



Our business model

Rolling out digital infrastructure



Connecting as many people as possible



Developing new, trustworthy services



Our purpose

As a trusted partner, Orange gives everyone the keys to a responsible digital world.



Assets

People

140,000 employees
8,000 working in research and innovation, including **720** as researchers
2,500 cybersecurity experts
31.6% of women in management networks

Industrial assets

40,000 mobile towers in Europe and
450,000 km of submarine cables owned or co-owned
Fiber: Europe's leading provider in the market with **56.5 m** connectable homes
4G coverage reaching an average of nearly **99%** of the population in Orange's
8 operating countries in Europe and
17 countries in Africa and the Middle East
5G rolled out in **6** European countries
32 cyber threat detection centers worldwide

Commercial assets

USD 20 bn: Orange's brand value in 2021 (BrandZ ranking)
4,900 stores across the world and **900,000** resellers in Africa and the Middle East
44,500 employees in customer-facing roles
18% of digital sales in Europe

Financial assets

€35.4 bn in equity
7.38% of shareholder base made up of employees and former employees
1.91x: satisfactory debt ratio
€50 m: the investment capacity of the Orange Nature carbon fund

Suppliers and partners

36.3% of the Group's electricity comes from renewable sources
92.4% of suppliers committed to complying with the Code of Conduct (ESG)
BuyIn, a joint venture between Orange and Deutsche Telekom to optimize strategic and sustainable procurement activities

Value created

A major employer

9,200 recruitments on unlimited contracts in 2021
91% of employees say they are proud to work at Orange
92% of employees completed at least one training program in 2021

Providing an essential service

No.1 for mobile network quality in France for the **11th** year running (Arcep)
Leadership position in the European fiber and convergence markets (with **11.8 m** and **11.5 m** customers respectively)
25.1 m Orange Money active customers
1.7 m Orange Bank customers in Europe
200 malicious websites shut down every day

Inclusive and open innovation

A portfolio of more than **9,000** patents
Awarded the GEEIS-AI label for inclusive artificial intelligence
9 Orange 5G Labs in Europe
18 start-ups backed by Orange Ventures

Solid financial performance

EBITDAaL: **€12.6 bn**
Operating income: **€2.5 bn**
Organic cash flow from telecoms activities: **€2.4 bn**

A reduced environmental impact

12.1% reduction in CO₂ emissions between 2015 and 2021*
20.4%: collection rate of unwanted mobiles in Europe

Progress towards digital equality

Almost **140,000** new beneficiaries of programs run by the Orange Foundation
16 countries offering affordable smartphones with internet access
9 Orange Digital Centers in Africa and the Middle East

Responsible and ethical working relationships

402 corrective action plans carried out after CSR audits conducted under the JAC**
€17.6 m spent on goods and services from companies in the sheltered employment sector

2021 data

See the methodology note in the 2021 Universal Registration Document for calculation methods and definitions.

Value sharing

Customers

Revenues
€42.5 bn 2021
€42.3 bn 2020

Suppliers and partners

External purchases and leases
€19.6 bn 2021
€19.1 bn 2020

Employees

Wages and employee benefits
€9.9 bn 2021
€8.5 bn 2020

Regions

Network investments
€5.0 bn 2021
€4.7 bn 2020

Public sector

Licenses and taxes
€3.8 bn 2021
€3.7 bn 2020

Shareholders

Dividends paid
€2.3 bn 2021
€1.8 bn 2020

Lenders and financial investors

Finance costs
€1.1 bn 2021
€1.4 bn 2020

* On a comparable basis

** Joint Alliance for CSR (JAC): An association of telecoms operators that seeks to audit, assess and develop the implementation of CSR principles.

Our business model

“As a trusted partner, Orange gives everyone the keys to a responsible digital world.” Such is our purpose, which frames everything we do and runs through our entire business model, enabling us to continuously create value we can share.

Rolling out digital infrastructure

— Orange is one of the world’s leading telecommunications operators. We design, deploy and operate the infrastructure that’s essential for today’s digital world. Our priority is to develop high-performance, secure, intelligent networks that are also energy efficient to ensure our industrial strategy is sustainable, in line with our climate commitments.

The fixed and mobile access networks we operate reach individuals in 26 countries in Europe, Africa and the Middle East, and businesses in almost 220 countries and regions. We own a total of 40,000 mobile towers in Europe and own or co-own 450,000 km of submarine cables. Our customers—including people living in remote areas—can access very high-speed broadband using satellite technology.

Committed to continuing to deploy fiber, Orange teamed up with long-term investors to create two FiberCos in Europe. In 2021, the Group also launched TOTEM, its European TowerCo, providing mutualized solutions for operators to facilitate passive mobile infrastructure sharing, derive higher value from mobile towers and optimize the way in which they are managed.

Connecting as many people as possible

— The trends accelerated by the pandemic—the growth in the number of internet users, progress made in terms of enhancing regional coverage, digital transformations within companies and widespread use of online services—signal a growing need for reliable, inclusive and secure connectivity everywhere.

Our response involves continuing to roll out fiber, 4G and 5G, greatly increasing the capacity of our infrastructure. Our infrastructure provides enhanced connectivity for our entire customer base, comprising retail, business and wholesale customers (operators in France and abroad, content and internet service providers, etc.).

Developing new, trustworthy services

— Our networks are the foundation for developing innovative services relating to finance, business IT support, cybersecurity, content, e-health, remote surveillance, energy, and more. The trust people place in our brand and a strong regional network help Orange Bank to develop in-house banking services that are mobile-native and work in synergy with our broader telecom activities. Over 25 million active Orange Money customers in Africa and the Middle East use the service to complete financial transactions quickly and easily on the move.

Through Orange Business Services, our unique expertise as both a network operator and digital services integrator means we combine the full range of skills required to support businesses all along the digital value chain, with on-demand networks, multi-cloud services, data analysis, artificial intelligence and smart mobility services. We are constantly developing innovative services to help businesses leverage new uses and face major changes in their sectors. Our solutions can also help them reduce their environmental footprint.

What's more, through Orange Cyberdefense, we provide cybersecurity services across all stages of the threat life cycle.

Sharing the value we create

— In line with our purpose and Engage 2025 strategic plan, our aim is to create value for our shareholders, employees, customers and, ultimately, society as a whole. The strong level of engagement among our employees is our biggest asset when it comes to our role as an essential operator. Orange invests in skills development, supports the introduction of new ways of working and promotes gender diversity in all areas of the business.

In 2021, Orange continued to invest in upgrading its networks to bring more and more customers the best possible connectivity. Furthermore, the Group complies with exacting responsible procurement criteria and fosters entrepreneurship in all its operating regions. As a network operator and digital services integrator, we ensure digital technology plays a key part in transforming businesses. Our financial solidity enables us to maintain the trust of our lenders, investors and shareholders, reaching nearly 7.5% employee share ownership through our Together 2021 internal shareholding plan.

We firmly believe that digital technology can facilitate inclusion, which is why we support a growing number of people through nine Orange Digital Centers, dedicated learning hubs to develop people's digital skills. We have pledged to achieve net zero carbon emissions by 2040—10 years earlier than the objectives set by the GSMA global telecoms industry body—by making our networks, buildings and transportation systems more energy efficient, making greater use of electricity from renewable sources and engaging with the circular economy.