Our business model

Rolling out digital infrastructure
- Fiber networks
- Mutualized solutions (TowerCos & FiberCos)
- Mobile networks

Connecting as many people as possible
- Individuals
- Businesses
- Operators

Developing new, trustworthy services
- Financial services
- IT services for businesses
- Cybersecurity

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 sales through digital channels 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
- €350 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

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**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)

**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

**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

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**Value sharing**

**Customers**
- Revenues
  - €42.5 bn
  - €42.3 bn

**Suppliers and partners**
- External purchases and leases
  - €19.6 bn
  - €19.1 bn

**Employees**
- Wages and employee benefits
  - €9.9 bn
  - €8.5 bn

**Regions**
- Network investments
  - €5.0 bn
  - €4.7 bn

**Public sector**
- Licenses and taxes
  - €3.8 bn
  - €3.7 bn

**Shareholders**
- Dividends paid
  - €2.3 bn
  - €1.8 bn

**Lenders and financial investors**
- Finance costs
  - €1.1 bn
  - €1.4 bn

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* 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.

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