

Paris, March 10, 2010

Stéphane Richard presents the new organization for the Group's activities in France

Following the announcement on February 25 concerning the composition of the Group's Executive Committee, Stéphane Richard, Chief Executive Officer of France Telecom, and Delphine Ernotte, Executive Vice President and Deputy for French Operations, presented today the new organisation of French Operations, which will be effective from April 6, 2010.

The new team will have three main objectives:

- **to implement the new social contract**, which is currently under development, and to coordinate the deployment of management decisions in order to ensure that operational teams have the necessary autonomy and improved working conditions;
- **to meet the Group's goals in France** in terms of revenues, market share and profit in an increasingly competitive environment, with strong investment goals;
- **to become a reference in terms of the reliability and quality of its services, products and customer relations** by working to simplify its offers, to make its services and information systems more reliable, to make its processes more robust and reliable, and to strengthen its relationship with customers.

Jérôme Barré is appointed Director of Retail Services, responsible for the marketing functions, the internet portal and the sales teams.

Jérôme Barré, aged 47, a graduate of École Polytechnique Télécom, has been the Northwest Center Territorial Director since 2006. From 2000 to 2006, he was Regional Director of Burgundy; during the last few months of this period he was also Regional Director of Franche-Comté. From 1996 to 2000, he was Customer Service Director of France Telecom for the retail market. Since joining the Group in 1985, he has alternated between operational and national responsibilities, primarily in the field of customer service.

Alice Holzman is appointed Deputy Director of Retail Services, responsible for marketing.

Alice Holzman, aged 41, a graduate of the international business school ESSEC, is currently Director of Communications, France. She began her career at Gemini Consulting as a consultant in marketing and sales, before joining the France Telecom group in 1995 when she was responsible for the launch of the first mobile offers on the retail market. In January 2006, she was appointed Director of Marketing for the Mobile activity, then Deputy Director of Orange France SA.

Laurent Kocher is appointed Director of Sales for the Enterprise Services activity. Pascal Viginier will take over his current functions as the Group's Information Systems Director.

Laurent Kocher, aged 44, a graduate of École Polytechnique, has been Information Systems Director of the France Telecom group since 2009. He joined the Group in March 2005 as Director of Services of Orange Business Services. Before joining the Group, he worked at IBM, where he filled various sales and management functions from 1989 to 2005.

Odile Roujol is appointed Director of Communications, France, with responsibility for internal and external communications.

Odile Roujol, a graduate of the French business school HEC in 1989, has spent much of her career in the beauty and luxury products sector, particularly in the United States. Before joining France Telecom in September 2009 as Customer Marketing Director for Orange's retail operations in France, she was CEO of Lancôme's International Operations within the L'Oréal group.



Laurent Benatar is appointed Information Systems Director, France. He is also appointed Information Systems Development Director for the Group, and, in this position, he reports to the Group's Information Systems Director. He also takes responsibility for a specific mission that aims to integrate both the operational and development teams within the scope of a single information systems structure for France. *Laurent Benatar, aged 41, a graduate of École Polytechnique Télécoms, has directed operating processes in France since 2007. He joined France Telecom in 1992 and has been with the Group for his entire career, alternating between management roles in technical operations and functional responsibilities in the fields of customer service, networks and information systems. From 1999 to 2001, he was project manager for the ADSL launch in Paris.*

David Richard is appointed Director of Quality and Performance, France. In addition, he is in charge of recommending and implementing a new system for organizing business processes that will improve the channels of communication between personnel in the field and the corporate functions.

David Richard, aged 43, a graduate of ESPCI (École Supérieure de Physique et de Chimie Industrielles) and of ENSPM (École Nationale Supérieure du Pétrole et des Moteurs), has been Director of Transformation, Performance and Internal Communications, France, since 2006. He began his career in 1990 when he worked for nearly 10 years as a site manager in the oil-exploration field, particularly with the Total group. He continued his career in the finance and consulting sectors before joining the France Telecom group in 2005.

Philippe Chicaud continues in his functions as Technical Director, France.

Philippe Chicaud, aged 54, a graduate of École Polytechnique Télécoms, has been Technical Director, France since 2008. He joined the Group in 1978 and held a variety of operating positions, in particular at a local level as Regional Director of Lyon from 1993 to 2000. After assuming national responsibility for segment and access networks, he was Director of Operating Activities from 2006 to 2008.

Bernard Ansart continues in his functions as Director of the Financial Control function, France

Bernard Ansart, aged 53, is a graduate of École Polytechnique Télécoms and an Inspecteur des finances with the French Ministry of Finance. He has been Director of the Financial Control function for Orange in France since 2009. After beginning his career with France Telecom, he went on to hold various positions with the Ministry of Finance and with the Social Welfare services of the Hospitals of Paris. Since 1998, he has held various financial control responsibilities and has served as finance director in the private sector with the Bull group and, from 2001 to 2009, the PPR group.

Benoit Eymard continues in his functions as Director of Major Projects.

Benoit Eymard, aged 55, a graduate of École Polytechnique Télécoms and DEA Paris-Dauphine university, began his career at France Telecom in 1978 as an engineer. After having managed the telecommunications project for the Albertville Olympics, he became Director of the EUNETCOM project, a joint-venture between France Telecom and Deutsche Telekom. From 1996 to 2002, he worked as Technical Director of the Group's activities in France, before taking on this role for the whole Group. He then became Director of Sales and Services for the Paris region, and then for France, between 2003 and 2006.

Jacques Moulin continues in his functions as Director of Territorial Programmes and Director of Human Resources, France

Jacques Moulin, aged 44, a graduate of Sciences-Po Paris, began his career with Thomson before joining France Telecom in 1991 as an in-house management consultant. He then took on various positions within the Human Resources function, notably concerning social affairs, and the development of competence and change. In 2001, he became Director of Human Resources and Communications for the Ile-de-France East Region before becoming Human Resources Director of the Enterprise Communication Services Division. He then became Regional Director in Lorraine before becoming Territorial Director the East in 2006.

The function of **Territorial Director**, as deputies to the Vice President of French Operations within each territory in France, is reaffirmed. In addition to management responsibility for the personnel directly assigned to them, they are responsible for the roll-out the new social contract in their territory and for the development of a new management culture. The function of **Regional Directors**, as official spokespersons before local authorities, business representatives and institutions, is also reaffirmed.



Delphine Ernotte will be in charge of the deployment of the new company project in France. In particular, she will:

- ensure that projects launched by the management are effectively pursued, and will be responsible for ensuring the cohesion of teams and the concrete implementation of the new social contract;
- she will also be in charge of reinvigorating France Telecom's operations and management in France.

To this end, she will be backed by the management committee and the network of Territorial Directors.

This organization will be presented to the employee representation bodies.

About France Telecom

France Telecom, one of the world's leading telecommunications operators, had consolidated sales of 50.9 billion euros in 2009 across all its activities including the United Kingdom. At 31 December 2009, it had 193 million customers in 32 countries, 131.8 million of whom were subscribers to Orange, the Group's single brand for Internet, television and mobile services in the majority of the countries where the company operates. At 31 December 2009, the Group had 132.6 million mobile and 13.5 million broadband Internet (ADSL) customers worldwide. Orange is the number three mobile operator and the number one provider of broadband Internet services in Europe and, under the brand Orange Business Services, is one of the world leaders in providing telecommunication services to multinational companies.

The Group's strategy, which is characterized by a strong focus on innovation, convergence and effective cost management, aims to establish Orange as an integrated operator and benchmark for new telecommunications services in Europe. Today the Group remains focused on its core activities as a network operator, while working to develop its position in new growth activities. To meet customer expectations, the Group strives to provide products and services that are simple and user-friendly, while maintaining a sustainable and responsible business model that can be adapted to the requirements of a fast-paced and changing eco-system.

France Telecom (NYSE:FTE) is listed on Euronext Paris (compartment A) and on the New York Stock Exchange.

For further information (on the web or your mobile): www.orange.com, www.francetelecom.com, www.orange-business.com

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Appendix: list of Territorial Directors in France

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| • Brigitte Audy | DT Sud |
| • Françoise Bayle | DT Centre Est |
| • Christian Blaize | DT Réunion Mayotte |
| • Armelle Bourden | DT Sud Ouest |
| • Jean-Claude Burtin | DT Est |
| • André Dupic | DT Caraïbes |
| • Patrick Figuères | DT Sud Est |
| • Catherine Jacolot | DT Ouest |
| • Yves-André Leroux | DT Nord Ouest Centre (interim) |
| • Alexandre Martinez | DT Ile de France |
| • Gilles Prunier | DT Nord |

