

Our cardinal value: respect

“Respect for all of our stakeholders is our cardinal value, the core of our strategy.”



Johan Deschuyffeleer

Dear colleagues, shareholders, partners and customers,

2019 was an intense year, and I would firstly like to address our employees. We are keenly aware that we ask a great deal from you, that we are working in a world that is evolving rapidly, one which requires a high degree of flexibility. So we wish to thank you for your work, the many efforts that you have made, the unfailing support that you have offered us. We wish to pursue the work that was

initiated, together with you, and with a profound sense of respect. This particular attention to the notion of respect vis-à-vis our stakeholders is not something specific to the year 2019. It is a cardinal value that we integrate into everything we do: not raising our rates for the customers, not obliging them to pay for services they don't use, is a form of respect as well.

All of our actions are guided by this sense of respect, the sole guarantor of a strategy that can be deployed over

the long term. Above all, there is no contradiction between the interests of our different stakeholders: when we show respect for our employees, our partners and our customers, value is also created for our shareholders.

In terms of operational performances, 2019 was also a vintage year, with remarkable results in terms of our revenue growth. But we aren't merely improving what we have already been doing well - as attested by our determination to reinforce our position on the B2B market, strikingly demonstrated by our acquisition of the company BKM.

Employees, customers, shareholders, partners: we see Orange Belgium as an ecosystem, a community. And our objective is clear: to meet the expectations of all of the members of this community.

For 2020, we will maintain this course of action, while adding special attention for questions of social responsibility, by doing what is best for the planet as well.

Once again, I would like to thank our employees, our partners and the investors who support us.

Boldly yours,
Johan Deschuyffeleer

Affirmation of the bold challenger positioning

Dare. Act differently - but above all, fulfil the real expectations of the customers. In 2019 Orange Belgium once again set the tone with its bold offers, by investing in innovation and by preparing an ever more connected future. A look back at the accomplishments of the past year with Michaël Trabbia, CEO of Orange Belgium.



Michaël Trabbia

Flashback to 2019. Orange Belgium made three promises: no price increases, the launch of a high-speed offer without television, and the guarantee of top-quality mobile coverage at home. Promises kept?

Yes, in each of the three cases. None of our customers saw a price increase. On the contrary, it's the data volumes that are growing for our customers. For example, we raised the download volume of our Cheetah subscriptions from 8 to 15 GB, and up to 30 GB for our Love customers. Once the regulations allowed it, we launched the Love duo pack in July 2019 for customers who don't watch traditional television. Finally, thanks to our Voice over WiFi and Femtocell solutions, we provided an answer to the many requests from our customers concerning the quality of mobile coverage at home.

What were the strategic choices relating to the network?

Traffic on the networks is increasing sharply, from 50 to 70% a year, which poses a challenge. In November 2019, we signed an agreement with a view to sharing the mobile access network with the operator Proximus, and that agreement will be progressively implemented as of 2020. What will we get from it? An improvement of the overall mobile experience of our customers and a faster deployment of 5G in Belgium. All while at the same time preserving our challenger position and the differentiation between operators, notably by maintaining control of our frequencies and our core network.



Michaël Trabbia

“We have major ambitions for the B2B sector, where we believe we have great development potential.”

Orange Belgium also signed another key agreement for the professional market...

Indeed. We have major ambitions for the B2B sector, where we believe we have great development potential. In July 2019, we finalised the acquisition of BKM, a recognised specialist in Belgium for UC&C solutions (Unified Communications & Collaboration) in order to offer our B2B customers an ensemble of ICT services extending beyond our connectivity services. This is a strong signal of our commitment to the business market.

“We proved once again our ability to crack the codes of the Belgian telecom operators.”

Orange is also a leader in developing services for the Internet of Things (IoT) segment. Today we're already simplifying the management of more than one million machine-to-machine SIM cards in Belgium and abroad. We're also pioneers in the area of 5G for companies, with the launch of our Campus Industry 4.0 in the Port of Antwerp.

What is the strategy of Orange Belgium, faced with this ever more reactive and rapid market?

Our objective is to gain agility so as to continue to play our role of challenger and do an ever better job of meeting the expectations of our customers. We want to develop the digital contact points and new services more quickly, and give our teams greater manoeuvring room to respond to requests from our customers. That's why in 2019 we launched the plan to evolve our operational model, Bold Inside, which is based on three key principles: simplification, digitalisation and empowerment.

As a bold challenger, how do you apply simplification, digitalisation and empowerment?

These concepts are perfectly in line with our values. For our customers, we want to simplify our offers as much as possible, give them ease of mind and spare them any unpleasant surprises. We also simplified the installation procedures for our Love customers with the single installer system.

Internally, we clarified the structures of our teams in order to give them end-to-end responsibility. We also lowered the decision-making levels as much as possible to give greater manoeuvring room to our teams, notably in relation to customer service.

What are the values that Orange employees championed in 2019?

Commitment, solidarity and pride. The quality of our services depends directly on the mobilisation of our teams. There is a genuine family spirit at Orange. The relations between colleagues are

especially appreciated, and there's a great pride in making the difference for our customers every day. Within the framework of our dynamic of empowerment, we've also reorganised our premises to even further facilitate working together.

Orange Belgium's activities are also conditioned by the regulatory environment. Major evolutions to highlight in 2019?

The implementation of an important regulatory decision initiated in 2018 on wholesale access to the cable networks took more concrete form in 2019, particularly with the improvement of installation at our customers' thanks to the Single Installer system and the possibility of launching Love Duo. Moreover, in 2019 the regulators worked on a costing model that will make it possible to define the definitive wholesale rates in 2020. An absolute necessity for guaranteeing fair competition, since today we're still paying too high a price to access the cable infrastructures.

2018 was characterised as a "bold" year. How would you describe 2019?

It was an intense year! Orange Belgium continued to deploy its strategy with coherence and determination. We proved once again our ability to crack the codes of the Belgian telecom operators. And we launched a major improvement programme for our operational model: Bold Inside.

What do you see as the defining issues on the 2020 horizon?

The crucial issue for 2020 relates to the still-open questions regarding 5G. We launched the most ambitious tests in Belgium, with a very strong interest on the part of Belgian companies. However, we are dependent on the initiation of the regulatory procedures for granting frequencies, and in addition we need an update of the emission standards. Decisions on these points are becoming quite an urgent matter: some of our

sites will begin to experience saturation phenomena as of 2021, and the 5G deployment will take time.

The year 2020 will also see continued implementation of decisions and agreements that were already made, in particular the sharing of the mobile access network with Proximus, and the possibility of going even further in our offers for companies by combining connectivity and ICT services as a result of the acquisition of BKM.

Finally, we decided, in phase with the Engage 2025 plan supported by the Orange Group, to assume a sustainable commitment for the planet. Like every company, we have a role to play in the environmental transition. We sincerely wish to assume that responsibility by working in three very concrete areas. Firstly, we will continue to reduce the environmental footprint of the products and services we offer to our customers. The opening of our new ultra-high performance data centre in 2019, but also the arrival of sharing the mobile access network and 5G constitute important levers of energy efficiency. We are also putting strong emphasis on the circular economy, by promoting the re-use or recycling of mobile phones, modems and decoders. In this regard, we are already working on the ecodesign of our next decoder in terms of its materials and energy consumption. Secondly, we are focusing on elaborating together with our employees an environmental action plan on the corporate level to make the way we work and our everyday practices evolve, including in terms of waste management and mobility. And thirdly, we decided to support the projects and initiatives of our employees, each of whom may thus have two days per year for devoting themselves, individually or together with colleagues, to concrete actions for the environment.