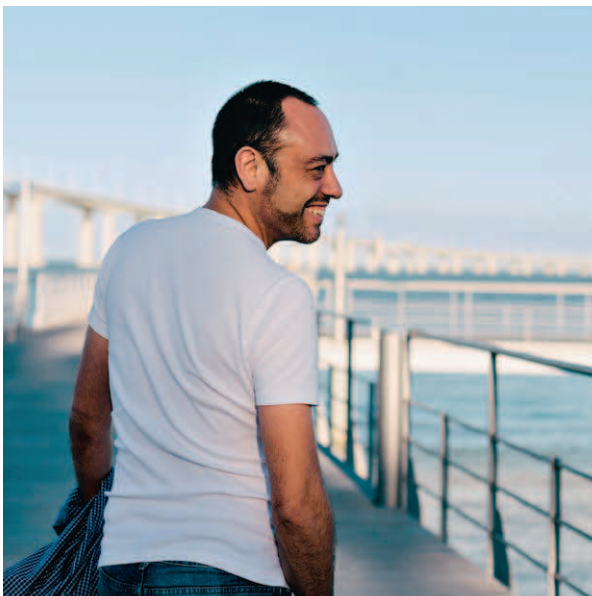
enterprise platform coordinator⁰²

Jean-Pierre



website designer/ developer⁰³

Pablo



ergonomist⁰⁴

Julian



network architect⁰⁵

Gesa



network equipment technician⁰⁶

Damien



trade advertising marketer⁰⁷

Idris



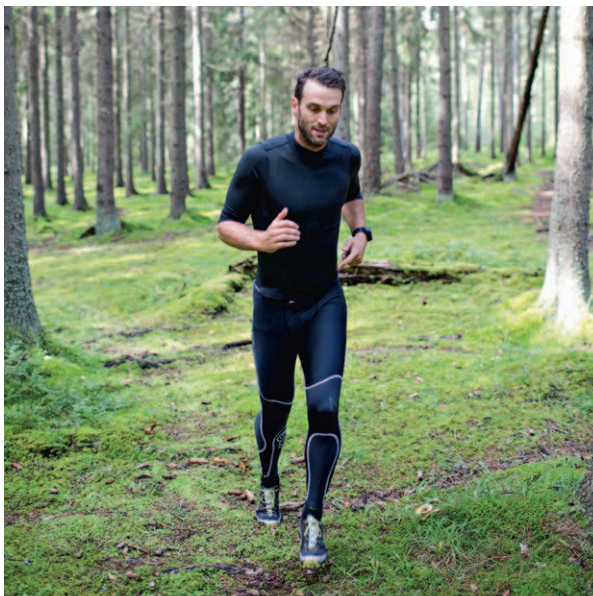
community manager⁰⁸

Garance



security expert⁰⁹

Jacek



hotline support technician¹⁰

Ivan



logistics supervisor¹¹

Gregorio



risk manager¹²

Anna

store manager⁰¹

[Jeanne] — Managing an Orange store means being an ambassador of the brand. My role is to grow the store's sales revenues and ensure that our customers are satisfied. This means I have to know absolutely everything about our products and services, and I have to have excellent people skills in order to welcome customers and manage the sales team. Good team spirit really makes a difference, it's something that really comes across to our customers. I make sure that my team is aware of the importance of our role as advisors: we have to help customers choose the products and services that best fit their individual needs so they get the most out of our digital solutions.

enterprise platform coordinator⁰²

[Jean-Pierre] — My job starts once the sales team have signed a contract. I get things up and running by handling all the commercial and administrative

aspects of the solution sold.

The key aspects of my role are a rigorous approach, to ensure that data are recorded correctly and the delivery process runs smoothly, plus excellent knowledge of internal processes and information systems, and above all a genuine taste for customer relations. We support customers as they take their first steps, so we simply can't afford to let them down. I make sure I'm familiar with the terminals and OS (operating systems), and I learn how to configure services on platforms.

website designer/developer⁰³

[Pablo] — To design and develop sites, you have to really be up to speed with the latest technologies and be an excellent listener so you can integrate and reconcile the requirements of the different stakeholders – the project owner, project manager, end users, etc. A good designer/developer always keeps the user in mind, from design right through to delivery.

My priority is to guarantee that sites fit seamlessly into the ecosystem of services and platforms that I develop, and to ensure buy-in by future users.

ergonomist⁰⁴

[Julian] — Orange has always made simple services a priority. My role, which spans a variety of disciplines, involves observing, analysing, evaluating and making recommendations to optimise the functionality, practicality and perceived quality of future services for customers. Our solutions have to be intuitive, whether they're targeted at multinational corporations, SMEs, young "digital natives", or older people.

network architect⁰⁵

[Gesa] — I tell my friends that I'm like an orchestra conductor. Conceiving architectures is like creating a symphony from a vast choice of information and requirements – needs, costs, constantly evolving technologies, environmental issues, and so on.

You have to be able to explain, reassure, listen and understand customers' needs to put together all the different components. Building the network is just one step: it then has to be implemented and integrated into the existing infrastructure. You also need a solid knowledge of the new OS servers, for example, or the principles of website design. And when it all comes together, the music sounds so sweet!

network equipment technician⁰⁶

[Damien] — Working on networks makes me feel like I'm making a useful contribution. I'm serving our customers every day, whether it's rolling out new networks, doing maintenance work, checking equipment quality and reliability, or troubleshooting.

trade advertising marketer⁰⁷

[Idris] — In a hyper-competitive business like ours, having the right products and delivering excellent service are not always enough. You have to get that information

out there and grab customers' attention so you can sell to them. My role is to develop high-impact advertising packages that are transparent for the customer. Then, I oversee their implementation, and support sales and marketing teams to ensure that they've understood the key messages. I also get involved in other aspects, like market analysis, competitive intelligence, post-campaign testing and training of sales staff. This is definitely a fascinating job.

community manager⁰⁸

[Garance] — Our relationships with customers are increasingly based on online platforms such as forums, social networks and communities. Leading, moderating and contributing to discussions, and making sure everyone stays on the right side of the rules, have become everyday priorities for companies seeking to boost their image and foster a strong “e-reputation”. I really enjoy interacting with customers each day. I don't actually meet them,

but I feel like I get to know them really well. Every time I talk to people online, I'm speaking on behalf of the company, and that's an important responsibility.

security expert⁰⁹

[Jacek] — Today's networks and information systems carry increasingly large volumes of data. As a result, security and confidentiality are vitally important, particularly since our information system can be accessed by customers. My role as a security expert is to protect our data and manage security risks. I help to define rules and draw up protocols, and I help operational teams implement them effectively.

hotline support technician¹⁰

[Ivan] — My customers are in fact all my colleagues who use our IT systems. I answer questions, help them to become familiar with new applications, and provide emergency troubleshooting. I respond as quickly as possible by phone, or by directly accessing

colleague's computers, in order to limit downtime and maintain Orange service quality. My role also involves consolidating information to prevent malfunctions from recurring, and issuing team alerts in the event of widespread problems, so that customers can be informed.

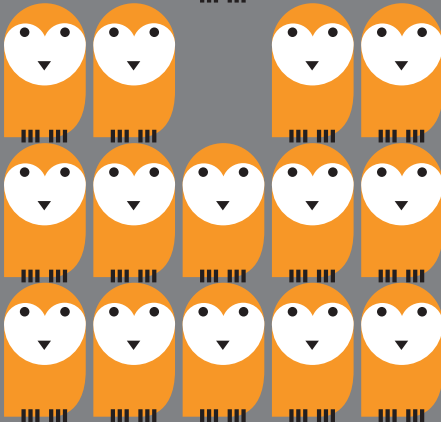
logistics supervisor¹¹

[Gregorio] — A satisfied customer is one who receives what they ordered on time. That's what logistics is all about. We manage complex flows, from the point at which the customer need is identified to final delivery of the products. A number of parameters are involved, including flows, deadlines, costs, environmental issues and security. I make sure that the product gets there via the fastest route, at the best cost, and with minimum environmental impact.

risk manager¹²

[Anna] — I'm responsible for identifying, analyzing and

quantifying the risks potentially generated by the company's activities at a strategic, financial and operational level. It's a job that requires specialized risk management skills, a keen sense of observation, and excellent knowledge of the company's business as well as its ecosystem. I prepare recommendations and take actions to minimize risk, guide management decision-making and ensure compliance with the formal commitments the Group has made in the charters it has signed.



Our 165,000 employees bring a diverse range of capabilities and expertise in every area – customer service, networks and information systems, innovation, content, and the overall efficient operation of the Group.

As the digital revolution races forward, Orange empowers its teams to leverage the potential of digital capabilities in their daily work, ensuring that everyone is an active contributor to the digital enterprise.

chapter 06

commitments



cross-industry cooperation

Orange promotes corporate responsibility

112

audits conducted across 83 plants in 2013, employing 400,000 people in Asia, Eastern Europe and South America.

joint supplier audits

In 2010, Orange, Deutsche Telekom and Telecom Italia set up the Joint Audit Corporation – which subsequently expanded to include nine operators – as a vehicle to combine CSR audits of our primary suppliers. This cooperation allows to not only audit a larger panel of vendors, but also increases the positive social and environmental impact of these inspections.

142

criteria reviewed in each audit.

freedom of expression and privacy

Orange takes both of these issues very seriously. We are a founder member of the Industry Dialogue initiative, which was created in 2011. Members work together to establish a common framework for action in the areas of freedom of expression and privacy rights in the telecommunications sector.



preserving natural resources

Orange plays a responsible role in the circular economy

Electronic waste is a real “urban mine” and is estimated to contain up to 40 times more extractable minerals than the world’s “conventional” mines.

1.5 million used cellphones were collected by Orange in Europe in 2013, up 16% on 2012.

action needed now

Because natural resources are not infinite, we need to shift our business models from a mindset of consumption to a more sustainable “circular” culture of recovery and reuse. In addition to responsible management of our own electronic waste (fixed and mobile networks, IT equipment, etc.), Orange supports the creation of efficient recycling operations that also create jobs.

collecting our customers’ cellphones

Working closely with companies that promote inclusion through employment and specialized firms, we are developing large-scale processes for collecting and processing used cellphones from customers. Depending on their condition, these devices can then either be refurbished for the pre-owned market, or recycled for the materials they contain.



protection of personal data

Orange makes clear commitments and assists customers

85%
of people in France
say they have
concerns about
protection of their
personal data online.

CSA study, February 2014.

the data challenge

The digital revolution generates a vast ocean of data. Many companies today are building their business models around exploiting this personal data, particularly for advertising purposes. At Orange, our policy is to protect the personal data of our customers. This strong commitment led to the signature of a charter on protection of customers' personal data and privacy at the hello! show in November 2013.

helping customers effectively protect their data

We also bring our customers practical support thanks to solutions that allow them to better manage their data. The "Données Perso Orange™" app will let users manage what information they share with their operator, control how data is used by applications, view information on their digital usage, and also decide whether they want to share their personal information to benefit from a better customer experience.



digital behaviour

Orange promotes discussions about societal changes

200

participants at
7 workshops
and input from
20 experts in 2013.

104

articles published.

8,000

visits per month on
[www.digital-society-
forum.orange.com](http://www.digital-society-forum.orange.com).

a forum to promote dialogue and information for citizens

The Digital Society Forum, initiated by Orange in partnership with *Psychologies Magazine* and FING (Fondation Internet Nouvelle Génération), underlines Orange's commitment to better examine how digital technologies impact our societies. To foster the emergence of a digital culture accessible to everyone, the Forum is a participative initiative that bridges industry and the research community, businesses and citizens, including online debates and workshops open to everyone. In 2013, this conversation focused on four key themes: relationships 2.0, the connected family, new forms of learning and connected migrants.



data for development

a world first from Orange

2.5

billion items of statistical data from Côte d'Ivoire's mobile network shared within the strict framework of the competition.

250

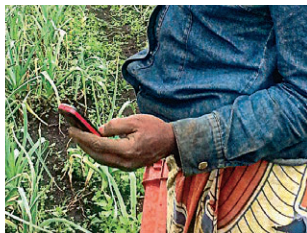
entries from science teams around the world, with 80 shortlisted and 4 singled out for awards.

groundbreaking competition unlocks data value to support development

Orange strongly believes that new technologies can make an important contribution to the economic and social development of emerging countries. This is why we created the Data for Development competition, aimed at the international science community, challenging experts to find concrete solutions based on anonymous mobile phone statistical data.

a tremendous success

The "D4D" challenge triggered inventiveness by more than 250 teams and inspired keen interest among leaders in the scientific community. Their forward-thinking solutions addressed important issues such as anticipating epidemics and measuring the early signs of drought, as well as optimized urban planning and public transportation.



connected agriculture in Africa

Orange pioneers m-agriculture

In sub-Saharan Africa, farming accounts for 60% of jobs, 45% of land use and 13% of GDP (50% in some countries).

48 billion
dollars potential
increase in agricultural
incomes in Africa
thanks to connected
agriculture.

*Connected agriculture
report – Vodafone,
Accenture and Oxfam –
2011.*

new technologies help farmers

Real-time access to market prices, linking farmers to buyers in virtual marketplaces, weather alerts and much more – Orange regularly introduces practical m-agriculture services in Africa. These solutions focus on increasing productivity and revenue for farmers, helping strengthen the agriculture value chain.

two new initiatives

Thanks to the Sénékéla service in Mali, smallholders in the Sikasso region can contact a call centre where qualified agronomists offer advice in the local dialect. This service will soon be extended to the entire country. And with SIM Anacarde in Côte d'Ivoire, cashew nut producers receive regular text messages, offering advice and keeping them abreast of news and developments in the sector.



gender equality

a priority for Orange, concrete progress

In 2013, the French Ministry of Women's Rights ranked Orange first among the 120 largest listed companies in France for the proportion of women on its senior management team.

Women account 36.4% of Orange's total headcount, 29% of management staff, 33% of board members and 33% of executive committee members.

spotlight on equality

The Group has made gender equality one of the three priorities of its diversity and equal opportunity policy.

Our efforts focus on four areas:

- ensure that women are equally represented in all areas of the business, particularly scientific and technical positions;
- encourage access to senior positions by women through a mentoring program;
- correct compensation gaps at equivalent levels of responsibility and seniority, including regular reviews;
- ensure that parenthood is not a source of discrimination in the workplace.



recruitment through work-study placements

Orange actively supports youth employment

80%
of work-study
placements on
apprenticeships and
20% professional
training contracts.

3,500
people on
work-study
placements at
Orange in 2014.

a major employer

With more than 165,000 employees in 30 countries, Orange is a major employer. The Group has always supported initiatives to bring young people into the workforce. In addition to a dynamic work-study policy, Orange welcomes interns and organizes tours of Orange Labs (Science Factor™) for high school students.

Orange leads the way

In September 2013 Orange formally joined the French government's "Generation Contract" programme. Nearly 3,000 young people will be hired under permanent contracts by 2015 out of a total of 4,000 permanent hires, despite the challenging economic and competitive environment. In 2014, Orange will recruit more than 2,500 people under work-study apprenticeship and professional training schemes, plus another 1,000 as part of the very-high-speed broadband plan.



Orange Foundation

engaging with local communities

22
million euros
for corporate
philanthropy
initiatives.

Created in 1987, the Orange Foundation supports initiatives that forge enduring links between people. It is active in three main areas: education and vocational training, culture – especially music – and health, with a strong focus on autism. In 2013, the Foundation's philanthropy budget was 22 million euros.

digital builds bridges

The Orange Foundation has for many years emphasized the benefits of digital technologies as efficient success drivers for its initiatives, especially in education and health. In 2013, the Foundation began a long-term project to translate education videos produced by the Khan Academy, making this promising learning tool available to children in French-speaking countries. In autism, the Foundation supports the development of tablet applications that allow people with autism to achieve spectacular progress.

access to education and healthcare in Africa

In Africa, the Orange Foundation puts priority on bringing basic healthcare and education to isolated areas. It works at the village level, applying a “holistic” approach that consists in building or renovating a school, providing a water supply point and establishing a health centre in each village. This approach achieves greater effectiveness by simultaneously addressing all the fundamental issues, rather than concentrating on a single area. First introduced in Côte d’Ivoire, the programme has now been deployed in all our host countries in Africa.

198

non-profit projects
supported by
employees in 2013.

500

employees nearing
retirement work
for non-profit
associations.

7,000

employees are
volunteering.

bringing people together through music

The Orange Foundation supports initiatives that aim to make culture easily available to all, such as regular live broadcasts from the Paris, Lille and Lyon Operas to enable new audiences to enjoy the performances. The performances are shown mainly in movie theatres in France and other countries, as well as public buildings and outdoor screenings during the summer.

engaged employees

Group employees are directly involved with Orange Foundation initiatives at three levels:

- sponsorship of projects run by non-profit associations recommended by employees (198 projects received support in 2013);
- seconding of skills: over 500 employees nearing retirement work for non-profit associations;
- volunteering: some 7,000 employees give their time to projects such as Orange Digital Solidarity (1,000 workshops organized in 2013).



Orange believes that the benefits of digital technologies should be available to as many people as possible.

Because we are committed to sustainable environmental and social balances, we support local economies and promote the emergence of new business models that create shared value. This is why Orange is an active stakeholder in regional, local and individual development.

chapter 07

rue Olivier-de-Serres

governance

Orange governance is anchored by two pillars. The 15-member Board of Directors (including 7 independent directors, 3 representing the public Sector and 4 employees) presides over all major strategic, economic, human resources, financial and technological decisions.

The Executive Committee, with 12 members,

oversees operational management of the company. On 1 March 2014 the Executive Committee welcomed Mari-Noëlle Jégo-Laveissière, Senior Executive Vice-President of Innovation, Marketing and Technologies.

The Board of Directors met 11 times in 2013. It is supported by expertise from three specialized Board

Committees. **The Audit Committee**, chaired by Bernard Dufau, reviews financial statements and oversees the preparation of financial information and the effectiveness of internal controls.

The Governance and Corporate Social Responsibility Committee, chaired by Muriel Pénicaud, reviews appointments and compensation of

corporate officers and oversees issues related to corporate social responsibility. Created in March 2014, the Innovation and Technology Committee reviews the Groups innovation and technology policies, as well as the strategy for technology partnerships.

Executive Committee at 31 March 2014





Executive Committee at 31 March 2014





Stéphane RICHARD
Chairman and Chief
Executive Officer



Gervais PELLISSIER
Chief Executive Officer
Delegate
Group Chief Financial
Officer



**Delphine
ERNOTTE CUNCI**
Deputy CEO
Executive Vice-President
Orange France



Pierre LOUETTE
Deputy CEO
Group General Secretary



Bruno METTLING
Deputy CEO
Group Human Resources



**Mari-Noëlle
JÉGO-LAVEISSIÈRE**
Executive Vice-President
Innovation, Marketing and
Technologies



Béatrice MANDINE
Executive Vice-President
Communication and Brand



Thierry BONHOMME
Executive Vice-President
Orange Business Services



Élie GIRARD
Executive Vice-President
Group Strategy and
Development



Christine ALBANEL
Executive Vice-President
CSR, Events, Partnerships
and Solidarity



Marc RENNARD
Executive Vice-President
Africa, Middle East and Asia



Benoit SCHEEN
Executive Vice-President
Europe





For complete information on Orange's governance and on the members of the company's Board of Directors, see the 2013 registration document or visit orange.com.

chapter 08

data

135

in 2013,
we added

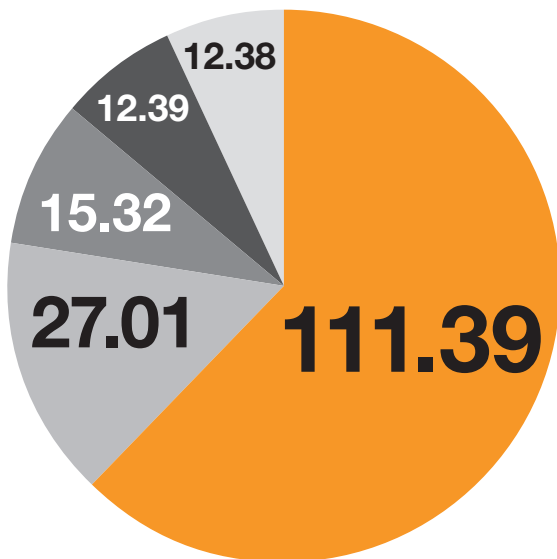
5.



million new customers

6

236
million
customers
worldwide



111.39 million mobile customers in the rest of the world

27.01 million mobile customers in France

15.32 million mobile customers in Poland

12.39 million mobile customers in the United Kingdom

12.38 million mobile customers in Spain

10

countries around the world
covered by Orange 4G service

178.5

million mobile customers

3.4

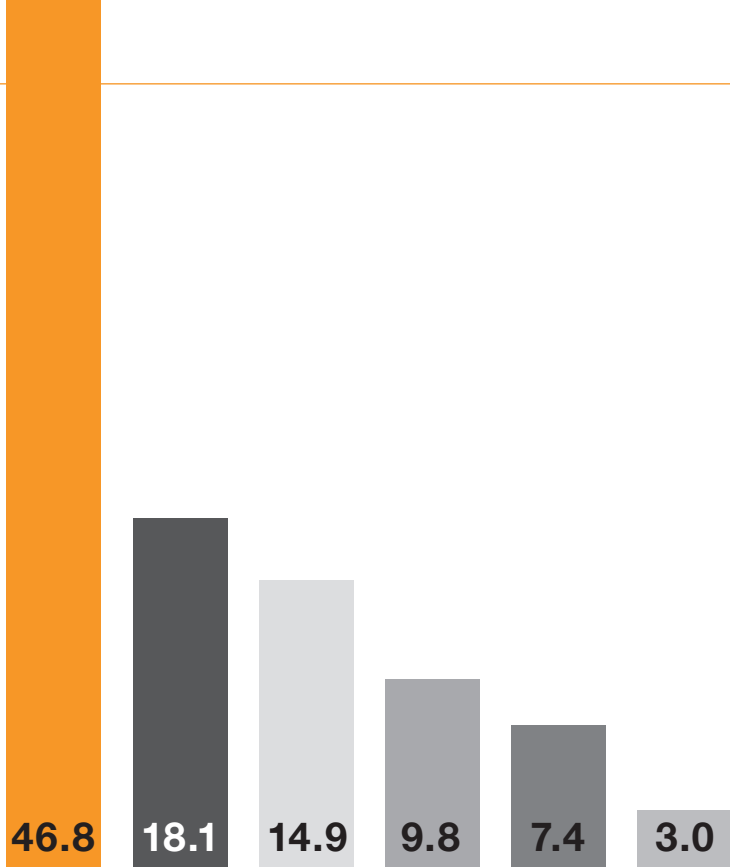
million Open mobile plan customers in France

8.9

million Orange Money customers

41

billion euros in
consolidated revenues



46.8% France

18.1% rest of the world

14.9% enterprises

9.8% Spain

7.4% Poland

3.0% international carriers and shared services

7 billion
euros

in operating cash flow

5.6 billion
euros

in capital spending (CAPEX)

12.6 billion euros

EBITDA (restated)

2.2x

net debt / EBITDA ratio
(excluding impact of tax litigation)

08 data

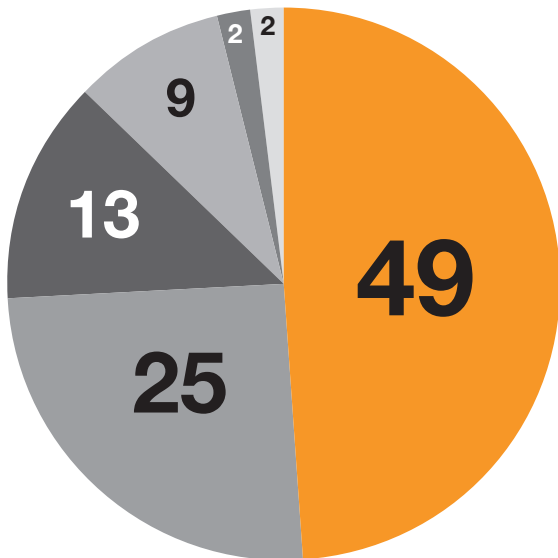
1.9 billion euros

in Group share of consolidated net income

58%

of CAPEX invested in networks

165,000 employees



breakdown by job category

49% customer relations

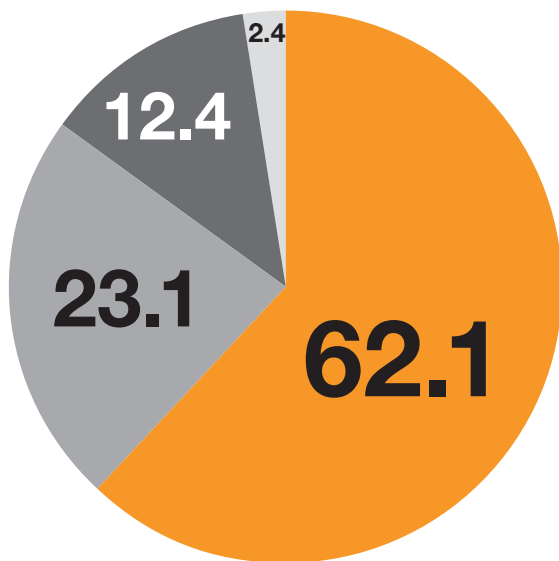
25% networks

13% support

9% information systems

2% innovation

2% other (including content and multimedia)



breakdown by geography

62.1% France

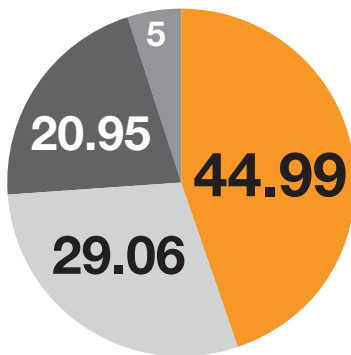
23.1% rest of the world

12.4% Poland

2.4% Spain

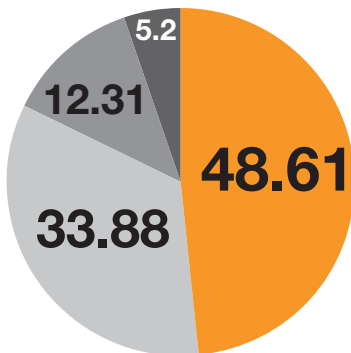
CO₂ emissions 1.5 million tonnes of CO₂

44.99% rest of the world
29.06% Poland
20.95% France
5.00% Spain



energy consumption 5,998 GWh

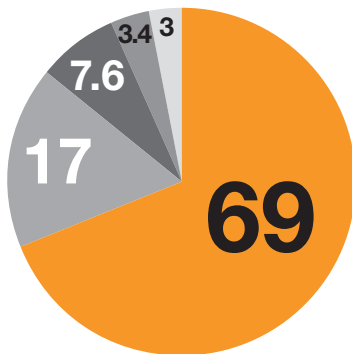
48.61% France
33.88% rest of the world
12.31% Poland
5.20% Spain



energy consumption in GWh

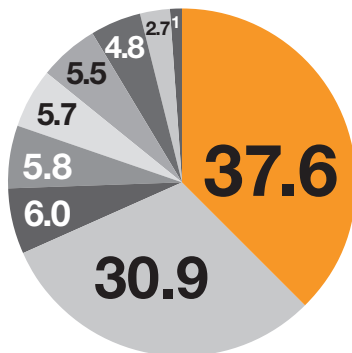
by type of energy – 2013

- 69.0%** electricity
- 17.0%** fuel
- 7.6%** vehicle fuel
- 3.4%** gas
- 3.0%** renewable energies



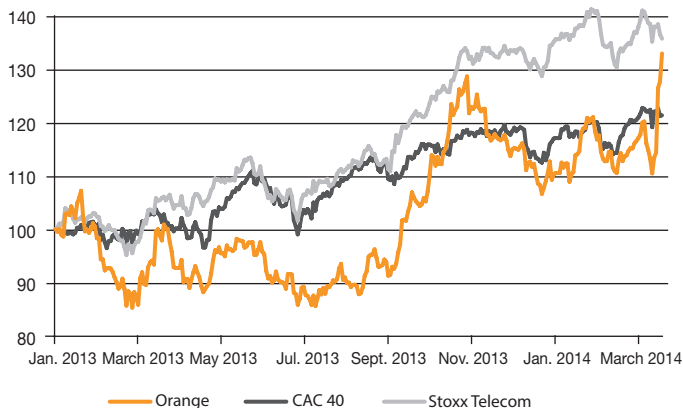
main waste categories recovered by the Group (excluding common waste)

- 37.6%** cables
- 30.9%** wooden pole
- 6.0%** cardboard
- 5.8%** batteries
- 5.7%** WEEE and internal WEEE
- 5.5%** WEEE and WEEE collected from customers
- 4.8%** other nonhazardous waste
- 2.7%** metal poles
- 1.0%** other hazardous waste



Dividend for 2013:
0.80 euro per share
proposed to the Annual
General Meeting of
Shareholders on 27 May
2014. Following the
payment of an interim
dividend on 11 December
2013, the balance
of the dividend for 2013
(0.50 €) will be paid
on 5 June 2014.

share price



Base 100 at 1 January 2013, including dividend reinvestment.

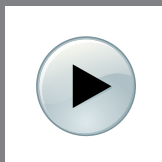
share information

Markets: Eurolist A – New York Stock Exchange Euronext.

ISIN code: FR0000133308. **Stock code:** ORA.

Par value: 4 euros. Eligible for deferred settlement service (SRD) and investment savings accounts (PEA).

Number of shares at 31 December 2013: 2,648,885,383.



Complete consolidated financial statements are available at www.orange.com and on request from Orange.

The registration document and detailed Corporate Social Responsibility Report are available on our website.

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contacts

investors and analysts

Patrice Lambert de Diesbach

e-mail:

investor.relations@orange.com

Web:

www.orange.com/finance

individuals and employees investors

Bertrand Deronchain

e-mail:

orange@relations-actionnaires.com

Web:

www.orange.com/finance

mail:

BP 1010 – 75721 Paris Cedex 15 – France

telephone:

+33 (0)1 60 95 87 24 from outside France

links

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**watch the videos
of the 2013 Orange annual report**

Orange – 78, rue Olivier-de-Serres – 75015 Paris – France – 33 (0)1 44 44 22 22
Corporate Communication and Brand
SA with a capital of 10,595,541,532 euros – RCS Paris 380 129 866

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