Press Release
Paris, June 17, 2026

Orange accelerates growth and market access for French start-ups and scale-ups to support innovation and digital sovereignty

- **At VivaTech, Orange unveils tangible results from its commitment to the French start-up and scale-up ecosystem**
- **The Group rolls out three strategic levers to help young companies scale up: direct procurement, commercial distribution and solution integration**

National technology champions are key drivers of competitiveness, innovation and digital sovereignty. Orange is addressing the structural barriers often faced by these start-ups by providing industrial solutions that combat lengthy contracting processes, limited access to large corporate customers, a lack of commercial references and the complexity of scaling up.

CEO Christel Heydemann's sponsorship of the French Tech 2030 program last October signified a key milestone in this momentum. The ambition was clear: to combine the operational excellence and strength of a major international group with the agility, simplicity and efficiency expected by entrepreneurs.

A three-part strategy to support scale-up

To meet the ecosystem's needs in a targeted way, Orange has structured its action plan around three growth drivers:

- **Buy:** Orange is stepping up its direct procurement policy with French start-ups. The objective is to identify, qualify and deploy, at pace, innovations that meet the Group's business, technology and operational needs.
- **Distribute:** Drawing on its commercial strengths, close ties with the economic fabric and unique territorial footprint, Orange is opening doors for start-ups to both public- and private-sector markets.
- **Integrate:** Orange is accelerating the inclusion of French technology solutions in its B2B service catalog, making it easier for enterprise customers to adopt and deploy these solutions at scale.

Orange's initiative is already translating into operational synergies and concrete commercial successes initiated over the past eight months with a variety of growth journeys of our partners:

- Anozr Way: Excellence in cybersecurity and data protection
- Circular Place: Circular economy
- H Company: Agentic AI models
- Kerys: Process optimisation and digital transformation

Orange Ventures strengthens its investments in technologies serving digital trust

Orange Ventures, the venture capital fund of the Orange Group, is expanding its investment thesis in line with the strategic plan Trust the future to support the development of Orange's trust services in both consumer and enterprise markets. Orange Ventures aims to accelerate its investments in artificial intelligence, trusted cloud solutions, cybersecurity, health, and defense.

With Orange Ventures and this new initiative, the Group reaffirms its position as a leading trusted partner of the Mission French Tech, supporting French start-ups in moving from innovation to commercial deployment at both the French and European levels.

Christel Heydemann, Chief Executive Officer of Orange, said: *"France must see the emergence of start-ups capable of reaching industrial scale, sustaining their solutions and rapidly winning their markets. Orange is fully embracing its role as a catalyst in this dynamic. In close cooperation with the French Tech Mission, we are making concrete industrial levers available to the ecosystem — our purchasing volume, our commercial strength and our integration expertise — to accelerate the expansion of trusted French solutions."*

Julie Huguet, Director of the French Tech Mission, added: *"Our strategic priority is to support the growth trajectory of French start-ups. To achieve this, access to customers, trusted relays and smoother sales cycles are essential. The*

partnership with Orange shows that by mobilising the ecosystem as a whole, we can generate tangible commercial opportunities for our scale-ups and help bring out the future European technology leaders."

About Orange

Orange is one of the world's leading telecommunications operators. The Group aims to be the trusted partner for everyday digital life by providing individuals, businesses and communities with reliable connectivity and innovative services. As of the end of 2025, Orange connects 340 million customers (including MasOrange) across 26 countries and generated 40.4 billion euros in revenues. As a trusted player, Orange leverages the excellence of its very high-speed broadband networks to deploy digital infrastructure in Europe, Africa and the Middle East. The Group is a European leader in fiber, with 100 million connectable households, and convergent offers. In France, Orange connects 34 million customers and was ranked No. 1 by the regulator Arcep for the quality of its mobile network for the 15th consecutive year. In Africa and the Middle East, the Group's growth engine, Orange serves nearly 180 million customers and promotes digital and financial inclusion through its connected solutions. Under the Orange Business brand, the Group supports companies in transforming their networks as well as in AI, trusted cloud and cybersecurity. Orange is also a major player in the wholesale market, where it has a leading global telecom infrastructure and significant capabilities for deploying and operating submarine cables. A committed innovator, Orange relies on 700 researchers and holds a portfolio of 11,000 patents.
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About La Mission French Tech

Attached to the Directorate-General for Enterprise, within the Ministry of Economy and Finance, the French Tech Mission is responsible for supporting the structuring and growth of the French start-up and scale-up ecosystem, both in France and internationally. For the 2026–2028 period, it federates and animates a network of 19 French Tech Capitals and 106 labelled French Tech Communities. It supports start-ups at every stage of their development: by facilitating their interactions with public administration through more than 60 French Tech correspondents, by supporting the most mature ones through the French Tech Next40/120 programme, and by accompanying those positioned in strategic sectors through the French Tech 2030 programme. Finally, the "Je choisis La French Tech" programme aims to facilitate the use of start-up solutions by public institutions and companies.

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