

# Trust the future

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**“In a world that’s changing at breathtaking speed, where uncertainty is the only constant, Trust the future is about turning trust into our greatest competitive advantage.”**

**Christel Heydemann,  
Chief Executive Officer**

With Trust the future, our five-year strategic plan, Orange is opening a new chapter. Now simpler, stronger, and more efficient, the Group is building on a solid foundation to accelerate growth while positioning itself as a trusted digital partner, combining best-in-class connectivity that is ever more reliable with innovative services, designed around real customer needs (across consumer, business, and public sector markets).

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**+40 million**  
new customers targeted  
by 2028

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**€1 billion**  
in additional revenue from  
innovative services by 2028

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**100%**  
of customer interactions  
enhanced by AI

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**45%**  
reduction in greenhouse gas  
emissions by 2030

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**6 million**  
people to receive free digital  
skills training by 2030



Find out more about  
our new strategy

# Trust as a growth driver



**Trust the future is built around three ambitions designed to drive growth and continue improving profitability.**

## **Customer intimacy: building stronger, lasting relationships**

Orange already serves more than 340 million customers worldwide. The next step is to deepen those relationships over time by evolving from a best-in-class experience to something more personal, more attentive, and more proactive. This means improving every interaction, with a stronger focus on digital tools and AI-powered applications. The goal is to reduce churn, strengthen loyalty, and support steady growth. By 2028, Orange aims to reach an additional 40 million fixed and mobile customers. The planned reconsolidation of MasOrange in H1 2026 will further strengthen the Group's position.

## **Innovative growth: creating new sources of value**

Trust the future also aims to accelerate the development of high-growth services beyond connectivity. For consumers, this includes cybersecurity, home security, eSIM services for travelers, and international money transfers in Europe, along with Orange Money and the Max it app in the Middle East and Africa. For businesses, it means trusted digital solutions developed by Orange Business and Orange Cyberdefense. Together, these initiatives are expected to generate €1 billion in additional revenue by 2028.

## **Excellence at scale: streamlining operations and improving efficiency**

The third ambition focuses on scaling excellence by making the most of the Group's size and technological capabilities. Orange will continue to modernize its infrastructure across fiber, 4G, and 5G, while strengthening resilience through satellite. AI will play a central role, helping improve customer experience, optimize network operations, and streamline internal processes. It will also support new revenue opportunities. At the same time, greater resource sharing and more efficient purchasing will help improve overall performance.

## **Societal and environmental commitments**

With Trust the future, Orange is reaffirming and strengthening its commitments to corporate responsibility. This includes continued investment in employee skills, stronger digital trust with tiered protection offers rolled out in 100% of countries by 2030, and free digital training for 6 million people. On the environmental front, the Group is targeting a 45% reduction in greenhouse gas emissions across all scopes by 2030 compared with 2020, and Net Zero Carbon by 2040.