

# Technological considerations

## Opportunities

- Reduction of network equipment and maintenance costs
- Revenues from new business uses (5G, IoT)
- Consolidation of leadership (network coverage and quality)
- New customers (extended network coverage)
- Convergence and new services
  
- Revenues from data analysis
- Service differentiation/customisation
- Cost reductions (making the customer journey digital)
- Creation of new professions
- Promotion of the Orange ecosystem
- Optimisation of network resources

## Risks\*

- Increased investments in new network technologies (5G and fibre)
- Rise in network operating costs (4G/5G, FTTx, LoRa® and LTE-M)
- Increasingly complex networks due in particular to their virtualisation
  
- Less direct customer contact due to virtual assistants
- Cost and scarcity of skills
- Greater outsourcing needs
- Supplier dependency
  
- Security breaches in networks, service platforms or devices

**Connectivity and network virtualisation**

**Artificial intelligence and big data**

**Internet of Things**

# Social considerations

## Opportunities

- Additional revenues
- New customers (extended network coverage)
- Social utility
  
- Development of climate-compliant solutions
- Environmental responsibility
  
- Reduction of excessive usages
- Social acceptability
  
- Strengthening the trusted third party role
- Cybersecurity services for business customers
  
- New customers and revenues (network coverage and quality)

## Risks\*

- Social divides
- Digital divides (unequal access/e-illiteracy)
  
- Natural disasters and impact on infrastructure
  
- Infringement of human rights by a third party with direct or indirect links to Orange
- Inability to adapt to new ways of working
- Health and safety (incl. electromagnetic fields)
- Infringement of fundamental freedoms due to injunctions from local authorities
  
- Disclosure, usurpation, inappropriate storage of personal data
- Technology providers accessing company data
  
- Quality of essential services (fixed and mobile networks, internet and related key services)

**Digital inclusion**

**Climate change**

**Human rights**

**Privacy and data protection**

**Regional development**

# Economic considerations

## Risks\*

- Geopolitical instability
- Economic crisis in one of Orange's operating countries
  
- Mandatory investment in networks
- Licence costs
- Tax increases
- Drop in regulated prices
- Compliance with GDPR/ environmental standards
- Additional constraints
  
- Price pressure
- Race to deploy fixed networks (fibre) and mobile networks (4G/5G)
- Lack of new skills
- Disintermediation by digital companies
- Disruptive innovation
  
- Dominant position of certain suppliers or partners
- Scarcity of essential natural resources
  
- Business interruption
- Deterioration of service quality
- Unlawful access to data/ cyberattack

## Opportunities

- Economic growth
- New sources of financing (Socially Responsible Investors)
  
- Revenues from the coverage and quality of the networks deployed
- Costs of priority network access for established operator and/or the challenger
- Low-carbon and circular economy products and services
  
- Investment in skills
- Improved agility and operational efficiency
- Revenues from innovative services
  
- Purchase price reductions through volume
- Co-developing solutions with suppliers
  
- Development of cyberdefense activities
- Consolidation of internal expertise

**Macroeconomic context**

**Regulation**

**Competition**

**Key suppliers**

**Digital security and sovereignty**

\* We explain how we identify, manage and govern our risks in the "Integrated Approach" section of this report on page 122.