

Our assets

- 151,000 employees across the world
- 75,000 customer relationship employees
- 34,000 employees supporting our networks
- 2,400 digital developers, integrators and experts
- 30.4 hours of training per Orange SA employee

People

- €7.4 billion net investment excluding licences
- €700 million investment in Research & Innovation
- 6,857 patents including 222 inventions
- 450,000 km of submarine cable and six cable ships owned or co-owned

Industrial and intellectual assets

- A powerful brand with strong customer loyalty: ranked 65th in the BrandZ Top 100 most valuable global brands
- Present locally with 5,326 stores across the world, including 883 Smart Stores
- Orange Money distribution network with 160,000 points of sale

Brand equity and commercial assets

- Significant equity: €33.2 billion
- Moderate net financial debt: €25.4 billion
- A stable and long-term shareholder base: 23% public sector, 5.50% employees and former employees

Financial assets

Our ecosystem

- 27 countries for consumer services and a global presence with Orange Business Services
- Six new agreements signed in 2018 for Public Initiative Networks
- National and local stakeholder dialogue

Regions and society

- €19.6 million paid for goods and services from companies in France's sheltered employment sector
- 116 CSR audits conducted in 2018 under the Joint Audit Cooperation (JAC)
- Orange contributes to over 50 development projects in France and Europe
- 13 research chairs funded

Suppliers and partners

- Energy consumption: 5,697 GWh (Scope 1 and 2)
- CO₂ emissions: 1.4 billion tonnes (Scope 1 and 2)
- Environmental management (ISO 14001) certification for 60% of the Group's scope
- Energy management (ISO 50001) certification in France

Environment

Value created and shared

A major employer

- €9.1 billion in wages and employee benefit expenses (22% of revenues)
- 81% of Group employees recommend Orange as an employer
- 73% of employees in France are Orange shareholders
- 11,000 recruitments on unlimited contracts across the Group, including 3,200 in France
- Gender Equality European and International Standard (GEEIS)
- 29.8% of women in management networks

Leading the field

- 264 million customers, including 3,000 multinationals outside France
- No.1 in fibre optics in Europe: 29 million connectable homes
- 56 million 4G customers (coverage in Europe greater than 95%)
- No.1 in convergence in Europe: 10.9 million customers
- No.1 mobile network in France for the 8th year running (ARCEP)
- 15.1 million active Orange Money customers and 248,000 Orange Bank customers

A customer experience that makes the difference

- No.1 in customer recommendations in 15 countries
- No.1 in customer recommendations in France across all segments
- 52% of customer interactions in Europe conducted on digital channels
- Average broadband speed for fixed internet network users 7.6 times faster than in 2014
- Average broadband speed for mobile internet network users 3.1 times faster than in 2014

Solid financial performance

- Revenues: €41.4 billion (up 1.3% from 2017)
- Adjusted EBITDA: €13 billion (up 2.7% from 2017)
- Operating cash flow (adjusted EBITDA-CAPEX): €5.6 billion (up 1.7% from 2017)
- Dividends: €2.1 billion

Contribution to society and regional development

- €2.2 billion in operating taxes and licences paid
- €0.9 billion in corporate taxes paid
- €4.6 billion in network investments
- €260 million invested to support entrepreneurship over the last 10 years
- €23 million invested by the Foundation in young people and women in difficulty
- Contribution to wealth creation: 11% of GDP in Senegal and Côte d'Ivoire, 2.8% in Niger
- Orange is a member of the Global Network Initiative

Responsible and ethical working relationships throughout the value chain

- €18.6 billion in external purchases (suppliers, etc.)
- Responsible supplier relations label in France
- 264,000 people employed by our suppliers impacted by Joint Audit Cooperation action plans

Towards carbon neutrality and a circular economy

- Reduction of 3.2% in CO₂ emissions and 3.2% in energy consumption between 2016 and 2018
- Energy efficiency: 56.6% reduction in CO₂ rate per customer usage compared with 2006
- €800 million saved in energy costs in networks and IT since 2010
- 15.4% of unwanted mobile devices collected at Group level