ESG Report
Altice France Group
2025

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Editorial

In 2025, Altice France continued its transformation to improve its operational, societal and environmental performance, particularly through its subsidiary SFR.

With this in mind, SFR carried out numerous structural initiatives as part of **its corporate project, "SFR imagine".** Launched in October 2024, SFR imagine aims at making SFR the preferred operator of the French once again. The introduction of a new organisation, now separating commercial activities from operations, combined with the evolution of our processes and working methods, quickly delivered results, with a remarkable increase of 14 points in our NPS in one year.

In support of this momentum, we also launched **ImpAct,** our secure artificial intelligence portal. Designed to strengthen collective efficiency, it enables everyone to integrate AI into their day-to-day professional activities with confidence.

Our commitment to customers was also expressed through our new advertising signature, **"SFR, committed to you".** It reflects our determination to further raise our standards, act with transparency and strengthen the trusted relationship we have built with our customers over nearly 40 years.

To sustain this momentum, the Human Resources Department defined a new employer brand identity, **"Join the tranSFRmation!",** in order to showcase the collective energy of our teams and enhance our attractiveness. Since the launch of SFR imagine, this has translated into **941 permanent recruitments** and **401 internal mobility moves.** We also launched a large-scale Change & Leadership training programme, focused on understanding vulnerabilities, to support our managers in their management practices. Our ambitious apprenticeship policy, which enables us to welcome nearly 1,000 students each year, together with the launch of the **"Grandes Écoles" programme,** confirms our commitment to preparing the skills of tomorrow.

From a societal perspective, we had several pivotal initiatives this year. **The SFR Foundation,** which will celebrate 20 years of action in 2026, continued to act in favour of equal opportunities, digital inclusion and solidarity alongside stakeholders in the social and solidarity economy. Alongside its partner associations **"Latitudes", "Génération Numérique"** and **"Elles Bougent",** SFR and its Foundation strengthened their mobilisation for a more responsible digital environment, focusing on the prevention of cyberbullying, awareness-raising on digital uses, and the promotion of greater female representation in technical, technological and digital professions. These commitments illustrate the company's determination to contribute to a more inclusive society in a sustainable and concrete manner.

At the same time, 2025 was a decisive year from an environmental perspective, marked by the acceleration of our **"Le Cap" transition plan.** In particular, we finalised **our climate change-** and **biodiversity-related** risk mappings, representing the first step towards our operational adaptation plans scheduled from 2026 onwards. In addition, the Science Based Targets initiative, a leading authority in this field, validated our **short- and long-term emissions reduction trajectories,** confirming the scientific robustness of our commitments in the areas of energy, the circular economy and climate more broadly.

We also continued the preparatory work on the future sustainability statement, with the aim of further enhancing our ESG performance and ensuring exemplary compliance with European standards.

Finally, as part of the Altice France's zero-tolerance policy towards corruption and influence peddling, we updated **SFR's Anti-Corruption Code of conduct** to reflect its risk mapping as closely as possible.

Thanks to the mobilisation of our teams and the trust of our customers, we are continuing the transformation of Altice France with determination, to meet the challenges of the digital world and to contribute, each day more positively and responsibly, to society.

Arthur DREYFUSS
President of Altice France

Foreword

Following the adoption by the European Union of the "Stop the clock" directive[1], which applies to their parent company Altice Group Lux, Altice France and its subsidiaries (hereinafter the "Altice France Group" or the "Group") are not subject to either the Corporate Sustainability Reporting Directive (CSRD)[2] or the Non-Financial Reporting Directive (NFRD)[3] for the 2025 financial year. The Group has nevertheless chosen to maintain a level of transparency with regard to ESG[4] information at least equivalent to that of previous years through the voluntary preparation, external verification and publication of this report (hereinafter the "ESG report" or the "report").

The Group has also sought to integrate a large number of principles and data points listed in the ESRS[5] developed by EFRAG[6], while retaining sections specific to its activities that are not yet covered by the ESRS standards. In this respect, references to the CSRD Disclosure Requirements (DR) have been included in the titles of the sections of the report to which they relate. For improved readability, it was sometimes decided to present the information in an order different from that recommended by the ESRS standards. Finally, as compliance work is still ongoing, this report cannot be described as a "sustainability statement" within the meaning of the CSRD.

Information marked with the symbol ☑ in the ESG Report for the financial year ended December 31, 2025 has been verified by one of Altice France's statutory auditors in its capacity as Independent Third-Party Organisation (ITPO). This work resulted in the issuance of a limited assurance conclusion on selected social, environmental and societal information prepared in accordance with Altice France's procedures. The ITPO's report is available at the end of the document.

[1] Directive (EU) 2025/794 of April 14, 2025 amending Directives (EU) 2022/2464 and (EU) 2024/1760 as regards the dates from which Member States must apply certain obligations relating to corporate sustainability reporting and corporate sustainability due diligence, known as the "Stop the clock" directive.

[2] Directive (EU) 2022/2464 of December 14, 2022 on corporate sustainability reporting, known as the Corporate Sustainability Reporting Directive (CSRD).

[3] Directive (EU) 2014/95 of October 22, 2014 amending Directive (EU) 2013 as regards the disclosure of non-financial and diversity information by certain large undertakings and groups, known as the Non-Financial Reporting Directive (NFRD).

[4] ESG: Environment, Social and Governance.

[5] ESRS: European Sustainability Reporting Standards.

[6] EFRAG: European Financial Reporting Advisory Group. The ESRS standards considered for the preparation of the ESG report are the revised V1.6 standards, published by EFRAG in July 2025 in a non-final version.

General information

1. Key methodological information

1.1-Reporting scope [BP-1]

The ESG report presents the performance and main ESG information of Altice France Group for the 2025 financial year. Among the companies financially consolidated within Altice France Group as at December 31, 2025, the companies included in the reporting scope, as well as the groupings of companies used to reflect the different business activity scopes, are detailed in the table below. The scope of the report thus covers 99.6% of the Altice France Group workforce, and 92.5% of its revenue.

The Intelcia group comprises different scopes corresponding to its various markets. The ESG report covers only Intelcia's activities in its French-speaking market. The corresponding legal entities are therefore financially consolidated within the Altice France Group in 2025. References to the Intelcia group might occur in this report. When relevant, further information is given through a dedicated footnote.

Furthermore, only part of the Intelcia workforce in Portugal serves the French-speaking market, which is consolidated within the Altice France Group. Therefore, a distribution key is used to identify the share of the Intelcia data in Portugal to be reported in this report. This key is the percentage of employees working for the French-speaking market at the Intelcia Portuguese sites, and is applied to calculate the key performance indicators and the essential illustrative figures.

SFR has a majority of French customers in continental France and Corsica. However, some customers are international or may reside in other French territories. To avoid overcomplicating the reading, the reference to "continental France" in this report covers customers and activities located in continental France as well as in Corsica.

Certain ESG issues of Altice France Group are directly linked to its upstream or downstream value chain. In such cases, the policies, actions, targets and indicators presented also cover the value chain.

	Companies included	Qualitative data[7]	Quantitative data[8]
SFR[9]	SFR, SFR Fibre, Completel and SFR Distribution	Yes, unless otherwise stated	Yes, unless otherwise stated
SFR Réunion	SRR[10]	Yes, unless otherwise stated	Yes, unless otherwise stated
ATS France [11]	ERT Technologies, Rhôn'Telecom, Icart, Eos Telecom[12], Keos Telecom[13], Sudtel France, Azurconnect Technologies and ERT Mobile	Yes, unless otherwise stated	Yes, unless otherwise stated
MVNO[14]	Coriolis Télécom, Syma, Prixtel and Afone	No, unless otherwise stated.	Yes, unless otherwise stated
Intelcia	Intelcia group activities (see below) in the French-speaking market only: Altice Customer Services, Intelcia Cote d'Ivoire, Intelcia France, Intelcia Group, Intelcia International, Intelcia International succursale, Intelcia IT Solutions, Intelcia Managed Services, Intelcia Management International, Intelcia Maroc Inshore, Intelcia Maroc Offshore, Intelcia Maroc, Intelcia Sénégal, IT Rabat, MeilleurTX Maroc, Smartshore, TMG Succ, Intelcia Cameroun SA, Intelcia Software Solutions, Intelcia Egypt, Smartshore France, AZODR, Smartforce Academy, Innovshore SA, Intelcia IT Solutions France, Omien 2, Intelcia Maurice and Intelcia Madagascar.	Yes, unless otherwise stated	Yes, unless otherwise stated
	Intelcia Portugal	No	Yes, for the key performance indicators and the essential illustrative figures only

[7] Qualitative data refers to the narrative content of the report, as opposed to quantitative data.
[8] Quantitative data refers to all numerical data presented in the report, including key performance indicators, illustrative figures and essential illustrative figures.
[9] SFR : Société Française du Radiotéléphone.
[10] SRR : Société Réunionnaise du Radiotéléphone.
[11] ATS: Altice Technical Services. In the rest of the report, ATS France is referred to as "ATS".
[12] In the rest of the report, Eos Telecom is referred to as "Eos".
[13] In the rest of the report, Keos Telecom is referred to as "Keos".
[14] MVNOs: Mobile Virtual Network Operators.

1.2-Quantitative data

Three types of quantitative data are presented in this report:

- **key performance indicators,** established in relation to the Group's ESG issues and applicable regulations[15] ;
- **essential illustrative figures,** which provide important insight into the schemes presented; and;
- **illustrative figures,** which help to substantiate the qualitative information provided in the various sections of the report.

This quantitative data is presented throughout the report and, where the density of essential illustrative figures and key performance indicators so requires, in summary tables within the relevant sections. In such cases, key performance indicators are highlighted in red. In addition, all key performance indicators are summarised by group of subsidiaries in the appendix entitled "Summary of key performance indicators".

The methodological information required to understand the quantitative data presented is incorporated directly into the sections of the report in which the illustrative figures (whether essential or not) are presented, and is detailed in the appendix entitled "Methodological note" for key performance indicators.

The variations between 2024 and 2025 are explained when the data presented includes a gap of more than 15%.

2. Governance

2.1 ESG governance bodies [GOV-1]

The governance arrangements described in this section do not include governance mechanisms specific to each ESG topic, which are described in the relevant sections of the report.

Within the General Secretariat, the Group ESG Department, which is attached to the Department of Risk Management, Legal Obligations, ESG and Security, facilitates the ESG governance of the Altice France Group. This governance structure comprises bi-monthly committees, enabling the Group ESG Department to engage regularly with the ESG Managers of ATS, Intelcia, MVNOs and SFR Réunion. These bi-monthly committees are supplemented by:

- **regular committees bringing together all ESG Managers** to share cross-functional and strategic information;
- **thematic committees with the relevant SFR contacts** (human resources, environment, cybersecurity, compliance, etc.), organised on an ad hoc basis by the Group ESG Department according to ongoing projects and needs.

Certain subsidiaries also operate ESG or CSR1[16] committees within their own scope, in order to coordinate actions between countries, regions or subsidiaries. Accordingly, Intelcia has a CSR committee specific to the French-speaking region and CSR committees specific to each cluster[17], which meet respectively twice and three times per year. These committees enable CSR objectives and action plans to be rolled out and monitored at regional and cluster level. They bring together:

- for the CSR committee of the French-speaking region: the Intelcia group CSR Department, the CSR Department of the French-speaking region, the Chief Executive Officer of the French-speaking region, as well as the heads of departments for this region;
- for the CSR committees of the clusters: the CSR Director of the French-speaking region, together with the Executive Committee of each cluster.

On the ATS side, an internal project committee meets every two weeks to monitor ongoing sustainability actions and identify any potential blocking issues. This committee brings together the team responsible for ESG matters across ATS (hereinafter the "ATS ESG team"), which comprises: the CSR Manager, the Management Controller responsible for ESG data, and the Director of Compliance & Controlling. The President of ATS also attends as required. In addition, inter-subsidiary steering committees are used to monitor progress on sustainability actions within ATS subsidiaries and to present forthcoming actions. These committees meet every three months and bring together the relevant operational contacts within the subsidiaries, the Chief Executive Officers of the subsidiaries, and the ATS ESG team.

Finally, the information and strategic decisions discussed within all of these committees are presented by the Group ESG Department to the Executive Committee of the Altice France Group for validation during dedicated sessions.

2.2 Risk management related to ESG information and associated internal controls [GOV-4]

SFR and Intelcia have teams responsible for risk management: the Audit and Internal Control team, reporting to the Risk Department at SFR, and the Compliance function within the Audit, Risk and Compliance Department at Intelcia. The arrangements implemented to identify, assess, monitor and control risks within SFR and Intelcia incorporate ESG risks.

Specific internal controls relating to ESG data have also been put in place within each subsidiary of the Altice France Group. All key performance indicators are subject to a calculation protocol, detailed for each subsidiary or group of subsidiaries, consolidated at

[15] See "Foreword".

[16] CSR: Corporate Social Responsibility.

[17] The French-speaking region comprises five clusters: Maghreb (activities in Morocco and Tunisia), Sub-Saharan Africa (activities in Senegal, Cameroon and Côte d'Ivoire), Indian Ocean (Mauritius and Madagascar), France, and IT Solutions (an Intelcia entity specialising in outsourcing and digital transformation).

Group level and updated annually. Their values are verified by the contributors responsible for their calculation, the ESG Managers of the subsidiary, and the Group ESG Department. Additional checks are carried out when these indicators are consolidated at Group level. Furthermore, the qualitative information provided by each subsidiary for the purposes of drafting this report is also verified:

- by the Group ESG Department, which ensures its accuracy through the collection of appropriate supporting documentation;
- through an internal review and validation process for the report's narrative content, ensuring its correctness. This process extends from the operational managers responsible for the actions described in the report to the relevant Executive Directors of the Altice France Group.

Finally, the ESG report[18] is presented each year to the Board of Directors of Altice France for approval prior to publication.

3. Business model and strategy

3.1-Business model

3.1.1 Main activities of the Altice France Group

Through its subsidiaries, the Altice France Group operates across a wide range of business sectors: telecommunications, digital-related services, customer relations, consulting, etc.; and targets both private and professional customers. For clarity purposes, groupings have been made in this report:

- The activities of the Group have been classified into three categories: "Network (fixed and mobile)", "Provision of customer equipment", and "Other services".
- The customers have been divided into three groups:
  - Retail customers (private customers).
  - Business customers, including public entities (public institutions, local authorities, ministries, etc.) with which the Group operates in the context of public procurement contracts.
- Operator customers.

Finally, the information presented in this section also includes scopes not covered by the 2025 ESG Report, such as SFR Caraïbe[19].

Network (fixed and mobile): The Altice France Group operates fixed and mobile telecommunications networks, for which it is responsible for the design (including associated technical studies), deployment and maintenance, notably through its subsidiary ATS. Through these networks, the Group provides telephony and internet access services to retail customers, business customers and operator customers (national or international, as part of roaming[20] solutions). These services are delivered through its brands SFR, Red by SFR, SFR Business, SFR Réunion, SFR Caraïbe, Syma, Prixtel and Coriolis. Customer connections to the Group's networks are carried out by ATS technicians or partner technicians. Customer relations are primarily managed by Intelcia.

Provision of customer equipment: The Altice France Group provides its retail, business or operator customers with a wide range of equipment related to its telecommunications services: boxes, decoders, mobile phones, accessories, televisions, routers, CPEs[21], etc. These items can be divided into two categories:

- "Group-branded equipment", co-developed with partner suppliers to meet the Group's specifications and standards; and
- "Non-Group-branded equipment", consisting of equipment sourced from external brands.

Depending on their nature, the type of customer and the offers proposed by the Group, this equipment may be sold, rented or made available as part of the associated service. For equipment that is rented or made available, the Altice France Group implements repair and refurbishment actions, in collaboration with specialist partners, so that the equipment can be returned to service after customer use. Equipment (as well as any associated telecommunications services) is marketed through retail networks located in continental France, in La Réunion and in the French Caribbean, operated either directly by Group's subsidiaries or indirectly through a franchise model. Online platforms and telesales channels also enable customers to access the Group's products and services directly. Where installation is required to ensure the proper operation of the equipment at the customer's premises, the necessary work is carried out by ATS technicians or partner technicians. In addition, customer relations related to the provision of equipment are primarily handled by Intelcia.

Other services: The various subsidiaries of the Altice France Group offer a wide range of services related to their respective areas of activity. In particular, the Group positions itself around 3 main areas of expertise:

- **Cloud:** the Altice France Group provides cloud services for business customers, including the management of infrastructure, servers and applications, as well as their maintenance.
- **Customer relations:** through Intelcia, the Altice France Group develops and deploys a wide range of solutions to support customer relations.

[18] Historically, this took the form of the Non-financial performance statement, and in 2025 of the voluntary ESG report.

[19] The scope covered by the ESG report is detailed in the section "1.1 Scope covered by the report"..

[20] Roaming refers to the use of a mobile phone (for calls, internet access, or sending and receiving messages) via an operator other than the one to which the customer is subscribed, notably when travelling internationally.

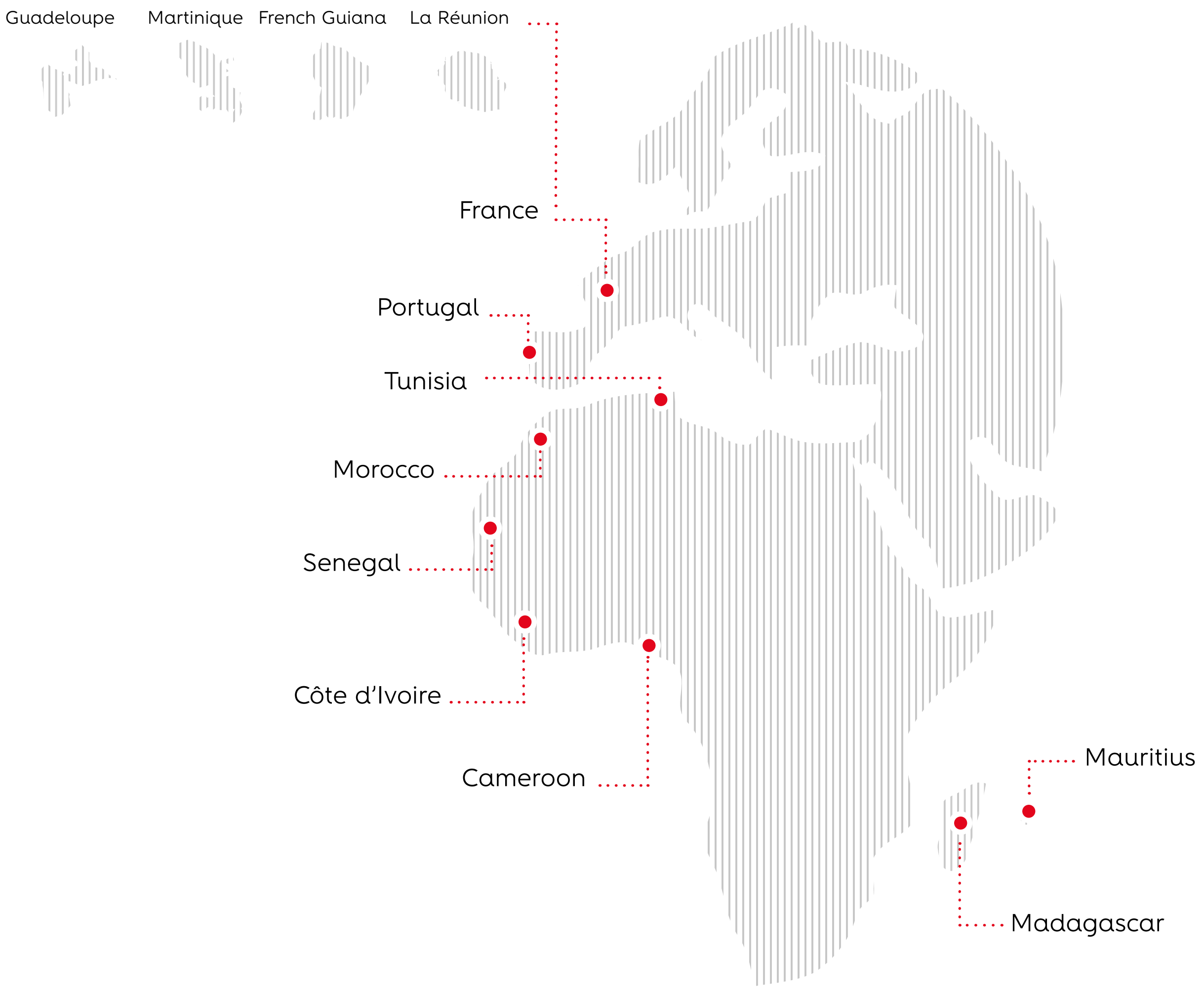
[21] CPE: Customer Premises Equipment. CPEs refer to any hardware or technical device installed at the end customer's premises to enable access to and use of the telecommunications services provided by the operator.

These offerings cover customer acquisition and retention strategies, customer satisfaction monitoring and after-sales services, and rely in particular on IT solutions and the use of AI.

- **Insurance and financing:** the Altice France Group also offers insurance and financing services in partnership with specialised third-party providers. These services relate mainly to mobile phone insurance and instalment payment solutions.

Geographic footprint of the Altice France Group

The map below shows all the countries and regions in which the Altice France Group operates.



3.1.2 Resources mobilised and value created

The Altice France Group's business model relies on a set of human, material, technological, financial and planetary resources that are essential to the conduct of its activities and the operation of its infrastructure. By mobilising these resources and through its activities, the Group creates value for all of its stakeholders. These resources and the value created are illustrated in the tables below using quantitative data. Unless otherwise stated, the figures presented are consolidated at the Altice France Group level and cover the full year 2025.

Human resources	29,975 employees. More than 1 million training hours. 45% women among promotions awarded to employees on permanent contracts. 25% women among hires in technical roles[22]. 6% employees with disabilities[23]. 370 work-study students hired.
Financial resources	€510.5 million invested in the SFR network. €1,096.5 million in personnel costs. €2,264.8 million in procurement and subcontracting expenses.
Material and commercial resources	Fixed and mobile telecommunications networks. 31 call centres located across Europe and Africa. More than 300 retail stores operated directly by SFR and SFR Réunion.
Intellectual resources	SFR "Pour une IA à impact positif" plan[24] and associated resources. IT and cybersecurity expertise.
Planetary resources	The Altice France Group's activities rely on essential planetary resources (energy, water, metals, etc.) that are necessary for the operation of its infrastructure and the production of the goods and services offered to customers. By way of example, in 2025 the Group consumed 839 GWh of electricity and 117 257 m³ of water for its own operations[25].

Value created for customers	86% of the population covered by 5G in continental France and 56% in La Réunion Nearly 41.5 million fibre-optic connections. +14 points on the SFR B2C NPS.
Value created for staff	7 agreements signed with the social partners of the UES SFR[26], SFR Distribution and Intelcia. Intelcia awarded "Top Employer" certification in Morocco. 63% of employees trained at least once in 2025. 88% satisfaction rate related to training undertaken by employees of the UES SFR.
Value created for the company	€9,382.4 million in revenue. Second telecommunications operator in France. More than 25 million customers.
Value created for society	158 societal impact projects supported through third-party organisations. €1 million allocated to the SFR Foundation to support its partner associations. SFR ranked 2nd-best mobile network in rural areas by the Arcep, with 87% of calls rated as perfect quality in 2025[27]. 2 SFR and Red by SFR customer services accessible to people who are deaf or hard of hearing.
Reduction of the Group's environmental footprint	24% renewable electricity in building electricity consumption. 51% of EEE[28] reused by SFR, SFR Réunion and ERT Technologies. 98% of waste EEE recovered by SFR, SFR Réunion and ERT Technologies. 66% of refurbished boxes and decoders supplied to customers by SFR and SFR Réunion. 3% of refurbished smartphones sold by SFR and SFR Réunion.

[22] Intelcia and MVNOs do not calculate this indicator.
[23] This indicator is only applicable to countries where the Group operates within the European Economic Area.
[24] See section "Innovations related to artificial intelligence".
[25] See section "3.1.3 Value chain mapping of the Altice France Group".
[26] See section "Own workforce".
[27] See section "Service quality and customer satisfaction".
[28] EEE: Electrical and Electronic Equipment.

3.1.3 Value chain mapping of the Altice France Group

The diagram below illustrates the value chain mapping of the Altice France Group, reflecting the Group's three main business pillars presented in the section "3.1.1 Main activities of the Altice France Group", each identified by a distinct logo. Items not identified by a logo apply across all Group activities. For the sake of clarity and readability, the following elements are not detailed in the mapping:

- Items relating to tertiary buildings (offices, retail stores, warehouses).
- Within the upstream value chain, the equipment and services supporting the other services offered by the Altice France Group.
- Intelcia service offerings other than those related to customer experience.

Upstream value chain

Resources	**Extraction** • Extraction of raw materials (copper, lithium and other strategic metals, in particular). **Processing** • Processing of raw materials into components. **Energy** • Production of the energy required to operate the products and services offered by the Group.
Manufacturing	**Network equipment** • Antennas, servers, cooling systems, etc. **Customer equipment** • Non-Group-branded equipment: phones, accessories, televisions, etc. • Group-branded equipment: boxes, decoders, phones, etc.
Transport	**Transport** • Transport of equipment and energy required to operate the products and services offered, as well as those used internally by the Group.

Specific to activities: Network (fixed and mobile) | Provision of customer equipment | Other services

Own operations

Procurement and development of goods and services	**Network deployment and maintenance** • Network design, deployment and installation. • Network maintenance and operation. • Deployment of roaming services. **Development of Group-branded customer equipment** • Co-development with partner suppliers. • Manufacturing oversight. **Procurement of non-Group-branded customer equipment** • Phones, televisions, accessories, etc. **Development of other service offerings** • Operation and maintenance of infrastructure and software related to cloud offerings. • Development of offerings relating in particular to customer experience. • Entering into partnerships with external stakeholders to offer insurance and financing services.
Commercial activity	**Sale of telephony and internet access services** • Retail customers. • Business customers. • Operator customers. **Sale or rental of customer equipment** • Retail, business or operator customers. • Equipment: phones, accessories, televisions, boxes, decoders, CPEs, etc. **Sale of other services** • Cloud, customer experience, insurance and financing, in particular.
Distribution and support	**Installation and/or activation of telephony and internet access services** • Retail customers. • Business customers. • Operator customers. **After-sales service** • All customers, all services combined*. **Distribution and/or installation of customer equipment** • Retail, business or operator customers. • Equipment: phones, accessories, televisions, boxes, decoders, CPEs, etc. **Activation of other services** • Cloud, customer experience, insurance and financing in particular.

* Except for insurance services distributed through partner banks, for which support activities are carried out by the partners.

Specific to activities: Network (fixed and mobile) | Provision of customer equipment | Other services

Downstream value chain

Use of goods and services by customers	**Network equipment** • Retail customers. • Business customers. • Operator customers. **Customer equipment** • Retail, business or operator customers. • Equipment: phones, accessories, televisions, boxes, decoders, CPEs, etc. **Other services** • Cloud, customer experience, insurance and financing, in particular.
Equipment management and end of life	**Network equipment and network equipment waste** • Dismantling. • Inventory management for reuse or resale of equipment. • Recovery or disposal of waste electrical and electronic equipment. **Customer equipment and customer equipment waste** • Collection or voluntary drop-off. • Depending on the nature of the equipment: repair and refurbishment for reuse, return to manufacturer, resale. • Recovery or disposal of waste electrical and electronic equipment. **IT equipment and IT equipment waste linked to other services** • Dismantling and management of equipment used for cloud and customer experience offerings. • Recovery or disposal of IT equipment waste.
Other waste management	**Other waste management** • Collection and transport to appropriate treatment facilities. • Recovery or disposal.

Specific to activities: Network (fixed and mobile) | Provision of customer equipment | Other services

3.2-The Altice France Group's strategy

The strategy of the Altice France Group is primarily focused on the development and performance of its telecommunications subsidiaries, which account for the majority of the Group's revenue.

3.2.1 SFR imagine

Launched at the end of 2024, the "SFR imagine" corporate project underpins the strategy of Altice France Group, with the objective of making SFR the preferred operator in France, offering the best value for money on the market. SFR imagine is based on five corporate values: audacity, excellence, collaboration, commitment and customer focus; and on five strategic pillars:

- strengthening customer engagement;
- enhancing the value proposition;
- driving and embodying SFR's transformation;
- developing talent;
- improving efficiency and fostering excellence.

SFR imagine has given rise to numerous transformation projects, mobilising SFR teams as well as those of all the Altice France Group's subsidiaries, notably ATS and Intelcia. The main results related to these projects are summarised in the table below. Further details are also provided in the relevant sections of the report[29].

[29] See in particular the sections "Own workforce", "Service quality and customer satisfaction", and "Innovations related to artificial intelligence".

Main results achieved through SFR imagine

Strategic pillar	Challenges	Examples of achievements in 2025
Strengthening customer engagement	Place the customer at the heart of the company's actions. Differentiate through an excellent level of service and quality. Make a difference at every customer interaction. Strengthen presence across all sales channels and customer proximity.	Average Google rating for SFR stores: 4.5/5. -20% network incidents. +14 points in retail customer Net Promoter Score (NPS)[30] vs. 2024.
Enhancing the value proposition	Improve the clarity and stability of offers and customer value. Defend and strengthen the company's position in the context of technological change. Focus on key areas of differentiation.	Launch of the Box 10+. New fixed and mobile offers for retail customers, businesses and operators.
Driving and embodying SFR's transformation	Restore meaning and prominence to the SFR brand. Design and deliver positive and proactive external communications to restore the company's image. Maintain an engaging and mobilising internal dynamic.	Launch of the SFR brand signature "SFR, committed to you"[31]. SFR imagine platform: • More than 2,400 users. • Over 440 initiatives submitted by staff members to improve the quality of the Group's services. • More than 80 initiatives already implemented among those submitted by staff members. Launch of the new Altice France Group's website.
Developing talent	Strengthen the talent attraction strategy. Strengthen the talent retention strategy. Improve and modernise management practices.	Over 97% of managers trained under the Change & Leadership programme[32]. Launch of a new SFR employer brand identity, rolled out with the support of 50 staff member ambassadors.
Improving efficiency and fostering excellence	Establish a culture of continuous improvement: from incident management to root-cause analysis. Strengthen methods and tools to support better decision-making and project management. Enhance day-to-day operating models to improve efficiency. Strike the right balance between automation and human intervention.	Establishment of a community bringing together project managers to standardise project governance methods and promote cross-functional collaboration and experience sharing. Launch of ImpAct, the secure access platform for generative AI[33].

[30] The NPS is an indicator measuring customers' likelihood to recommend a brand.
[31] Translated from "SFR, on s'engage pour vous".
[32] Scope considered: UES SFR, i.e. SFR, SFR Fibre, Completel and SRR.
[33] AI: Artificial Intelligence.

3.2.2 Sustainability strategy

The Altice France Group has defined a sustainability strategy built around three ambitions:

Making digital technology an accelerator for talent: the Group aims to make diversity a driver of performance, motivation and development for itself and its staff members, thereby promoting equal opportunities.

- Promote the employment of young people and support them in building their professional future.
- Promote gender equality (recruitment, career development, amongst others); work-life balance and fight against gender stereotypes.
- Support the integration and retention of people with disabilities.
- Support the development of all staff members and encourage their professional advancement.

Since the end of 2024, the modernisation of the Human Resources (HR) function has supported the SFR imagine[34] corporate project in fostering a culture of continuous improvement and innovation, and thereby embodying transformation.

Making digital technology an ally of the ecological transition: the Group is committed to reducing the environmental impact of its activities and to working towards a digital environment that serves the ecological transition.

- Reduce greenhouse gas emissions by 42% by 2030 compared with 2022, across scopes 1, 2 and 3, in line with a trajectory compatible with limiting global warming to 1.5°C.
- Achieve a science-based target of contribution to carbon neutrality, based on a 90% reduction in total emissions and targeted sequestration actions for residual emissions by 2050.
- Develop products and services to help reduce energy consumption and preserve ecosystems.

Making digital technology an opportunity for all, in support of inclusion: the Group aims to promote digital inclusion and equal opportunities, and to make staff member engagement a driver of solidarity, with the objective of contributing to a more responsible and inclusive society.

- Promote digital inclusion: equip, connect and support vulnerable populations across territories, while carrying out targeted awareness-raising initiatives among young people, senior citizens and community stakeholders to promote responsible digital practices.
- Foster equality: focus actions on the professional integration of young people from disadvantaged backgrounds by improving their employability and facilitating access to entrepreneurship, in partnership with associations supporting pathways to employment, with the aim of promoting equal opportunities and professional success for underprivileged groups.
- Commit to great causes of solidarity: carry out solidarity initiatives with the community of engaged employees across the entire territory, in coordination with the non-profit ecosystem.

4. Stakeholder relations

The dialogue mechanisms and frequency of interactions between the Altice France Group's subsidiaries and their stakeholders are summarised in the table below. Depending on the subsidiaries and business activities, these mechanisms and their frequency may vary. An overall approach has been adopted: unless otherwise stated, the elements set out in this table apply to all Group's subsidiaries, without preventing certain subsidiaries from engaging more frequently or developing additional communication channels with their stakeholders.

[34] See section "3.2.1 SFR imagine".

Stakeholder	Sub-categories	Dialogue mechanisms	Frequency of interactions
Workforce	Employees and non-employees	Staff member satisfaction surveys for SFR, SFR Réunion and Intelcia.	At least every two years.
		Information- and exchange-sharing forums with participation of management for SFR, SFR Réunion, Intelcia and ERT Technologies.	At least once per half-year.
	Governing bodies	Contributions during Executive Committee and/or Management Committee meetings.	Several times per year.
	"Comité Social et Economique" (CSE)[35] Staff representatives	Discussions and negotiations with staff repre-sentation bodies.	Regularly, in line with the social dialogue calendar and ongoing projects.
Customers	Retail customers	NPS customer satisfaction surveys for retail customers for SFR and SFR Réunion.	Monthly.
	Business customers	Customer satisfaction surveys (including NPS) for business customers for SFR and SFR Réunion.	Regularly, depending on the type of offer (at least annually for NPS).
		Steering committees for SFR, SFR Réunion and Intelcia.	Monthly, quarterly or annual-ly depending on customers.
	Operator customers	Customer satisfaction surveys (including NPS) for operator customers for SFR.	Regularly, depending on the type of offer (annually for NPS).
Investors	Investors and shareholders	Boards of Directors.	At least once per year.
		Dialogue with the Altice Group Lux Investor Relations Department.	Regularly, depending on ne-eds and requests.
	Rating agencies	Exchanges with financial stakeholders.	Regularly, depending on needs and requests.
	Banks, credit institutions and insurers		
Business partners	Suppliers, subcontractors and partners	Dialogue with business partners within the framework of contractual relationships.	Regularly, depending on needs and ongoing projects.
		Third-party compliance and ethics assess-ments and monitoring for SFR.	Initial assessment followed by ongoing monitoring.
		CSR assessments of priority suppliers and monitoring of action plans implemented for SFR and Intelcia.	Annual.
Associations and NGOs[36]	-	Dialogue with NGOs and associations within the framework of subsidiaries' commitments and partnerships.	Regularly, depending on needs and projects.
Local commu-nities / Civil society	Local communities and residents	Support mechanisms for local and community stakeholders, in particular through initiatives led by the SFR Foundation.	Regularly, depending on needs and projects.
Institutions	Public bodies, institutions and local authorities	Exchanges with public authorities and regula-tory bodies. Exchanges with local elected officials for SFR, Intelcia and ATS. Exchanges with local employment stakehol-ders for Intelcia. Participation by SFR in various working groups bringing together French operators and institutions, including the meetings and working groups of the "Fédération Française des Télécoms" (FFT)[37], of which SFR is a member. Participation by ATS in thematic CSR meetings with local stakeholders.	Regularly, depending on regulatory developments, needs and projects.
	Professional federations		

[35] Comité social et économique: can be translated as "social and economic committee". The CSE is a single employee representation body made up of the employer and an elected staff delegation with a number of members determined according to the number of employees in the company. Setting up a CSE is mandatory for all French companies with 11 or more employees.

[36] NGOs: Non Governmental Organisations.

[37] FFT: "Fédération Française des Télécoms", which can be translated as "French Telecommunications Federation". Further information is available at: https://www.fftelecoms.org/.

5. ESG issues

Altice France Group carried out an initial materiality matrix in 2022. An update is currently underway to incorporate CSRD requirements and consolidate the results at the level of the entity to which they apply, namely Altice Group Lux. The list of IROs[38] and material sustainability issues will be disclosed once this work has been completed. Nevertheless, through this report, the Group endeavours to cover the main ESG issues identified in its previous materiality matrix and during the work carried out as part of its update.

[38] IROs: Impacts, Risks and Opportunities.

Environment

Climate and energy
Biodiversity and water
Circular economy

Environment

Climate and energy

The environmental governance of the Altice France Group is based on the overall ESG governance framework in place and described in the section "General information". It falls under the responsibility of the General Secretariat at SFR and of the General Management or dedicated departments within the other subsidiaries.

1. Climate and energy policies [E1-4]

1.1-Le Cap environmental policy

The Altice France Group's environmental strategy was strengthened in 2024 with the formalisation of the "Le Cap" environmental policy and the validation, in early 2025, of the decarbonisation pathway of SFR and SFR Réunion by the Science Based Targets initiative (SBTi)[39].

This policy covers all B2C[40] and B2B[41] activities of the SFR brands and also includes specific action plans for the Group's other subsidiaries.

The policy sets out objectives and action plans structured around three pillars:

- **Mitigation:** the Altice France Group is committed to reducing its greenhouse gas emissions through the development of less carbon-intensive digital products and solutions, the reduction of energy consumption across network infrastructure, data centres and tertiary sites[42], and the optimisation of freight and staff transport.
- **Adaptation:** in 2025, the Altice France Group continued its work on the analysis of physical and transition risks, with the objective of developing an adaptation plan for the Group's activities in response to climate change.
- **-Energy:** the Le Cap policy includes a dedicated energy pillar, with action plans aimed at increasing energy efficiency and/or energy sobriety.

Le Cap is structured around three guiding principles:

- **Understand,** in order to grasp the key challenges, measure and analyse SFR's environmental footprint, and act effectively on impacts and risks.
- **Reduce,** in order to prevent and mitigate impacts at all levels through medium- and long-term objectives aligned with defined trajectories.
- **Contribute,** by supporting the absorption of residual emissions and the restoration of ecosystems.

This policy relies on dedicated governance arrangements designed to achieve the objectives set under the SBTi trajectory, including quarterly thematic steering committees at SFR. Depending on the topics addressed, these committees also involve teams from SFR Réunion and ATS. Their role is to monitor and consolidate the results of actions through the tracking of indicators. These committees notably cover the following themes:

- Training and awareness-raising.
- Buildings and mobility.
- Networks and energy.
- Suppliers, logistics and operations.
- Marketing and offers.
- Boxes and decoders.
- Digital services and data flows.
- B2B market.

A strategic committee, chaired by the Directors of DRIE[43] and DGROLES[44], also meets on a quarterly basis to review progress by consolidating key information and indicators from the various steering committees. This strategic committee is also responsible for escalating alerts and making the necessary decisions. The status review and identified needs are then presented annually to the Executive Committee of the Altice France Group, which defines the strategic orientations, priorities and resources allocated to achieve them.

1.2-Intelcia Eco-responsibility Charter

Since 2021, Intelcia has had an Eco-responsibility Charter[45] structured around three priority objectives:

- Reduce all direct and indirect greenhouse gas emissions as much as possible.
- Reduce the environmental impact of purchasing and consumption, in particular by adopting a circular approach to product life cycles.
- Train and raise awareness among staff and all stakeholders, and initiate and support voluntary actions.

These three objectives are implemented across six thematic areas: water, energy, waste and circularity, responsible purchasing, and the promotion of best practices in environmental and governance matters.

[39] https://sciencebasedtargets.org/.

[40] B2C: Business to Consumer, referring to the retail market whose customers are private individuals acting in a non-professional capacity.

[41] B2B: Business to Business, referring to the professional market whose customers are legal entities (companies or public-sector organisations).

[42] As opposed to technical sites (see the section "3.2 Energy efficiency"), tertiary sites include the Group's offices, Intelcia call centres, SFR and SFR Réunion retail stores, and SFR Business agencies.

[43] Department of Institutional Relations and Engagement.

[44] Department of Risk Management, Legal Obligations, ESG and Security.

[45] https://www.intelcia.com/sites/default/files/2025-04/intelcia_notre_charte_d_ecoresponsabilite.pdf.

1.3-ATS environmental policy

ATS has defined its environmental policy for the 2025-2030 period. Validated by the ATS Executive Committee in 2025, this policy commits the company to three priority challenges aimed at reducing its environmental impacts, in particular its direct and indirect greenhouse gas emissions:

- Combating climate change.
- Implementing a responsible purchasing policy.
- Measuring and reducing its water footprint.

1.4-SFR Business Quality, Safety and Environment policy

SFR Business has an integrated Quality, Safety and Environment (QSE) policy based on the ISO 9001, ISO 14001, ISO 27001 standards and the Health Data Host (HDS) certification. The SFR Business QSE policy is built around three pillars: service quality, cybersecurity, and the reduction of environmental impact, notably through the ISO 14001 certification and action plans relating to the circular economy. Following the harmonisation and alignment of its QSE management systems, SFR Business was certified for the first time in 2025 under an integrated management system.

1.5-Cooperation with public bodies and regulatory authorities

In order to contribute to sector-wide discussions on the environmental impact of digital technologies in France, SFR works on a regular basis with the Arcep[46], sometimes jointly with the ADEME[47]. This cooperation includes, for example, the implementation of Article 13 of the AGEC law[48] relating to consumer information on environmental impacts, the development of the product durability index, as well as participation in public consultations.
SFR also took part in the work carried out by the Directorate General for Enterprise (DGE) on the unified refurbishment labelling project, which aims to harmonise standards and communication relating to refurbished products.
Lastly, SFR contributed to the draft digital decarbonisation roadmap developed by the "Direction Interministérielle du numérique" (DINUM)[49].

2. Actions related to climate change mitigation [E1-5]

2.1-Reduction of greenhouse gas emissions related to terminals

Greenhouse gas emissions linked to the purchase of goods (including terminals[50]) and services by SFR and SFR Réunion account for approximately 70% of the total emissions of the Altice France Group. As a result, the Group's climate change mitigation efforts primarily focus on reducing greenhouse gas emissions associated with terminals. These actions are mainly implemented by SFR and SFR Réunion, given the nature of their activities. These actions, together with the related indicators, are described in the section "Circular economy" of this report.

2.2-Energy sobriety

In accordance with the DDADUE law[51], SFR and SFR Réunion carried out energy audits of their tertiary and technical sites[52] in 2025. These audits covered a representative sample of sites in order to assess their energy performance and identify associated reduction levers, such as building management systems, overall insulation, and the management of fuel tanks for backup generators, which ensure business continuity in the event of an electricity supply disruption. The audits made it possible to define new actions for the coming years, including the replacement of heating-related equipment and the adjustment of site temperature settings.
At the end of 2025, ATS approved the implementation of an energy sobriety plan for 2026, with the main objective of reducing energy consumption, in particular through temperature and lighting regulation, the replacement of light bulbs with LEDs, and the deployment of an energy management platform. The energy sobriety plan also includes actions relating to the vehicle fleet[53] and incorporates all measures recommended as part of the mandatory energy audits.
In parallel, Intelcia implemented a range of measures aimed at reducing energy consumption at its sites.

[46] Arcep: "Autorité de régulation des communications électroniques, des postes et de la distribution de la presse", can be translated as "electronic communications, postal and press distribution regulatory Authority"..

[47] ADEME: "Agence de la transition écologique", can be translated as "Agency for Ecological Transition". The ADEME is a French public institution which participates in the development of national and local ecological transition policies.

[48] AGEC law: "Loi Anti-Gaspillage pour une Economie Circulaire", can be translated as "anti-waste law for a circular economy".

[49] DINUM: can be translated as "interministerial directorate for digital affairs".

[50] Terminals are physical and electronic devices that connect and communicate with a computer network. In the ESG report, this term is used to refer to equipment sold, leased, or made available as part of the associated service to customers: mainly moble phones, decoders, and boxes.

[51] Law No. 2025-391 of April 30, 2025 on various provisions adapting French law to European Union law in economic, financial, environmental, energy, transport, health and freedom of movement matters, known as "DDADUE law".

[52] Technical sites refer to sites required for the proper operation of the telecommunications network. They vary in size, nature and criticality (from street cabinets to data centres).

[53] See section "Fleet management".

2.2.1 Network

The electricity used to power the network infrastructure of SFR accounts for 92% of the Group's total electricity consumption. Moreover, mobile network consumption represents approximately 80% of SFR's total network energy consumption. For this reason, since 2023, SFR and SFR Réunion have deployed standby (sleep) functions on more than 15,000 eligible 4G and 5G antennas, and have continuously improved their efficiency over time. These functions help optimise network electricity consumption and offset the increase in energy use linked to the expansion of the 5G network and to the growth in usage and volumes of data transmitted. In 2025, the implementation of standby modes on 4G and 5G antennas enabled a 1% reduction in the overall mobile network energy consumption of SFR and SFR Réunion.

With regard to the fixed network, the transition to FTTH[54] improves overall energy performance, as fibre technology is more energy-efficient than ADSL[55] or FTTB[56] networks[57]. As highlighted by the Arcep[58], energy consumption per copper subscription is almost four times higher than that of fibre-optic subscriptions.

The scheduled and gradual shutdown of legacy technologies is currently underway across France. In this context, the decommissioning of the copper network enables the Group to plan the power-down and removal of network equipment, with a view to reusing or recycling it. In parallel, the phased shutdown of 2G and 3G technologies will begin from 2026.

2.2.2 Tertiary sites

SFR

Energy consumption at offices, retail stores and SFR Business agencies is relatively low compared with that of the network. However, with nearly 350 buildings across continental France, improving the energy sobriety of tertiary sites remains a key challenge. Accordingly, SFR ensures close monitoring of energy consumption on a site-by-site basis, in particular for the most energy-intensive sites, through the installation of dedicated sensors that provide real-time data to Building Management Systems (BMS)[59]. Consumption optimisation is further strengthened through ongoing investments in upgrading and renewing BMS systems, as well as maintenance operations aimed at improving overall building performance.

New energy-efficiency criteria have also been integrated into the retail store refurbishment process. Additional actions have been implemented, including layout optimisation to maximise natural light, reducing the number of energy-intensive devices, and adjusting shop-window lighting switch-off schedules.

In 2025, compared with 2024, these measures enabled a 10% reduction in the overall electricity consumption of tertiary sites, and a 23% reduction in the electricity consumption at retail stores.

SFR Réunion

SFR Réunion implements measures to reduce energy consumption at its tertiary sites. In 2025, the company also installed photovoltaic panels, whose electricity production will directly supply its head office and is expected to cover 15% of its energy requirements.

Intelcia

Intelcia implements measures to optimise the energy consumption of its infrastructure. With regard to thermal management, where site installations allow, the company sets target temperatures for heating and air conditioning.

ATS

ATS has set a target to reduce electricity consumption at its tertiary buildings by 10% by 2026 across all its subsidiaries. This objective will be achieved in particular through the deployment of temperature regulation systems and thermostats, the pooling of energy supply contracts for tertiary sites, and the adjustment of subscribed power capacities to strict operational needs.

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[54] FTTH: Fiber To The Home. It is a type of installation in which fibre-optic cables are deployed directly to homes and offices. This is currently the most efficient technology available.

[55] ADSL: Asymmetric Digital Subscriber Line. It is the first mass-market broadband internet technology, based on the copper telephone network.

[56] FTTB: Fiber To The Building. It is a type of installation in which fibre-optic cables are deployed to the base of a building, with another technology used to connect homes or offices.

[57] For an equivalent volume of data transmitted, electricity consumption is lower via the FTTH network than via ADSL and FTTB networks.

[58] Arcep, annual survey "Achieving digital sustainability", conducted in 2025 based on 2023 data.

[59] BMS: Building Management System. A BMS automatically monitors and controls building equipment: heating, ventilation, lighting and security. BMS centralises data in order to optimise comfort, energy performance and maintenance.

2.3-Reduction of greenhouse gas emissions related to transport

- 2.3.1 Fleet management and promotion of sustainable mobility

- Fleet management

Several subsidiaries of the Altice France Group have set targets to reduce emissions linked to their vehicle fleets:

- **SFR and SFR Réunion** aim to increase the share of low-emission vehicles[60] in their vehicle fleets, in order to reach at least 48% by 2030, in line with the target set out in the so-called "LOM" law[61]. In 2025, SFR and SFR Réunion respectively had 16% and 46% low-emission vehicles in their fleet.
- **ATS** has set a target to reduce greenhouse gas emissions linked to its vehicle fleet. Since 2025, ERT Technologies and Icart have integrated 100% electric vehicles into their fleets and are continuing the gradual integration of low-emission vehicles. Vehicle selection takes into account operational areas and the number of kilometres travelled per day, in order to meet the specific needs of each driver's activity.

- Promotion of sustainable mobility

To encourage sustainable mobility, SFR and SFR Réunion offer 90% reimbursement of public transport passes and bicycle rental solutions. Employees may also benefit from 50% reimbursement of the purchase of a bicycle (electric or non-electric) or an electric scooter, up to a maximum amount of €900, as an alternative to public transport reimbursement. In addition, an allowance is paid to employees who use carpooling.

- 2.3.2 Business travel

SFR[62] and SFR Réunion have implemented a policy governing business travel and expense claims. Staff are encouraged to prioritise videoconferencing solutions, as well as train travel and public transport wherever possible.

- 2.3.3 Freight transport

As part of its procurement process and the "Greener Altice" specifications[63], SFR strengthens its requirements relating to freight transport on an annual basis. Several mandatory or recommended criteria focus on optimising logistics in order to reduce emissions, including the use of stackable packaging suitable for palletisation, reductions in packaging volumes, and increased use of maritime transport.
In early 2022, SFR joined the FRET21 programme, initiated by the Association of Freight Transport Users and the ADEME, with the objective of reducing emissions linked to logistics transport by 5% between 2022 and 2025, from suppliers to the first end customers. Within this framework, SFR defined actions in partnership with its suppliers and service providers to optimise transport operations and promote lower-carbon solutions. In parallel, measures were also implemented to optimise transport linked to the refurbishment of equipment after customer use. In September 2025, the FRET21 end-of-commitment committee validated the achievement of the emission reduction targets. Since then, the organisation put in place has been maintained, and the initiatives launched continue to contribute to the Group's emissions reduction trajectory. By way of example, SFR continues the projects initiated and its engagement with suppliers to promote the use of lower-emission fuels, improved palletisation, and reduced packaging for its boxes.

2.4-Awareness-raising and training

To raise staff awareness of environmental issues, the Altice France Group has been implementing awareness-raising programmes, training initiatives and dedicated events for several years. In addition, regular communications on environmental topics (emails, intranet publications and newsletters) are shared with staff across all subsidiaries of the Altice France Group. Awareness initiatives targeting customers are also carried out, in particular to promote the adoption of eco-friendly practices.

- 2.4.1 Awareness programmes

- Staff awareness initiatives

Since 2023, SFR and SFR Réunion have rolled out an internal climate awareness programme through the "Climate Fresk" workshops. These workshops, facilitated by trained employees, enable staff to understand the mechanisms of climate change in an engaging and fact-based way. Since their launch, more than 1,250 staff members have taken part in a Climate Fresk workshop. In 2025, the programme was expanded with the introduction of the "Digital Collage", which focuses on the environmental impacts specific to the digital sector. In addition, the onboarding programme for SFR staff members

[60] Low-emission vehicle: any vehicle with carbon dioxide emissions of 50 grams per kilometre or less..

[51] Law No. 2019-1428 of December 24, 2019 on mobility orientation, known as the LOM law.

[62] Excluding SFR Distribution.

[63] See section "Circular economy".

now includes completion of the environment-related e-learning modules available on the company's internal platform.
Each year, several dedicated awareness-raising initiatives are organised, in particular as part of the European Sustainable Development Week (ESDW). Since 2022, these initiatives have included six conferences, several competitions and a range of interactive workshops for staff. In 2025, the programme included the launch of the Digital Collage through a large-scale workshop, a sensory experience developed in partnership with Climate Sense simulating a future climate at 50°C, a Le Cap conference reviewing the actions implemented in 2025, and thematic stands focused on environmental issues. In total, more than 1,000 staff members took part in these activities in 2025.
SFR Réunion also organised a range of awareness workshops during the ESDW, including Climate Fresk workshops, Digital Collage workshops and a workshop dedicated to sustainable mobility.
In addition, a dedicated day addressing various environmental challenges linked to workspaces and staff services was organised in November 2025 at the Altice Campus in Paris, as part of the European Week for Waste Reduction (EWWR).
Lastly, SFR, SFR Réunion and ATS developed a series of e-learning modules focused on responsible digital practices. Employees at SFR and SFR Réunion also have access to an eco-driving e-learning module.
As a result, the share of employees who have been made aware at least once of environmental issues over the past three years stood at 51% in 2025.

- SFR's contribution to the preservation of carbon sinks and customer awareness

Since 2020, Red by SFR teams have been running the "#REDsponsable" programme[65], through which customers can choose lower-emission offers, receive advice on reducing their environmental footprint, and contribute to biodiversity-related initiatives. Through a partnership with the association A Tree for You, Red by SFR finances reforestation projects in France, including:

- the restoration of the Montmorency forest, classified as being in a state of health crisis since 2018;
- the reforestation of the Meudon state forest, impacted by chestnut ink disease, for which funding was completed in September 2024; and
- a nectar-producing forest project aimed at protecting the Cévennes black bee in Lozère, ongoing since late 2024.

These projects, funded through customer donations ranging from €1 to €5 and 100% matched by Red by SFR, have enabled the planting of 8,013 trees. In 2025, the total amount donated to the association amounted to €31,043.
SFR Réunion also carries out initiatives to protect biodiversity, which are detailed in the appendix "ESG information relating to SFR Réunion and SFR Caraïbe" of this report.
In addition, eco-friendly practices are shared on the SFR website to promote best practices for reducing the environmental impact of digital technologies and their use.

- Training

To support the rollout of environmental action plans, the training offer for SFR teams has been expanded through the Altice Sustainable Academy programme, which includes training courses related to the environment and, more broadly, sustainability. The objective of this programme is to provide operational teams with the knowledge they need, closely aligned with on-the-ground realities, so that they can lead transformation projects within their respective roles. Each year, new training courses are added to the Group's overall training catalogue under the Altice Sustainable Academy. Accordingly, in 2025, a training course dedicated to cycling safety measures and another aimed at training facilitators for the Digital Collage workshop were rolled out. In addition, the deployment of training programmes relating to the production and interpretation of life cycle assessments was further strengthened during the year (see section "Circular economy").

3. Climate change adaptation [E1-2] [E1-3]

3.1-Assessment of climate change-related risks

In 2025, the Altice France Group completed its long-term climate change risk analysis by extending the mapping exercise carried out in 2023 to all of its subsidiaries.
As part of this study, based on the OCARA[66] method and conducted with the support of expert partners, the Group mapped its flows and processes in order to identify those that are critical to the continuity of its operations. The impacts of two IPCC[67] scenarios were analysed across sites representative of all countries and regions in which the Group operates (continental France, French Guiana, Martinique, Guadeloupe, La Réunion, Mayotte, Morocco, Côte d'Ivoire, Senegal, Cameroon, Madagascar and Mauritius).

[65] https://www.red-by-sfr.fr/redsponsable/.

[66] OCARA: Operational Climate Adaptation and Resilience Assessment. The OCARA method is a methodology developed by the consultancy Carbone4 to help economic stakeholders build resilience to current and future climate impacts. Further information is available at: https://www.carbone4.com/en/ocara-methodological-guide.

[67] IPCC: Intergovernmental Panel on Climate Change.

- **Scenario SSP5-8.5:** No additional action beyond existing climate change mitigation measures is taken, leading to an increase in average global temperatures of more than 4.4°C by 2100 compared with the pre-industrial era. In this scenario, physical risks are predominant. They include in particular extreme weather events and changes in climatic and ecosystem cycles (winds, precipitation patterns, etc.).
- **Scenario SSP1-2.6:** The measures and actions implemented have made it possible to mitigate greenhouse gas emissions, thereby limiting global warming to below 2°C by 2100 compared with the pre-industrial era. In this scenario, transition risks arise from the transformation of economic models required to reduce emissions.

Under these scenarios, the following risks were analysed, using open-source tools, for the selected sites:

- **SSP5-8.5 – Physical risks:** extreme temperatures; changes in hydrological regimes (droughts, floods and extreme precipitation); cyclones and storms; coastal flooding; wildfires.
- **SSP1-2.6 – Transition risks:** supply contraction (increases in energy prices and raw material costs), demand contraction (litigation risk and changes in consumer behaviour), technological transition (growth in digital activities and investment requirements for low-carbon technologies), regulatory risks (introduction of climate-related taxes and the revision or implementation of new climate-related regulations).

This analysis was also informed by around ten interviews conducted with representatives from each subsidiary, as well as key SFR departments - SFR being the Group's main business activity from an economic perspective - including teams responsible for risk management, business continuity planning, procurement, and the operation of tertiary sites and network infrastructure.

The results of this analysis for the Altice France Group are presented in the table below:

Scenario SSP5-8.5 Increase in temperatures of +4.4°C	Climate scenarios to 2100	Scenario SSP1-2.6 Limitation of temperature increase to +2°C
Physical risks	**Risk typology**	**Transition risk**
Negative impacts of climate disruption on the activities of the Group's suppliers and subcontractors: risk of significant shortages of strategic metals due to drought or the effects of extreme climate events.	Supply	Risk of a significant scarcity of mineral resources (strategic metals) resulting from competition with other low-carbon transition sectors (renewable energy, electric mobility, etc.). Risk to the supply and transport of goods linked to a forced reconfiguration of globalisation (deglobalisation or regionalisation), driven by energy and material constraints and affecting the Group's supply chains.
Local or widespread electricity supply failures and load-shedding risks in France, potentially having a lasting impact on telecommunications networks. Increased frequency and intensity of heatwaves, leading to higher energy consumption, risks to critical installations and a significant loss of workforce productivity. Risks of coastal or river flooding, hurricanes or wildfires damaging the Group's critical infrastructure and affecting working conditions.	Infrastructure operations, occupational health and safety	Increased electricity consumption and costs due to the growth of digital activities and heightened sensitivity of the telecommunications sector to hydrocarbon price fluctuations.

This comprehensive risk mapping constitutes the first step in developing the Altice France Group's climate adaptation plan. The plan will aim to identify and schedule short-, medium- and long-term actions to enhance the Group's resilience to climate change. Particular attention will be paid to ensuring consistency between adaptation actions and the decarbonisation strategy. Work on developing this plan is scheduled to begin in 2026.

3.2-Sources used for climate change risk assessment and spatial resolution level

The sources and tools used to assess climate change-related risks and their impacts on the Group, as well as the associated spatial resolution levels, are detailed in the appendix "Methodological note" of the report.

4. Climate and energy targets [E1-6]

All climate change mitigation and energy targets defined aim to contribute to the greenhouse gas emissions reduction pathway. This pathway, validated by the Science Based Targets initiative (SBTi) for the SFR and SFR Réunion scopes, is compatible with the objective of limiting the increase in average global temperature to 1.5°C by 2100 compared with the pre-industrial era. Accordingly, these voluntary targets are aligned with the Paris Agreement and the French National Low-Carbon Strategy. Targets relating to the circular economy, a key lever for reducing greenhouse gas emissions, are detailed in the dedicated section of this report. Furthermore, as work on climate change adaptation has only recently begun, the Altice France Group has not, to date, set specific targets in this area.

4.1-Climate change mitigation targets

- Following the SBTi-validated greenhouse gas emissions reduction pathway for SFR and SFR Réunion

Altice France Group has committed to a trajectory to reduce its GHG emissions. To this end, specific targets have been defined and validated by the SBTi for the SFR and SFR Réunion scopes. For all climate change mitigation targets, 2022 is the base year. The validated targets are as follows:

- Reduce Scope 1,2, and 3 greenhouse gas emissions by 42% by 2030.
- Reduce Scope 1, 2 and 3 greenhouse gas emissions by 90% by 2050 and offset the remaining 10% by 2050.

In 2025, SFR and SFR Réunion reduced their greenhouse gas emissions from scopes 1, 2 and 3 by 25% compared with 2022.

- Reduce greenhouse gas emissions linked to SFR's logistics transport by 5% between 2022 and 2025

The scope covered by this target includes all upstream transport of customer products and downstream transport up to delivery to the first end customer. This target has been achieved.

4.2-Energy-related targets

- 50% renewable electricity by 2030 at SFR and SFR Réunion
- 25% renewable electricity in 2025 at SFR and SFR Réunion

Electricity consumption from renewable sources mainly results from the purchase of guarantees of origin certificates and to a lesser extent from solar panels installed on sites. The first stage of 25% renewable electricity in 2025 has been achieved.

- Limit the increase in network electricity consumption to a maximum of 1% per year by 2030

This target applies exclusively to sites operated on the SFR network. Intermediate results of this objective are confidential.

- Reduce energy consumption in SFR retail stores subject to the "Décret Tertiaire" by 40% by 2030

This target applies only to SFR. It concerns company-owned retail stores subject to the Décret Tertiaire[68], representing approximately 300 stores. The base year is specific to each site and corresponds to that defined under the applicable regulation. Franchised stores are excluded from the scope. In 2025, SFR stores subject to the Décret Tertiaire reduced their energy consumption by 21%.

- Reduce electricity consumption at ATS tertiary sites by 10% in 2026 compared with 2025

This target applies to all ATS subsidiaries.

- Achieve 48% low-emission vehicles in SFR and SFR Réunion vehicle fleets by 2030

This target applies exclusively to SFR and SFR Réunion fleet vehicles. It is a regulatory target in line with the LOM Act, and includes the following interim targets:

- 2025: 15%
- 2026: 18%
- 2027: 25%
- 2028: 30%
- 2029: 35%
- 2030: 48%

In 2025, low-emission vehicles represent 16% of SFR's vehicle fleet and 46% of SFR Réunion's.

- Achieve 20% low-emission vehicles in ATS fleet renewals in 2026

This target applies specifically to ERT Technologies and Icart.

[68] Decree No. 2019-771 of July 23, 2019 on obligations to reduce final energy consumption in tertiary buildings, known as the "Décret Tertiaire".

5. Climate and energy indicators

5.1-Energy consumption [E1-7]

Energy indicators	Altice France Group 2025	Altice France Group 2024
Electricity consumption - buildings and electric vehicles (MWh) ☑	839,423	N/D[69]
Energy intensity of revenue (MWh per € million of revenue)	97	N/D
Percentage of renewable electricity in building electricity consumption (%) ☑	24.5%	N/D
Energy consumption related to interurban networks (MWh)	471	541
Natural gas consumption (MWh PCI[70])	519	595
Fuel consumption linked to building operations (L)	1,732,983	2,124,910
Fuel consumption of fleet vehicles (L) ☑	7,234,529	7,377,433

Fuel consumption related to building operations of the Altice France Group decreased by 18% in 2025. This change is mainly due to improvements in methodology and data sources for the SFR and SFR Réunion perimeters.

[69] N/D: Not disclosed.

[70] LHV: Lower Heating Value, which is a unit of measurement that excludes the latent heat of vaporisation of water produced during combustion.

5.2-Greenhouse gas emissions [E1-8] ☑

Emissions are reported in tonnes of CO_2 equivalent. Calculation methods, a breakdown of emissions by scope, and all key performance indicators related to GHG emissions are available in the appendices "Methodological note" and "Summary of key performance indicators".

Greenhouse gas emission reductions are mainly attributable to emissions category "3.1. Emissions related to goods and services" within the SFR perimeter. This reduction is primarily due to the optimization of the Group's purchasing strategy in 2025, which also impacts emissions category "3.2. Capital goods".

The reduction of greenhouse gas emissions related to the category "3.8. Leased assets (upstream)" is mainly attributable to ATS's change of estimation methodology between 2024 and 2025.

Greenhouse gas emissions	Altice France Group	
Scopes ☑	**2025**	**2024**
Scope 1	26,004	28,942
Scope 2 – location-based	54,964	51,787
Scope 3	553,306	744,304
Total scopes 1, 2, 3 – location-based	634,274	825,033
Scope 2 – market-based	47,786	46,671
Total scopes 1, 2, 3 – market-based	627,096	819,917
Significant scope 3 categories ☑		
3.1. Purchased goods and services	388,836	568,063
3.2. Capital goods	12,243	24,034
3.3. Energy: upstream (extraction and production)	23,224	24,095
3.4. Upstream transport and distribution of goods	5,371	5,170
3.5. Waste	1,146	932
3.6. Business travel	5,178	5,396
3.7. Employee commuting	23,006	28,346
3.8. Leased assets (upstream)	3,756	7,181
3.9. Downstream transport and distribution of goods	2,001	2,249
3.11. Use of sold products	86,152	76,488
3.12. End-of-life treatment of sold products	2,393	2,349
Specific key performance indicators		
Emissions intensity per employee – location-based	21	26
Emissions intensity per employee – market-based	21	25
Emissions intensity per € million of revenue – location-based	73	N/D
Emissions intensity per € million of revenue – market-based	72	N/D

Biodiversity and water

Preserving biodiversity is a key environmental challenge for the stability of ecosystems on which human beings directly depend, both to meet their basic needs and to support the development of economic activities. The digital sector, in particular, is highly dependent on the availability and accessibility of the resources required to manufacture its equipment and generates impacts on ecosystems at every stage of its value chain.
The actions undertaken by the Group to reduce its water consumption are also presented in this section, in view of the strong interconnections with biodiversity-related issues.

1. Mapping of impacts and dependencies

The Altice France Group continued its work to assess its biodiversity-related impacts and dependencies, initiated in 2024. In 2025, the Group therefore conducted a broader and more in-depth study across all its subsidiaries.

1.1-Methodology

The Group, supported by an external consultancy firm, carried out a global mapping exercise and a specific assessment for each of its subsidiaries using two recognised biodiversity tools.
In order to identify its main activities with impacts on ecosystems and related dependencies, the Group reworked its value chain mapping so that it corresponds to the economic activities listed on the ENCORE platform[71]. Each value chain segment was then assigned:

- **a criticality level,** based on its importance for business continuity; and
- **an influence level,** defining the Group's actual or potential capacity to act in order to change its own practices and those of its direct or indirect business partners.

Based on these parameters, the Group-level and subsidiary-level material impacts and dependencies were subsequently identified using the ENCORE tool.
In addition, an analysis was conducted using the Integrated Biodiversity Assessment Tool (IBAT)[72] on more than 300 sites selected for their representativeness (activity, geography, subsidiary). This analysis made it possible to identify sites located less than one kilometre from biodiversity-sensitive areas. Reconciling the results of these two modelling approaches made it possible to identify sites combining proximity to sensitive areas with a potentially significant biodiversity impact due to the nature of their activities.

1.2-Results

This assessment identified SFR and SFR Réunion as the main perimeters at risk in terms of biodiversity impacts and dependence on ecosystem services. This conclusion is largely explained by the nature of their activities, which require the manufacture, deployment, use and end-of-life management of a large volume of digital equipment for their networks and customers. As a result, the main impacts and dependencies identified for the Altice France Group are essentially those associated with these two perimeters.

1.2.1 Summary of impacts

The study results show that the main potential biodiversity impacts are located upstream in the value chain, notably through the extraction and processing of raw materials and the transport involved in manufacturing the digital equipment required for networks and customers.
Downstream in the value chain, end-of-life management of customer and network equipment may generate pollution during dismantling operations and throughout recycling and/or disposal processes.
Lastly, with regard to the Group's own activities, network deployment and maintenance may generate biodiversity impacts (soil sealing, noise pollution, light pollution, water and soil pollution, etc.). According to the study, 325 sites are located in proximity to biodiversity-sensitive areas, representing 36% of the sites assessed using IBAT. Among these sites, only 13% may represent a biodiversity risk due to the nature of their activities. These are mainly network antennas, ADSL infrastructure and various other network sites. The majority are located on the island of La Réunion, which includes a very large number of biodiversity-sensitive areas.

[71] ENCORE: Exploring Natural Capital Opportunities, Risks and Exposure. The ENCORE platform is a free online platform that provides organisations with tools to identify their exposure to nature-related risks as well as their dependencies and impacts on biodiversity. Further information is available at: https://www.encorenature.org/en.

[72] IBAT is a solution used to assess biodiversity-related risks and impacts at site level. Further information is available at: https://www.ibat-alliance.org/

		Land an water use	Resource extraction	Climate change	Pollution	Invasive species
Upstream	**Upstream value chain**	The extraction of raw materials requires deforestation and the use of large quantities of water, leading to the fragmentation of ecosystems and habitats.	Resource extraction depletes abiotic resources, in particular rare earth elements, which require the excavation of very large volumes of earth in which they are present at concentrations of only around 1% to 5%.	Ecosystem degradation for extractive purposes, raw material processing and energy production from fossil fuels generate significant volumes of emissions.	Raw material extraction, manufacturing processes, energy production and construction cause local pollution and disturbances to species.	
Upstream	**Transport and logistics**			Maritime and air transport generate greenhouse gas emissions linked to fuel combustion used to power ships, aircraft and logistics infrastructure. Air transport also generates condensation trails, which amplify the greenhouse effect.	Maritime transport can pollute oceans as a result of accidental fuel spills, the discharge of inadequately treated wastewater and atmospheric pollutants, while air transport causes noise and light disturbances for species.	Maritime and air transport are also major vectors for the introduction of invasive species carried in cargo and vehicles.
Own operations	**Network** (fixed and mobile)	The ecological footprint of network infrastructure may lead to habitat degradation and fragmentation.		The energy consumption of the Altice France Group's network generates greenhouse gas emissions.	Network construction and maintenance phases may generate noise and light pollution for surrounding species and may result in water and soil pollution.	
Downstream	**Downstream value chain**			The transport and treatment of waste may generate greenhouse gas emissions.	Infrastructure dismantling, waste transport and treatment may generate noise and light disturbances.	

Very high impact | High impact | Medium impact | Low impact

1.2.2 Summary of dependencies

The main ecosystem dependencies of the Altice France Group are also located upstream in the value chain. On the one hand, the Group depends on a stable water supply for the extraction of raw materials required to manufacture equipment. On the other hand, ecosystem services relating to climate and precipitation regulation help mitigate extreme weather events that could affect critical infrastructure within the Group's supply chain (ports, factories, etc.).

Downstream, ecosystem services enable the processing of end-of-life waste. They also contribute to precipitation regulation, thereby reducing flood risks for critical infrastructure.

The Group's own activities are in turn dependent on climatic stability for the transport, installation and maintenance of operations and infrastructure.

		Ecosystem provisioning services	Ecosystem regulation services	Cultural services
Upstream	**Upstream value chain**	Large volumes of water are required for raw material extraction and processing and for energy production. Crude oil extraction and energy production from biomass depend respectively on organic matter and wood.	Climate and precipitation regulation services mitigate the risk of extreme climate events such as floods, which may damage mining infrastructure, hydroelectric systems and construction sites. Soil retention services are essential to combat erosion. Water purification and regulation services ensure a stable supply of quality water.	X
Upstream	**Transport and logistics**		Air freight depends heavily on precipitation regulation services to ensure stable weather conditions. Maritime freight depends on flood mitigation services to protect coastal infrastructure and vessels, as well as on storm mitigation services provided by ecosystems.	X
Own operations	**Network** (fixed and mobile)		Climate and precipitation regulation services mitigate the risk of extreme climate events such as flooding that may affect network equipment. Soil retention services are essential to control erosion and mitigate the risk of landslides.	X
Downstream	**Downstream value chain**		Ecosystems contribute to the treatment of organic and inorganic solid waste. Precipitation regulation services mitigate flood risks that may damage infrastructure.	X

Very high impact   Medium impact   X Not applicable

2. Actions [E4-2] [E4-3]

SFR and SFR Réunion comply with applicable regulations relating to biodiversity impact assessments. In addition, the Le Cap policy[73], the Responsible Purchasing policy[74] and associated programmes include actions aimed at reducing biodiversity impacts. These policies are currently being updated in order to better reflect the results of the study conducted in 2025, particularly with regard to the upstream value chain, which represents the highest-risk segment.

2.1-Resource use

Reducing resource use is a key lever for limiting the Group's impact on biodiversity, as well as for reducing its dependence on upstream ecosystem services within its value chain. The actions addressing this objective are presented in the section "Circular economy" of this report.

2.2-Water consumption

[E3-1] [E3-2] [E3-3] [E3-4]

The Altice France Group's water consumption is low compared with that of the digital sector. Indeed, its sites are cooled using closed-loop systems, with no loss and no impact on overall water consumption. Nevertheless, this issue is addressed through the Group's environmental policies in response to a strategic national and international challenge. To this end, a number of measures have been implemented to reduce consumption at sites, particularly tertiary sites:

- **Technical solutions:** dual-flush toilets, flow regulators or push-button taps and motion sensors, automatic-flush urinals, systems enabling employees to report malfunctions, etc.
- **Awareness-raising initiatives:** campaigns targeting employees and on-site contractors to promote eco-friendly practices related to water consumption.

Water-related indicators	Altice France Group 2025
Water consumption (m³)	117,257
Water consumption per employee (m³)	4

Intelcia has set itself the objective of reducing water consumption per employee by 30% by 2030. In 2025, Intelcia reduced its water consumption per employee by 6% compared with 2024.

2.3-Classified facilities for environmental protection

SFR's tertiary sites fall under three categories of classified facilities for environmental protection (ICPE[75]), in particular due to their air-conditioning systems, the generator sets installed to ensure business continuity in the event of a power outage, and the electrical equipment in place.
In accordance with applicable regulations, regular inspections are carried out at these sites in order to prevent any environmental pollution that could affect local fauna and flora. These inspections include, in particular, checks on greenhouse gas emissions and discharges, waste monitoring and traceability, and the inspection of safety equipment.
Preventive actions are also in place to avoid the occurrence of pollution, including:

- training and awareness-raising on the handling of chemicals and associated risks, as well as on fire safety;
- installation of safety devices;
- regular optimisation of site operating processes in order to mitigate environmental risks;
- use of approved service providers for waste treatment; and
- implementation of emergency and crisis preparedness plans.

[73] See sections "Climate and energy" and "Circular economy".

[74] See section "Responsible purchasing".

[75] ICPE : "Installations Classées pour la Protection de l'Environnement". In France, some facilities are subject to the ICPE regulation, due to their potential impacts on the environment (water, air, soil pollution, etc.), and the risks to public health and safety associated with their activities.

Circular economy

The actions presented in this section, as well as the majority of the associated quantitative data, relate exclusively to SFR and SFR Réunion. Indeed, as these subsidiaries operate fixed and mobile telecommunications networks and are engaged in the sale and provision of products to customers, they represent the most material scope in terms of circular economy.

1. Description of material flows [E5-4] [E5-5]

1.1-Resource inflows

SFR's purchases (representing 97% of the Altice France Group's total purchases) may be broken down into the following main product and material categories:

- **Customer equipment:** smartphones, internet boxes and video decoders, televisions, routers, accessories, consumables, etc., for both retail and business customers.
- **Network equipment:** antennas, transmission equipment and various infrastructure components, etc.
- **IT equipment:** servers, computers, screens, IT peripherals, etc.
- **Indirect purchases:** products and services required for the day-to-day operations of the business (operation of tertiary buildings, staff catering facilities, etc.).
- **Logistics consumables:** pallets, plastic film, cardboard boxes, envelopes, etc.

1.2-Resource outflows - products

Resource outflows to customers include all of the customer equipment described above, as well as part of the consumables used for their packaging.

Customer equipment may be classified into three categories: fixed equipment (notably internet boxes and video decoders), mobile equipment (smartphones, etc.) and accessories.

1.3-Resource outflows – waste from own operations

Waste from SFR and SFR Réunion own operations consists of waste typically produced by tertiary-sector companies, as well as specific waste related to telecommunications activities. It may be broken down into:

- **hazardous waste:** hazardous electrical and electronic equipment (e.g. air-conditioning systems containing refrigerants), including equipment for which the Group manages end-of-life treatment via its partners (notably network equipment); batteries and accumulators; toner cartridges; etc.; and
- **non-hazardous waste:** non-hazardous electrical and electronic equipment (e.g. fans used to cool network sites), including equipment for which the Group manages end-of-life treatment via its partners (boxes, decoders, network equipment, etc.); paper and cardboard; plastics; green waste; furniture; cables; metals; mixed waste; etc.

Each type of waste is sorted, collected and packaged in accordance with applicable regulations and directed to an appropriate reuse or recycling stream based on its characteristics.

2. Governance and policies [5-1]

The governance and policy framework for the circular economy within the Altice France Group is based on the environmental policy of SFR and SFR Réunion, Le Cap (see section "Climate and energy"). Given the business activities of these subsidiaries, both customer and internal equipment represent a significant share of the greenhouse gas footprint; circularity is therefore an integral component of Le Cap. The primary objective in this area is to reduce the quantities of materials used and the volume of waste generated. To support this approach, SFR and SFR Réunion rely on a network of suppliers encompassing manufacturers, refurbishment partners, and organizations that promote reuse and recycling.

3. Actions [E5-2]

3.1-Fixed products

- 3.1.1 Product-as-a-Service model

SFR's fixed products represent a significant share of incoming and outgoing material flows for SFR and SFR Réunion and account for nearly 12% of their greenhouse gas footprint.

For many years, retail and business fixed-line offers have been based on a Product-as-a-Service (PaaS) model, under which SFR equipment is made available to customers or leased to them. This model provides SFR and SFR Réunion with greater flexibility to implement circular economy principles. All video decoders and internet boxes are designed by SFR in collaboration with its suppliers and are then distributed by the Group's various operator brands. When a customer returns SFR-branded fixed equipment, it is refurbished either by SFR's refurbishment partners or by SFR Réunion's in-house refurbishment service. This approach supports the objectives set out in the Le Cap environmental policy, namely to increase equipment reuse and refurbishment and to achieve 70% refurbished boxes and decoders supplied to retail customers by 2030 within the SFR scope. Resources allocated to this action include:

- financial resources: through commercial partnerships established for the refurbishment, recycling and logistics of internet boxes and video decoders;
- human resources: through the combined efforts of SFR and SFR Réunion teams in procurement, engineering, logistics and marketing, which make the PaaS model operational. These efforts are supported by dedicated teams in La Réunion, which refurbish fixed products locally.

3.1.2 TV offers without a decoder

For its retail market in mainland France, SFR has developed SFR TV and Red by SFR offers that do not require customers to be provided with a video decoder, thanks to the use of the SFR TV and RED TV applications directly on connected televisions. These offers make it possible to reduce the production of decoders and therefore avoid all the environmental impacts associated with the life cycle of units that are not manufactured. For the SFR brand, customers may choose not to use a decoder from the second television onwards as part of a Multi-TV offer. For Red by SFR, as soon as a customer subscribes to a TV offer, he can choose to go directly with the RED TV application and benefit from the associated financial incentive. In 2025, these offers were strengthened by expanding the solution's compatibility to an additional player in the smart TV market. Accordingly, as part of its environmental policy, SFR has set itself the objective of increasing each year the share of customer households subscribing to these offers.

3.1.3 Eco-design of internet boxes and video decoders

In order to reduce the environmental impact of products during manufacturing, promote their repair and reuse, and thereby extend their lifespan, SFR has implemented numerous eco-design actions through the Greener Altice specifications, which apply to fixed equipment co-designed by SFR with its partners. SFR has therefore set itself the objective that 100% of its new retail customer equipment complies with these specifications. Since 2024, each new SFR retail customer device has been subject to a Life Cycle Assessment (LCA)[76] in order to analyse its environmental impact and improve the accuracy of its greenhouse gas footprint. Carried out in partnership with manufacturers, these assessments will also, over time, help identify the most effective eco-design choices in order to achieve, by 2030 and compared with 2022, the objective of reducing the carbon impact of retail fixed products by 10%, which represent nearly 12% of the greenhouse gas footprint of SFR and SFR Réunion. To date, intermediate results of this objective are confidential.

To support this approach, SFR integrates energy efficiency criteria into its new models. The objective is to reduce equipment energy consumption at customers' premises, as this represents a significant share of the overall energy footprint of digital technologies and of product life-cycle emissions. Among these criteria, SFR has developed increasingly efficient and user-friendly standby modes in order to encourage widespread adoption and use by customers. SFR is also working to reduce the use of raw materials and to integrate recycled materials, both in the products themselves and in their packaging. Its latest models therefore include:

- in their plastic housings:
  - 91% recycled plastics;
  - 100% recyclable plastics;
- in their components:
  - 46% recycled metals;
  - 100% recyclable metals;
- in their packaging:
  - zero plastic;
  - 100% recycled cardboard and paper;
  - 100% vegetable-based inks.

In addition, other eco-design measures help facilitate the refurbishment of equipment. Materials are selected from the design stage to enable simplified repair and cosmetic refurbishment. For example, choosing a matte, textured plastic finish for housings reduces the visual impact of scratches and allows polishing to restore the product rather than replacing it.

Innovative techniques and technologies are tested and regularly deployed to improve refurbishment rates, such as 3D printing of small plastic components and housing repainting.

These actions contribute to the objective of achieving 70% refurbished boxes and decoders supplied to SFR and Red by SFR customers by 2030.

All of these actions also enabled SFR's new Box 10+, marketed in 2025, to obtain the "Green Product Mark" certification awarded by TÜV Rheinland, an independent third-party body . This certification

[76] LCA is a method for assessing the environmental impacts of a product or service, from its design to its end of life, using a multi-criteria approach that takes into account various environmental indicators (greenhouse gas and ozone-depleting gases emissions, consumption and depletion of natural resources, etc.).

guarantees an advanced level of eco-design for the product.

To implement the eco-design actions described above, SFR mobilises human resources in particular through the collective work of procurement, engineering, marketing and environmental teams.

● 3.1.4 Collection of unused fixed equipment

Since 2025, SFR has been collecting unused fixed equipment from retail customers by offering them the option to return their equipment free of charge and to benefit from a €10 discount on their next bill. In addition, since 2022, SFR Business has regularly organised communication and awareness-raising campaigns to remind customers of their obligations at the end of contracts, in order to improve the recovery rate of SFR's B2B equipment.
Financial and technical resources support the rollout of these actions, in particular for the distribution of communications, the funding of the financial incentive, and the logistics management of return flows.

3.2-Mobile products and accessories

● 3.2.1 Mobile phones

Smartphones contain a significant proportion of strategic materials (metals, rare earth elements, etc.) and have a relatively short average period of use by customers compared with other electrical and electronic equipment . They represent nearly 17% of the greenhouse gas footprint of SFR and SFR Réunion. Actions have therefore been implemented to extend their lifespan and thereby reduce their environmental impacts.

- Promoting refurbished phones

Together with their partners, SFR and SFR Réunion carry out actions aimed at steering customers towards refurbished smartphones, a less emissions-intensive choice that supports longer product lifespans and therefore reduces the production of new devices. All SFR brands (SFR, Red by SFR, SFR Business and SFR Réunion) offer refurbished smartphones to their customers, as well as trade-in offers, either combined with or independent of the purchase of a device, in the form of a bonus depending on the promotional campaign in place.

A range of actions has been implemented for SFR's retail market, which represents the largest volume of smartphone purchases, for which SFR has set the objective of achieving 10% refurbished smartphones among total smartphone sales by 2030, including:

- **the mobilisation of a dedicated project team** comprising staff members from the Marketing, Purchasing, Supply Chain and IS Departments, responsible for driving initiatives and monitoring performance related to refurbished phone sales;
- **prominent placement** on the SFR and Red by SFR websites to direct customers to the dedicated refurbished smartphone pages. In particular, when customers browse the page of a new device, a refurbished alternative is presented as a more affordable option;
- **several commercial campaigns** in 2025 focusing on the trade-in of old phones combined with bonuses for the purchase of refurbished smartphones, including for example:
  - the "Refurbished Days", organised over around ten days in March 2025, offering trade-in bonuses of up to €50 when purchasing a refurbished smartphone;
  - to mark the ESDW in September, the introduction of a trade-in bonus that could reach €100.
- **a prize draw** was organised in 2025, giving customers the opportunity to win refurbished smartphones. This initiative also helped promote the refurbished offer.

To support these actions, SFR allocated a dedicated budget to ensure visibility and to finance the discounts offered to customers. In addition, in-store sales staff were trained and made aware through a dedicated page on the internal platform, enabling them to familiarise themselves with the offers and product features.

In the Réunion market, SFR Réunion includes a range of refurbished smartphones in its promotional catalogues, distributed during key commercial periods (back-to-school and Christmas). This promotional focus is intended to contribute to the objective set for this scope of increasing each year the share of refurbished smartphones in total smartphone sales.

- Collection and reuse

Extending the lifespan of phones and the materials they contain depends on the ability of stakeholders to collect unused devices so that they can be refurbished and reused, or to recycle the materials they contain[79]. Across all their markets, SFR and SFR Réunion have therefore developed collection and reuse schemes.

In its retail market, SFR offers trade-in schemes[80] available both in-store and online for smartphones with residual value. In addition, collection terminals are installed in stores, allowing customers to hand in unused phones. This option is also available online, with customers able to print a free return label. Depending on their model and condition, collected phones are:

[79] In 2022, ADEME estimated that "between 54 and 110 million smartphones were 'sleeping' in our drawers". https://librairie.ademe.fr/consommer-autrement/5284-osez-changer-mieux-consommer-vivre-plus-leger.html.
[80] See section "Promoting refurbished phones".

- **resold** to brokers and reintroduced into the refurbished market;
- **donated** to "Emmaüs Connect"[81] or "Ateliers du Bocage"[82], organisations within the Social and Solidarity Economy (SSE), to supply their solidarity shops;
- **recycled** in order to recover reusable raw materials.

SFR Business provides its business customers with several collection channels:

- Phones may be sent directly to Ateliers du Bocage, collected at agencies, or shipped from SFR logistics centres.
- In 2025, a new platform was launched enabling business customers to resell their phone fleets to brokers who will reintroduce them into the refurbished market.

The combined actions of SFR and SFR Business made it possible in 2025 to collect 16% of phones relative to total phone sales.

Finally, SFR Réunion also operates collection terminals in its stores, which can be used by both retail and business customers. Depending on their model and condition, collected devices may be refurbished, resold, donated to Emmaüs Connect to supply its solidarity shop network, or recycled. Where refurbishment is required, this is carried out by suppliers employing staff under professional reintegration contracts.

The Group's telecoms activities thus rely on their logistics and distribution networks, as well as partnerships with brokers, refurbishers and SSE organisations, to implement these actions. In addition, a dedicated budget is allocated to financial incentives that complement trade-in offers and encourage the collection of customers' phones.

- Repair

Repair makes it possible to extend the lifespan of products, thereby avoiding the purchase - and therefore the production - of new products. SFR has a long-standing repair service for its retail customers' mobile phones that are covered by a warranty and/or insurance, operated in partnership with one of its logistics and refurbishment partners.

In addition, between late 2024 and early 2025, SFR launched a pilot of a new repair offering in five stores. "Express Repair" workshops were made available in-store, allowing customers, whether SFR customers or not, to drop off their phones for rapid in-store repairs. While this pilot has now ended, a repair scheme is still under consideration, with a view to strengthening SFR's service offering in this area.

As part of the pilot, various resources were mobilised:

- Store layouts were adapted.
- Staff members were recruited or trained to operate the in-store repair spaces and carry out repairs.

For both retail and business customers of SFR Réunion, a repair offering is available and is operated by an internal repair service.

3.2.2 Accessories: Phone protection

Protecting mobile phones is a key factor in their durability, particularly screens, which are especially fragile. Accordingly, in 2025, for SFR and SFR Réunion respectively:

- 13% and 40% of smartphone sales included the purchase of a protective case;
- 14% and 12% of smartphone sales included the purchase of a screen protector.

Since 2020, made-to-measure screen protectors have been available thanks to the La Factory machines installed in SFR and SFR Réunion retail stores. These machines enable sales staff to cut customised screen protectors in a matter of seconds from a single standardised protective film format. This single format avoids the need to manufacture, transport and store model-specific films, thereby reducing associated plastic waste and pollution. Screen protectors are produced on demand, which limits obsolescence and simplifies stock management, while also avoiding air freight deliveries. In addition, La Factory software is regularly updated to incorporate the dimensions of new phone models.

In 2025, 78% of screen protectors sold by SFR and 22% of those sold by SFR Réunion were produced using La Factory.

[81] https://emmaus-connect.org/.

[82] https://ateliers-du-bocage.fr/.

3.3-Network equipment

The Group's telecommunications networks rely on a large number of items of equipment, which are regularly renewed, notably as part of maintenance operations or technological upgrades.

In order to facilitate the repair and reuse of equipment used on its fixed and mobile networks, SFR works with several specialised partners. These partners test the equipment, repair it where necessary, store it and make it available again to SFR so that it can be reinstalled on the network. Where equipment has become technologically obsolete for use in mainland France, these suppliers are also able to resell it to other operators - in particular outside France -, thereby extending its useful life. Where equipment cannot be repaired or reused, its components and raw materials are recovered through dismantling and recycling operations.

In addition, as part of Orange's copper network shutdown programme and Numericable's ADSL network phase-out, a programme is under way to identify, power down and progressively dismantle unnecessary equipment. This programme makes it possible to reuse or recycle the equipment concerned.

3.4-Staff equipment

SFR and SFR Réunion staff are provided with electrical and electronic equipment, for both professional and personal use. In order to promote the refurbishment, reuse and recycling of this equipment, both subsidiaries have implemented dedicated schemes and regularly organise collection campaigns for staff.
At SFR, in 2025, a collection of unused equipment (both personal and professional) was organised, with a view to reuse or recycling. In addition, professional mobile phones and computers are donated to Emmaüs Connect once they are no longer suitable for internal use, in order to supply the association's solidarity-based retail outlets.
This initiative has also been implemented at SFR Réunion since 2022, with donations made to "Emmaüs Connect Océan Indien".

3.5-Cross-cutting actions

3.5.1 ISO 14001 certification

Since 2017, SFR Business has operated an Environmental Management System (EMS) certified to ISO 14001 by an independent third-party body. In 2025, the scope of this certification was expanded and now covers equipment trade-in offers, as well as the collection, refurbishment and recycling of customer equipment (fixed, service-related and mobile). This certification is supported by a network of sponsors and project leads, a team dedicated to managing the certification, and SFR Business's commercial partners, some of which are also ISO 14001-certified. The certification contributes to improving sustainability, reusability and resource efficiency, facilitates the refurbishment and recycling of business customers' equipment, and aims to reduce the carbon and environmental footprint per product within this scope.

3.5.2 Training and awareness-raising

Training and awareness-raising initiatives linked to the Le Cap environmental policy are detailed in the section "Climate and energy" of this report.

Among the training and awareness-raising actions targeting SFR and SFR Réunion staff members, a number focus specifically on circular economy issues, including:

- dedicated training courses for staff members involved in carrying out LCAs and for those required to analyse them. Since 2022, 54 staff members have been trained in LCAs;
- the Digital Collage workshop, which addresses circular economy challenges and has supplemented since 2025 the long-standing awareness programme based on the Climate Fresk;
- an e-learning module on the responsible selection and use of digital equipment, developed in 2024 and made available to staff;
- in 2025, a presentation delivered by Emmaüs Connect to showcase its partnerships with SFR Réunion and raise staff awareness of issues related to digital equipment, particularly the collection of unused devices kept in households.

4. Circular economy objectives [E5-2]

All circular economy objectives are intended to contribute to the greenhouse gas emissions reduction trajectory. This trajectory, validated by the Science Based Targets initiative (SBTi) for SFR and SFR Réunion, is compatible with the objective of limiting the increase in average global temperature to 1.5°C by 2100. These voluntary objectives are therefore aligned with the Paris Agreement and the French National Low-Carbon Strategy.

- Achieve 70% refurbished boxes and decoders supplied to customers by 2030

This objective applies only to retail customers within the SFR scope. In 2025, 62% of boxes and decoders supplied to customers were refurbished.

- Eco-design:
  - 100% of retail equipment to comply with the Greener Altice specifications[83]
  - Reduce the carbon impact of SFR B2C fixed products by 10% by 2030 compared with 2022

These objectives apply to SFR fixed equipment (internet boxes and video decoders), supplied both to SFR customers and to SFR Réunion customers. Only retail equipment is included.

In 2025, 100% of retail equipment complies with the Greener Altice specifications and the average carbon footprint of fixed products decreased by 43% compared with 2022.

- Refurbished smartphones:
  - SFR: 10% refurbished devices across total smartphone sales by 2030

This objective applies only to retail customers within the SFR scope. In 2025, refurbished devices accounted for more than 3% of SFR's smartphone sales, representing an increase of more than one percentage point compared with 2024.

- SFR Réunion: Increase year-on-year the share of refurbished devices in total smartphone sales

This objective applies to all customers, both retail and business, within the SFR Réunion scope. In 2025, refurbished devices accounted for 5% of SFR Réunion's smartphone sales, an increase of three percentage points compared with 2024.

5. Circular economy indicators

Circular economy indicators	Altice France Group 2025	Altice France Group 2024
Percentage of refurbished boxes and decoders supplied to customers (%)	66%	N/D
Percentage of refurbished smartphones in total sales (%) ✓	3%	2%
Percentage of phones collected as a percentage of total sales (%)	16%	N/D
Number of fixed devices recovered from customers (unité)	123,422	N/D
Percentage of reused EEE (%)	51%	50%
Percentage of recovered waste EEE (%)	98%	98%

The percentage of refurbished smartphones in total sales increased by nearly 90% in 2025 as a result of the actions described in the previous sections.

The clarifications below apply only to the main illustrative figures. Key performance indicators are described in the appendix "Methodological note".

- Percentage of phones collected as a percentage of total sales: This corresponds to the ratio between phones collected via the various channels described in the section "Collection and reuse" and total phone sales. This figure covers SFR and SFR Réunion.

- Number of fixed devices recovered from customers: This corresponds to the total number of devices collected under the scheme described in the section "3.1.4 Collection of unused fixed equipment". This figure covers SFR only.

[83] See section "3.1.3 Eco-design of internet boxes and video decoders".

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Social

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Social

Own workforce

The arrangements relating to the workforce of the Altice France Group are presented throughout this section according to specific groupings. This organisation makes it possible to reflect how the specific characteristics of each business area are taken into account in defining the strategy, policies and action plans related to human resources. Accordingly, the SFR and SFR Réunion scopes are presented according to the following groupings:

- UES SFR[84], which includes SFR S.A., SFR Fibre and Completel, as well as the SFR Réunion scope.
- SFR Distribution, a company dedicated to the management of SFR retail stores.

Only the section relating to occupational health and safety issues is subject to a specific segmentation, reflecting the different types of sites and associated safety specificities. This distinction is specified in the introduction to the section.

For ATS, only the arrangements relating to the ERT Technologies, Icart, Eos, Keos and Rhôn'Telecom entities, which represent 92% of ATS's workforce and 10% of the Group's workforce, are described in the section "Own workforce". All subsidiaries are, however, included - unless otherwise stated - in the various sections "Objectives" and "Indicators" below. These arrangements are also regularly grouped according to the business activities of the subsidiaries, with, on the one hand, activities related to network: deployment, maintenance and installation (ERT Technologies, Icart, Eos, and Keos); and, on the other hand, engineering activities (Rhôn'Telecom). The calculation methods and the breakdown by scope of the key performance indicators presented in the section "Own workforce" are available respectively in the appendix "Methodological note" and "Summary of key performance indicators".

	2025	
Indicators relating to the Altice France Group's workforce ☑	Female	Male
Workforce at end of period (units)	14,093	15,882
Workforce at end of period - SFR[85] (units)	2,122	4,123
Workforce at end of period - SFR Distribution (units)	867	1,472
Workforce at end of period - SFR Réunion (units)	113	181
Workforce at end of period - ATS (units)	731	2,525
Workforce at end of period - MVNOs (units)	130	147
Workforce at end of period - Intelcia (units)	10,130	7,434

	Altice France Group 2025	
Indicators relating to workforce breakdown (age and gender)	Female	Male
Workforce at end of period (units) ☑	14,093	15,882
Number of employees under 30 years old (units)	5,115	4,039
Number of employees between 30 and 50 years old (units)	7,426	9,035
Number of employees over 50 years old (units)	1,552	2,807

Turnover indicator ☑	**Altice France Group 2025**
Rate of employee turnover (%)	29%

[84] UES: "Unité Economique et Sociale", which can be translated as "social and economic unit". In France, several legally separate companies with close ties (common or complementary activities, unified management, community of employees with common interests) can be grouped together into an UES. The recognition of an UES occurs by collective agreement or court order and leads to the establishment of a joint employee representative body.The UES SFR also includes the XpFibre and SMR entities. These entities are not covered in this report as they are not financially consolidated within the Altice France Group.

[85] Excluding SFR Distribution.

1. Social strategies and policies
[S1-1]

1.1-The UES SFR and SFR Distribution

The UES SFR and SFR Distribution have a human resources policy that formalises their ambitions and defines the associated action plans. It is structured around the following pillars:

- **Talent attraction:** Strengthening the UES SFR's and SFR Distribution's attractiveness to talent, with particular attention paid to technical profiles, and young people through schemes related to internships and apprenticeship[86] pathways.
- **Skills development:** Supporting employees in the development of their professional careers and enhancing their employability.
- **Inclusion, equality and diversity:** Deploying measures in favour of diversity and equal treatment, in particular within key processes in this area (recruitment, training, remuneration, working conditions, etc.).
- **Occupational health and safety:** Limiting work-related accident risks and psychosocial risks for staff members and external service providers working on network sites, in offices and in retail stores of the Group.

Since the end of 2024, the modernisation of the HR function has been supporting the SFR imagine corporate project (see section "3.2.1 SFR imagine") in order to promote a culture of continuous improvement and innovation, and thus embody transformation.

1.2-Intelcia

Intelcia's HR strategy has been defined to support the growth of the Intelcia group as a whole. It is structured in particular around the following areas:

- **Staff member journey:** attracting and onboarding talent through dynamic recruitment that promotes diversity, and ensuring continuous development of skills and careers.
- **Pay and social policy:** defining a fair and attractive pay policy, recognising performance and offering competitive staff member benefits.
- **Health and safety policy:** guaranteeing a healthy, safe and accessible working environment for all, through targeted training and the prevention of occupational risks.
- **Unique staff member experience:** providing an enriching experience through digital tools, access to teleworking, wellbeing programmes and open dialogue channels.
- **Open and constructive social dialogue:** maintaining transparent social dialogue that respects staff representatives, while guaranteeing non-discrimination.

In 2025, the Intelcia group also developed a new human rights policy known as the "Human Policy". This policy is structured around 11 pillars and based on the conventions of the International Labour Organization (ILO) and the Universal Declaration of Human Rights. It incorporates all of the areas detailed above, while setting out the group's overarching principles for the humane management of company staff members, as well as those of suppliers and subcontractors and of members of local communities. Its publication is scheduled for 2026.

The HR strategy of the Intelcia group is reviewed every five years in order to adapt it to the group's strategy and operational needs.

1.3-ATS

Within the ATS scope, the social strategy is tailored to the different business sectors of the subsidiaries. For subsidiaries responsible for the deployment, maintenance and installation of telecommunications networks[87], these pillars are:

- **skills development,** with the aim of improving performance and cohesion, notably through the training of managers and technicians;
- **professional equality and quality of working life,** with the objective of reducing pay and representation gaps and promoting a better work-life balance;
- **action in favour of diversity,** with the aim of increasing the employment rate of employees with disabilities and promoting an inclusive culture;
- **staff member health and safety,** particularly during field interventions, in order to reduce the number of work-related accidents and absenteeism.

For engineering activities, the strategic priorities support the transformation project of Rhôn'Telecom, whose ambition is to become an "Entreprise de services du numérique"[88]. They include:

- **talent development,** through the implementation of a talent management and development policy, including in particular the mapping of roles and the negotiation with social partners of a "Gestion des Emplois et des Parcours Professionnels" (GEPP)[89] scheme;
- **legal compliance** and the reduction of social risks linked to the company's changing context;
- **the evolution of the organisation and the HR function,** through the training of managers, in order to address the challenges related to intermissions[90];
- **the implementation of performance-related remuneration schemes** to reward individual results.

[86] Unless otherwise stated, the term "apprenticeship" covers both work-study students under apprenticeship and professionalisation contracts, referred as "apprentices". In France, these two types of contracts allow students to alternate between practical training in a company and theoretical training. There are differences between these two contracts, particularly with regard to the type of theoretical training provided (initial training for apprenticeship contracts, continuing training for professionalisation contracts), but also in terms of duration of the contract, age of the beneficiary and remuneration.

[87] Activities concerning ERT Technologies, Icart, Eos and Keos.

[88] Entreprise de services du numérique : can be translated as "digital services company". In France, this term refers to companies specialising in digital services that meet the outsourcing needs of corporate IT departments for expertise, services and IT projects.

[89] GEPP: can be translated as "employment and career pathways management". In France, companies with more than 300 employees and companies with a community establishment of more than 150 employees must engage in negotiations on the GEPP with their social partners every three years.

[90] In consulting-sector companies, intermissions refer to periods during which employees are not assigned to a client project.

2. Social dialogue [S1-2]

The social dialogue arrangements of the Altice France Group are organised by business scope, UES, entity and country, in order to ensure compliance with the various applicable regulations and to enable coherent dialogue based on differing needs.

2.1-Interaction mechanisms with staff members

- 2.1.1 Dialogue with social partners

- Staff representation bodies

The Altice France Group has staff representation bodies in all of its countries of operation. The type of bodies varies in particular depending on the applicable regulations and the size of the structures: "Comité Social et Economique" (CSE)[91], Central CSE[92], "Comité de groupe"[93], specialised CSE, Works Council, as well as an HR Assembly in Mauritius, where no staff representation regulations exist. These bodies enable year-round dialogue between members of General Management[94], Human Resources Departments and elected staff members[95] responsible for staff representation. Their purpose is to inform and consult staff representatives on strategic, economic and social projects, monitor working conditions, staff member health and safety, and gather staff member claims and proposals.

- Representative trade unions

In France, social dialogue within the entities of the Altice France Group is also driven by representative trade unions. Within dedicated bodies, General Management, Human Resources Departments and mandated employees or trade union representatives appointed by these organisations meet according to ongoing negotiation topics, under the responsibility of the HR Directors responsible for these matters. Their objectives include the negotiation and signing of company agreements[96], the representation and defence of staff members' interests, and dialogue on social, economic and organisational issues. Their strategic purpose is to contribute to improving working conditions and supporting the Group's transformations by incorporating proposals made by staff members.

- Local representatives

Within the Group's subsidiaries in France[97], local representatives, voluntarily established through company agreements, act as relays between staff members and staff representation bodies and contribute to social dialogue. Regular exchange meetings are organised between General Management, the Human Resources Department and the local representatives appointed by the members of the staff representation bodies. These meetings help maintain close, local-level social dialogue adapted to on-the-ground realities and address day-to-day local issues related to the working environment or organisation.

- 2.1.2 Other interaction mechanisms with staff members

- Satisfaction surveys

In addition to social dialogue bodies, the Altice France Group relies on regular satisfaction surveys to gather staff members' perceptions of the Group, their working environment, internal operating methods and, more broadly, all aspects of their professional lives. This mechanism is in place within the UES SFR, SFR Distribution and Intelcia.

- Exchanges with governing bodies

Various mechanisms are also in place to enable staff members to engage directly with General Management throughout the year, in particular on strategic issues:

- **SFR:** Regular meetings are held between the Executive Committee and the 500 key managers of the organisation. For all staff members, informal exchanges with each member of the Executive Committee and conferences on SFR's key strategic programmes are organised on a regular basis. Question-and-answer sessions with General Management are also organised once or twice a year for all staff members.
- **SFR Réunion:** Each month, a videoconference focusing on business results and corporate strategy is organised by the Deputy Chief Executive Officer, to which all staff members are invited.
- **Intelcia:** A quarterly videoconference is held between General Management and all managers to share key information and answer their questions. This mechanism is rolled out at regional level to address operational topics. In parallel, more informal exchange sessions are organised for each site, with voluntary participation by staff members.
- **ATS:** Meetings between operational managers and the Rhôn'Telecom Management Committee

[91] Comité social et économique: can be translated as "social and economic committee". The CSE is a single employee representation body made up of the employer and an elected staff delegation with a number of member determined according to the number of employees in the company. Setting up a CSE is mandatory for all French companies with 11 or more employees.

[92] In France, plant CSEs and a central company CSE must be set up in companies with at least 50 employees and at least two separate establishments.

[93] Comité de groupe: can be translated as « group committee ». In France, a Comité de groupe (which is an employee representative body) is formed within a group consisting of a parent company, whose registered office is located in France, and the companies it controls without any connection to the workforce.

[94] The term "General Management" is used here to refer to members of the Executive Committee of the Altice France Group, of the Intelcia group, of ATS, and to members of the Management Committees of the other subsidiaries.

[95] With the exception of the HR Assembly, whose participating employees are not elected.

[96] See section "2.3 Company agreements".

[97] UES SFR, SFR Distribution, Intelcia France, ERT Technologies, Rhôn'Telecom.

are held regularly to discuss company developments and related concerns. A quarterly presentation is also organised to respond to questions submitted in advance by staff members by email. In addition, a plenary meeting is organised twice a year, during which ERT Technologies staff members can interact directly with the Chairman. Lastly, within Icart, Eos and Keos, regular exchanges take place at the initiative of staff members or management in order to address issues or irritants swiftly.

2.2-Consideration of vulnerable populations

The Altice France Group has specific arrangements in place for vulnerable populations, in particular persons with disabilities. They may in particular contact Disability Officers within the UES SFR, SFR Distribution and Intelcia France, or approach the "Mission Handicap" for the UES SFR and SFR Distribution. These arrangements are described in greater detail in the section "6.1.2 Disability".

2.3-Company agreements

In 2025, exchanges and negotiations with the social partners of the UES SFR and SFR Distribution resulted in 112 CSE meetings.
These discussions led to the signing of five agreements, including in particular:

- an amending agreement on healthcare and provident insurance for staff members of the UES SFR and SFR Distribution;
- a profit-sharing agreement for staff members of the UES SFR and SFR Distribution;
- an agreement on support for SFR Distribution staff members in the event of the permanent closure of stores, aimed at facilitating geographical mobility and continued employment.

On the Intelcia side, negotiations resulted in the signing of two agreements in France: an agreement on disability for a period of three years and the renewal of the agreement on professional equality, quality of working life and working conditions for a period of five years.
Within the ATS scope, agreements resulting from the "Négociations Annuelles Obligatoires" (NAOs)[98] were signed for the Rhôn'Telecom, Icart, Eos and Keos entities. In the case of Rhôn'Telecom, this agreement enabled the introduction of a bonus based on individual staff member performance, as assessed by management. Lastly, ERT Technologies signed an agreement covering professional gender equality, quality of working life and working conditions.

2.4-Indicators related to social dialogue [S1-7]

Indicators related to collective bargaining agreements	Altice France Group 2025
Percentage of employees covered by collective bargaining agreements (%)	57%
France	100%
Portugal	0%
Outside the European Economic Area	6%

[98] Négociations annuelles obligatoires: can be translated as "mandatory annual negotiations". In France, in companies where one or more trade union sections of representative organizations have been set up, and where at least one trade union delegate has been appointed, the employer must periodically initiate negotiations on a number of topics, including pay and professional equality between men and women.

Indicators related to employee representatives	Altice France Group 2025
Percentage of employees working in establishments with employee representatives (%)	96%
European Economic Area	95%
France	100%
Portugal	0%
Outside the European Economic Area	99%

Indicators related to agreements and negotiations	Altice France Group 2025
Number of company agreements signed (units)	17
Number of meetings with the CSE as part of exchanges and negotiations with social partners (units)	112

The details below apply only to the essential illustrative figures. Key performance indicators are described in the appendix "Methodological note".

- Number of company agreements signed: sum of company agreements and NAOs signed during the year as part of exchanges and negotiations with social partners. This figure covers the following scopes: UES SFR, SFR Distribution, Intelcia, ERT Technologies, Rhôn'Telecom, Icart, Eos and Keos.

- Number of meetings with the CSE: Sum of exchanges and negotiations with social partners within the various CSE bodies of the UES SFR and SFR Distribution during the year. This figure covers the UES SFR and SFR Distribution only.

3. Staff member concern reporting mechanisms [S1-2]

This section details only the mechanisms complementary to the Altice France Group whistleblowing system described in the section "Ethics and compliance".

3.1-Alert and reporting mechanism for specific social concerns

Since 2019, the UES SFR and SFR Distribution have appointed a harassment and discrimination officer attached to the Human Resources Executive Direction. Her responsibilities, set out in the internal regulations of the various companies, are as follows:

- strengthening the prevention of and response to psychological harassment, sexual harassment, sexist behaviour and discrimination;
- welcoming and informing potential victims and witnesses;
- receiving and analysing alerts relating to harassment and discrimination originating from the Altice France Group alert platform[99] and, where appropriate, conducting investigations and producing the associated reports. For this purpose, the officer may be assisted by a specialised external partner;
- implementing remedial measures resulting from the handling of alerts relating to harassment and discrimination.

The harassment and discrimination officer also acts as a mediator. In this capacity, any staff member may contact her in the event of a disagreement with a managerial decision or with the Human Resources Department.

In addition, staff members may also contact their line managers or HR manager to report a situation of concern. These parties may then refer the matter to the officer in order to analyse and handle the reported situation.

Information relating to the role of the officer, as well as a procedure detailing the entire staff member concern reporting mechanism, is accessible to all staff members on the intranets, and targeted communications are regularly carried out to inform staff members.

3.2-Other staff member concern reporting mechanisms

- 3.2.1 Regular individual exchange meetings

[99] See section "Ethics and compliance".

Several times a year, individual professional follow-up meetings are organised within the various entities of the Altice France Group. These exchange sessions enable staff members to discuss their career paths with their manager or HR manager and to raise any concerns, such as training needs, working conditions or career development aspirations.
In addition, each staff member may contact HR services at any time to discuss his concerns or professional difficulties.

- 3.2.2 Listening lines and psychological support

Mechanisms such as listening lines and psychological support services are available to Group staff members and are described in the section "9. Quality of life and working conditions".

- 3.2.3 Social climate monitoring tools

The Altice France Group also relies on social climate monitoring tools to gather staff members' concerns. Accordingly, in 2025, the UES SFR implemented an assessment grid to measure the potential impact of organisational changes on staff members' well-being and quality of working life.
These tools forms part of the Altice France Group's overall social dialogue approach strategy, which aims to foster interactions with staff members through initiatives such as satisfaction surveys and regular exchange bodies with management, as described in the section "2. Social dialogue".

4. Talent attraction

4.1-Strategy and policy on talent attraction [S1-1]

The Altice France Group deploys an attractiveness strategy aimed at recruiting talent with profiles suited to each of its business activities.
Accordingly, the UES SFR and SFR Distribution seek to enhance their attractiveness in particular among young people and technical and sales profiles, as part of an overall approach promoting professional equality and diversity. This approach is reflected in:

- **the creation of pools of qualified candidates,** in particular for in-demand roles, through large-scale apprenticeship and internship campaigns;
- **support for the feminisation of technical roles and the inclusion of people who are distant from the labour market.**

Thus, in 2025, nearly 30% of apprentices continued their experience within the UES SFR and SFR Distribution through a fixed-term or permanent contract.
Intelcia's ambitions in terms of attractiveness stem from the overall HR strategy of the Intelcia group, which provides a two- to three-year outlook and is subject to an annual review in order to adapt to structural and operational challenges. This strategy includes Intelcia's ambition to be recognised as an employer of choice across all its countries of operation. To this end, Intelcia develops its attractiveness by promoting career development opportunities[100] and deploying numerous initiatives to foster a positive culture of engagement.
Lastly, in 2025, Rhôn'Telecom defined a new employer brand identity in order to increase visibility in the market and attract technical profiles.

4.2-Actions in the area of talent attraction [S1-3]

- 4.2.1 UES SFR and SFR Distribution

In 2025, the UES SFR and SFR Distribution defined and rolled out a new shared employer brand identity: "Join the tranSFRmation!"[101] . In a context of significant corporate transformation, commitment, team spirit and tangible impact are highlighted in order to attract inquisitive and bold profiles. This new identity makes it possible to showcase HR commitments and thereby strengthen the employer brand in a highly competitive market.
It has been strengthened by various measures aimed in particular at improving the quality of recruitment in strategic sectors:

- **A review of HR processes,** which led to a redesign of job advertisements to make them more attractive and to the automation of part of CV analysis and selection through an internally developed AI-based tool, in addition to recruiters' assessments.
- **The introduction of values-based tests** in the recruitment process to assess candidates' alignment with the corporate culture[102].
- **Specific measures for sales profiles,** including the internalisation of "assessments"[103], sales capability testing for candidates, and the formalisation of recruitment guides for SFR Distribution managers.
- **The creation of programmes for the recruitment and support of interns and apprentices.**
- **Actions to promote inclusive and diverse recruitment,** such as participation in specialised fairs and forums ("Hello handicap"[104], "Salon Agefiph"[105] , "Forum Réseaux & Carrières au Féminin"[106], etc.), as well as participation in dedicated events, in particular those linked to the feminisation of technical roles (Efrei for good, Women in Data Science at EM Lyon, etc.)[107].

[100] See section "5. Skills development".
[101] Translated from "Rejoins la tranSFRmation !".
[102] In 2025, these tests applied to permanent contracts and are gradually being extended to the other types of contracts.
[103] An assessment is a recruitment tool combining several evaluation methods (tests, simulations, interviews, role-playing, etc.) to objectively measure a person's aptitudes in relation to a role or career path.
[104] https://www.hello-handicap.fr/home.
[105] https://www.agefiph.fr/.
[106] https://www.ellesbougent.com/actions/grands-rendez-vous/forum-reseaux-carrieres-au-feminin-2025-13e-edition-28/.
[107] See section "6. Diversity and equal treatment".

In 2025, in order to improve the onboarding experience of new staff members, the UES SFR and SFR Distribution also defined a new onboarding pathway using a dedicated tool. In the same vein, SFR Distribution rolled out a new onboarding handbook for new hires and their managers. This resource is complemented by the organisation of "Welcome Calls", enabling new staff members to share their needs and first impressions.
Lastly, several initiatives specifically target the attraction and improved integration of interns and apprentices. A "Grandes Ecoles"[108] programme was implemented to enhance SFR's attractiveness to students at top schools. This programme relies in particular on a community of employee ambassadors able to represent the SFR brands at various recruitment events (forums and fairs among others). Presence in schools offering training programmes aligned with in-demand roles was strengthened, and broader dissemination of job descriptions was carried out across the 70 referenced schools. In order to improve integration and retain these talents, tutor training was also strengthened. Lastly, various events such as onboarding days, visits, conferences and shadowing sessions were organised throughout the year for new interns and apprentices.
In addition, SFR Réunion received the "Trophée de l'apprentissage"[109], awarded by the "Medef"[110] and the "Académie de La Réunion"[111] , recognising successful onboarding. Thanks to the partnership between SFR Réunion and the organisation Kaptiv, an entire class of apprenticeship students working as sales advisers for the brand was created in 2025. Overall, more than 1,100 students were welcomed in 2025 within the UES SFR and SFR Distribution.

4.2.2 Intelcia

In 2025, Intelcia strengthened its teams and resources dedicated to attractiveness, enabling it to obtain two labels:

- **The "Top Employer" label in Morocco,** which, through on-site audits, assesses and recognises HR policies, with particular attention paid to health, wellbeing, inclusion and diversity. All Intelcia sites in Morocco obtained this label.
- **The "Inspiring Workplace Europe and Africa / Middle East" label,** which recognises employer branding and workplace wellbeing. Intelcia obtained this label for all its European and African sites and achieved 1st place in the Africa / Middle East category across all companies, as well as 2nd place in Europe for companies with more than 5,000 workers.

In addition, in Morocco, a graduate programme has been in place since 2020, designed to attract and support young graduates from leading schools. Over a 24-month period, participants are assigned missions across different departments and countries, enabling them to gain a comprehensive understanding of the company and ultimately take on positions with significant responsibility. Since 2022, around twenty young graduates have been recruited to take part in this programme.

4.2.3 ATS

Within the ATS scope, Rhôn'Telecom strengthened its participation in fairs and forums dedicated to its business activities, thereby more widely promoting the employment opportunities available within the company. These actions aim to improve its visibility in order to attract external profiles that meet the company's needs. A staff member referral scheme is also in place to encourage the submission of new applications recommended by staff members. A bonus is paid to the staff member who made the referral when it results in a recruitment.

[108] Grandes Ecoles: refers to prestigious colleges in France.
[109] Trophée de l'apprentissage: can be translated as "apprenticeship award".
[110] Medef: Mouvement des Entreprises de France.
[111] https://www.education.gouv.fr/academie-de-la-reunion-100118.

4.3-Objectives related to talent attraction [S1-4]

- Increase the conversion rate of apprentices within the UES SFR and SFR Distribution

The conversion rate corresponds to the proportion of apprentices within the UES SFR and SFR Distribution who are recruited under a fixed-term or permanent contract following the completion of an apprenticeship or internship during the year within these scopes. Excluded from the calculation are students who continue their studies after the end of their assignment within the company, contracts suspended at the employer's initiative, and contracts terminated four months or more before their scheduled end date. In 2025, the conversion rate of apprentices within the UES SFR and SFR Distribution is 26%, representing a 3% decrease compared to 2024. Actions related to this objective are continuing in order to promote its growth in the coming years.

4.4-Indicators related to talent attraction

	Altice France Group	
Indicators related to talent attraction	2025	2024
Number of hires under permanent contracts (units) ☑	4,749	N/D
Number of apprentices hired (units)	370	434
Conversion rate of apprenticeship contracts into permanent or fixed-term contracts (%)	22%	29%

The decrease in the conversion rate of apprenticeship contracts into permanent or fixed-term contracts is not significant in terms of volume.

The details below apply only to the essential illustrative figures. Key performance indicators are described in the appendix "Methodological note".

- Number of apprentices hired: sum of hires under apprenticeship or professionalisation contracts. Only subsidiaries operating within the French territory calculate this figure.

- Conversion rate of apprenticeship contracts into permanent or fixed-term contracts: ratio between the number of apprenticeship or professionalisation contracts that resulted in recruitment under a permanent or fixed-term contract during the period and the total number of apprentices who left the Altice France Group (excluding continuation of studies, contracts terminated at the employer's initiative, or contracts terminated four months or more before the scheduled end of the contract). Intelcia does not calculate this figure.

5. Skills development

5.1-Strategy and policy on skills development [S1-1]

All subsidiaries of the Altice France Group have training strategies and plans tailored to the needs of their respective activities. The definition and deployment of these plans fall under the responsibility of the Human Resources Departments, in collaboration with the operational departments. These training plans are subject to regular monitoring with staff representation bodies, Executive Committees and Management Committees of the various subsidiaries. They pursue shared objectives, summarised below:

- Supporting strategic projects, in particular organisational and digital transformations, through the professionalisation of data and AI usage.
- Developing business, managerial and digital skills in order to foster a culture of performance and continuous improvement.
- Ensuring equitable access to training, in line with applicable regulations, in order to safeguard staff members' employability.

Within the UES SFR, the business university "La Fabrique" is responsible for deploying the annual training plan. SFR Distribution has an internal training plan aimed at developing the core skills required for its in-store activities.
Intelcia's training plan is included in the Human Policy and the overall HR strategy of the Intelcia group. In France, these arrangements are also covered by a GEPP agreement negotiated with staff representatives and reviewed every three years. In addition, Intelcia has invested for several years in the development of internal training schemes. The company has created an e-learning platform and internalised training engineering, enabling the design and deployment of comprehensive training programmes that are tailored to its needs and innovative in their format. These arrangements rely on a broad pool of qualified internal trainers, making it possible to

optimise training capacity and strengthen the involvement of staff members who share their expertise.
Within ATS, the various training plans are deployed in line with the specific characteristics of each subsidiary, with particular attention paid to the development of managerial skills and to meeting customer needs. Their primary aim is to optimise individual and collective performance, while also strengthening team cohesion.

5.2-Actions in the area of skills development [S1-3]

All subsidiaries of the Altice France Group rely on regular skills and performance assessment mechanisms. Accordingly, in 2025, 96% of Group employees took part in regular performance or career development appraisal interviews[112].

5.2.1 UES SFR and SFR Distribution

Within the UES SFR, internal teams dedicated to training are supported by training organisations and specialised partners. The business university La Fabrique structures the strategic training priorities into 9 business streams, each of which has mentors and sponsors from among operational directors. All of these stakeholders were mobilised in 2025 to implement various action plans and address the main challenges related to the development of business skills.
In order to identify priority skills to be developed, the Human Resources Department enhanced its skills assessment process by introducing a single skills framework (covering both business-specific and cross-functional skills), ensuring greater consistency across teams and staff members. The goal is to map skills, better identify staff members' needs and thus provide them with better support in their work and career development.
The "Last Minute" scheme was revised in 2025 to create a pool of training requests initiated by staff members. This pool makes it possible to offer available places in order to optimise training attendance.
The UES SFR has set the following objectives:

- Maintain the rate of employee access to training[113] at at least 70% each year.
- Achieve a satisfaction rate for training courses taken in 2025 of over 85%.

In 2025, these objectives were achieved, as the employee training access rate reached 79% for the UES SFR, and the satisfaction rate reached 88%.
As part of a continuous improvement approach to training quality, the 4-month-post-training evaluation mechanism was revised in order to better capture the actual impact of training on professional practices.
These mechanisms were supplemented by action plans and programmes designed to address challenges specific to transformation, staff member contexts and business activities, with the following objectives in particular:

- **Supporting management in the transformation strategy:** a dedicated support plan, "Change & Leadership", was rolled out. The first training course in this programme, "Manager par les valeurs[114]", was delivered to more than 1,000 managers in 2025, in order to embed the SFR imagine values into the UES SFR's management practices.
- **Professionalising the use of data and artificial intelligence:** a GenAI[115] awareness and training programme for staff members was deployed in 2025. This programme is detailed in the section "Innovations related to artificial intelligence". In 2025, 54% of the UES SFR staff members were made aware of AI issues and more than 850 were trained in its uses.
- **Standardising project practices:** as part of the rollout of a single project methodology across the UES SFR, a dedicated e-learning module and specific training courses were implemented to support project stakeholders. This approach aims to strengthen project culture and ensure consistent application of methodological standards.
- **Supporting mobility and promotions:** within the UES SFR, collective workshops open to all staff members are held regularly to help them define their career plans, prepare their CVs or get ready for mobility interviews. These are supplemented, where appropriate, by individual interviews. In addition, short follow-up interviews are organised after a mobility or promotion in order to identify any training needs associated with the new role.
- **Addressing the specific needs of SFR Distribution:** to respond to the specific challenges of SFR's distribution network, training modules dedicated to sales and product knowledge are made available to staff members. A programme focusing on the management of incivilities in stores, detailed in the section "8. Occupational health and safety", was also deployed. In addition, specific training courses and individual coaching sessions were implemented for managers. Lastly, a progressive pathway over several months was developed to support high-potential employees in their career development.

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[112] This indicator excludes Intelcia, whose calculation methodology differs from that of the rest of the Group. Details of the methodology are available in the appendix "Methodological Note" and the results for Intelcia are available in the appendix "Summary of Key Performance Indicators".

[113] See section "5.3 Objectives related to skills development".

[114] Manager par les valeurs: can be translated as "Value-based management".

[115] GenAI: Generative Artificial Intelligence.

In addition, the e-learning platform accessible to all UES SFR staff members enables participation in awareness sessions, notably relating to sustainability (environment, social policy, ethics, cybersecurity, personal data, etc.) and current topics (AI, specific operational programmes, etc.). In parallel, a platform dedicated to SFR Distribution also offers technical and sales modules covering topics such as sales techniques and product offerings.
Accordingly, in 2025, 92% of the UES SFR and SFR Distribution employees had been made aware of at least one sustainable development issue over the past three years.

- 5.2.2 Intelcia

Intelcia's training plan consists of specific pathways defined by job type and is based on two complementary training schemes:

- **Intelcia Academy,** which centralises training engineering activities (definition of training formats and content, and production of associated materials). It also manages the delivery of initial and ongoing training for customer advisers.
- **Intelcia University,** dedicated to the development and delivery of training for directors and support functions.

The needs addressed by these programmes are identified during annual appraisal interviews conducted by managers, who then enrol their staff members in the relevant training courses to acquire the key skills required for their activities. The Intelcia group has therefore set itself the objective of reaching 60% of employees trained per year by 2030.
In addition, annual "People Reviews" are used to identify high-potential staff members and offer them tailored development pathways. These reviews also define retention actions and succession plans for key positions. They therefore make it possible to identify internally available key skills as well as external recruitment needs.

- 5.2.3 ATS

In 2025, ATS strengthened training for managers across its various entities, with a focus on preventing health and safety risks affecting technical teams, developing the skills of managers in support and operational functions, and reinforcing the capabilities of key managers in relation to critical business challenges.
Icart, Eos and Keos also continued the three-year training plan launched in 2023 for all managers in support and operational functions, aimed in particular at strengthening managerial skills and professionalising the conduct of individual appraisal interviews.
Lastly, within Rhôn'Telecom, the long-standing "LIFT" programme enables the creation and delivery of internally developed training materials, with the objective of supporting the evolution of practices and processes.

5.3-Objectives related to skills development [S1-4]

- Maintain a training access rate above 70% for employees within the UES SFR

The training access rate is measured using the key performance indicator "Share of employees who have completed at least one training course during the year", the calculation methods for which are detailed in the appendix "Methodological note". This objective applies exclusively to employees within the UES SFR. In 2025, this objective was achieved, as the employee training access rate reached 79% for the UES SFR.

- Training satisfaction rate above 85% for UES SFR employees in 2025

The objective is to achieve an 85% satisfaction rate among UES SFR employees in their evaluations of the trainings they attended to. Satisfaction is measured through questionnaires submitted to the UES SFR employees following completion of a training course. The 8 to 10 scores (on a 1 to 10 scale) attest to employees' satisfaction. In 2025, this objective was achieved, with an employee training satisfaction rate of 88% for the UES SFR.

- At least 60% of Intelcia employees attended a training per year by 2030

This objective corresponds to the Intelcia group target, applied at the level of its French-speaking region. Performance against this objective is measured using the key performance indicator "Percentage of employees who have completed at least one training course during the year". In 2025, 53% of Intelcia employees completed at least one training session, moving closer to the 2030 target.

- 100% deployment of the training plan at Rhôn'Telecom in 2025

This objective reflects the ability to fully deploy the action plan formalised by Rhôn'Telecom in 2024 for the year 2025. In 2025, more than 80% of the training plan was implemented, reaching a satisfactory level and moving closer to the target set.

5.4-Indicators related to skills development [S1-12]

Training-related indicators	Altice France Group 2025
Percentage of employees who have completed at least one training course during the year (%)	63%
Percentage of employees who have completed at least one training course during the year (%) - excluding apprentices[116]	64%
Average number of training hours per employee (unité)	37
Average number of training hours per employee who completed at least one training course during the year (units)	58

The details below apply only to the essential illustrative figures. Key performance indicators are described in the appendix "Methodological note".

- Average number of training hours per employee who completed at least one training course during the year (units): only employees are included in the calculation of this figure. Awareness-raising activities are not included in the calculation.

Indicator related to performance and career development evaluations	Altice France Group 2025
Percentage of employees that participated in regular performance and career development reviews (%)	96%

Awareness-related indicators	Altice France Group 2025	Altice France Group 2024
Percentage of employees who have been made aware at least once of at least one sustainable development issue over the past three years (%) ☑	92%	75%
Percentage of employees who have been made aware at least once of cybersecurity issues over the past three years (%) ☑	79%	66%
Percentage of employees who have been made aware at least once of environmental issues over the past three years (%)	51%	N/D

The proportion of employees trained in sustainable development and cybersecurity increased significantly due to the awareness programmes described in the report.

[116] Within the UES SFR and SFR Distribution (areas accounting for the majority of apprentices employed by the Altice France Group), continuing education initiatives are not aimed at apprentices, who are already receiving initial training through their academic programmes.

6. Diversity and equal treatment

6.1-Agreements and policies on diversity and equal treatment [S1-1]

6.1.1 Gender equality

With a view to promoting gender equality across the various areas of professional life, the UES SFR, SFR Distribution, ERT Technologies and Intelcia France have company agreements in place within their respective scopes, negotiated and signed by the Human Resources Departments and the relevant social partners. These agreements are based on international frameworks such as the principles of the International Labour Organization (ILO), the United Nations Convention, and the Charter of Fundamental Rights of the European Union (EU).

In parallel, Intelcia addresses these issues through its Human Policy and its Diversity Policy, with the objective of achieving full parity in recruitment, career development and training.

Lastly, in accordance with French regulations, the Group's entities publish the gender equality index each year[117]. The results of this index are presented annually to the social partners.

6.1.2 Disability

In 2023, the UES SFR, SFR Distribution and their social partners signed a joint agreement "relating to the employment, integration and retention in employment of employees with disabilities". This agreement is based on the Act of 11 February 2005 on equal rights and opportunities, participation and citizenship for persons with disabilities, as well as on the United Nations Convention on the Rights of Persons with Disabilities, adopted in 2006. The measures provided for are structured around four pillars:

- • Promoting the employment of people with disabilities.
- • Implementing a plan to support continued employment for employees with disabilities and preventing professional exclusion.
- • Providing specific support to staff members impacted by disability.
- • Strengthening internal and external training and awareness-raising actions.

Within Intelcia, disability-related issues are addressed in line with the legislation and realities of each country in which Intelcia operates. In France, a specific agreement was negotiated and signed in 2025. In the other countries of the French-speaking region, the Diversity Policy and the Human Policy set out the overarching principles to be followed, focusing on inclusion, continued employment and support for people with disabilities.

Lastly, measures relating to the recruitment and inclusion of people with disabilities are included in the NAOs of Icart, Eos and Keos, renewed in 2025. These issues are also monitored within the HR Management Committee at ERT Technologies, and Rhôn'Telecom's principles in this area are formalised on the company's intranet.

6.1.3 Diversity and inclusion through employment

Through the implementation of Intelcia group policies and the agreement on professional equality, Intelcia seeks to prevent all forms of discrimination or harassment and to promote the inclusion of people who may be stigmatised due to their age, social situation or disability in particular. Intelcia also works with employment stakeholders in its countries of operation (such as France Travail , the ANAPEC in Morocco or the ANETI[120] in Tunisia) to recruit people who are distant from the labour market and to promote their professional integration.

6.2-Actions in the area of diversity and equal treatment [S1-3]

6.2.1 Gender equality

• UES SFR and SFR Distribution

UES SFR has had an "Égalité professionnelle et équilibre vie privée - vie professionnelle"[121] agreement in place since 2023, signed for a three-year period. This agreement sets out the actions and the financial and human resources allocated to address two main objectives:

- increasing the representation of women within the workforce, in management positions and in promotions; and
- educing the gender pay gap.

In addition, SFR Distribution signed an "Égalité professionnelle entre les hommes et les femmes et parentalité »[122] agreement in 2022 for a four-year period. This agreement aims to strengthen gender diversity, guarantee fair access to training and remuneration, and protect career paths in the event of parental leave.

In order to feminise technical roles, in which women remain historically under-represented, and thereby strengthen parity, a specific inclusive referral scheme has been implemented. The UES SFR and SFR Distribution also take part in various specialised and inclusive fairs, such as the Forum Réseaux & Carrières au Féminin. Organised by the association

[117] https://egapro.travail.gouv.fr/. The gender equality index published by Intelcia covers its workforce in France only.
[118] https://www.francetravail.fr/accueil/.
[119] ANAPEC: Association Nationale de Promotion de l'Emploi et des Compétences (can be translated as "national agency for the promotion of employment and skills").
[120] ANETI: Agence Nationale pour l'Emploi et le Travail Indépendant (can be translated as "national agency for employment and self-employment").
[121] Can be translated as "professional equality and work-life balance".
[122] Can be translated as "professional equality between men and women and parenthood".

"Elles bougent[123]", this forum is dedicated to supporting women's professional integration into technical fields. As a result, in 2025, women accounted for 25% of hires in technical roles[124].

In order to promote women's representation in promotions and management positions, the UES SFR has for several years been rolling out programmes aimed at encouraging ambition and professional development among women, such as the "Booster sa carrière au féminin"[125] training course and the "L'effet A" programme[126].
Lastly, a specific budget is allocated each year to reduce the most significant pay gaps through targeted salary increases.
Various work-life balance measures are also in place to support all staff members in achieving a better balance between professional and personal life, in a context where women remain more exposed to family-related constraints:

- **Family:** the "Mes Solutions Family" platform provides UES SFR staff members with services and solutions covering different life stages (childcare, academic support, and support for carers).
- **Parenthood:** in addition to family-related arrangements, the UES SFR provides adjustments to working hours and arrangements during pregnancy, more favourable-than-regulatory provisions for child-related leave (child illness, childcare transition), and a "Balancing career and parenthood" training course upon return from maternity or paternity leave. At SFR Distribution, adjustments are made during the peri-maternity period and a parenthood guide is made available to staff members.

In order to shift internal perceptions and perspectives, awareness-raising initiatives and communications are shared regularly with staff members:

- **To highlight women's career paths,** a "Leadership au féminin" round table was organised on the occasion of International Women's Rights Day, featuring an interview of the Executive Director for Information Systems by the CEO of SFR and the HR Executive Director. Videos featuring female staff members and webinars on professional equality (leadership, impostor syndrome, self-assertion) were also disseminated.
- **To foster an inclusive and respectful working environment,** the UES SFR and SFR Distribution joined the #StOpE initiative[127] in 2024, which aims to pool best practices and reduce everyday sexism. In 2025, an awareness-raising webinar was delivered in partnership with the platform Teale[128] focusing on recognising and responding to sexist behaviour.

• Intelcia
Intelcia has implemented various processes and actions to achieve the Intelcia group objectives within its scope:

- Full pay parity between women and men overall and within management[129].
- 50% representation of women within the workforce.
- 40% representation of women within the Executive Committee.

Accordingly, HR processes incorporate measures designed to promote professional equality at key stages of staff members' careers. In recruitment, objectivity is ensured through systematic interviews with several stakeholders, the use of tests, and the implementation of assessment schemes for key positions. In terms of remuneration, specific pay grids have been defined, and their application, as well as any pay gaps identified, are subject to dedicated reporting and corrective measures.
To inform, raise awareness and provide training on professional equality, initiatives are organised every year to mark International Women's Rights Day. For example, female Intelcia staff members in Madagascar took part in self-defence initiation sessions delivered by the "Brigade Féminine de Proximité"[130].
In 2025, objectives outlined above were partially achieved: women represented 59% of Intelcia's workforce in the Francophone region and 33% of members of the Executive Committee. The result of the objective related to full pay parity is confidential.

• ATS
ATS has implemented various measures to promote professional equality and work-life balance. In 2025, ERT Technologies and its social partners signed an agreement on "Gender equality between

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[124] Intelcia et les MVNO ne calculent pas cet indicateur.

[125] Can be translated as "Boosting women's careers".

[126] https://effet-a.com/.

[127] https://www.afmd.fr/propos-de-linitiative-stope.

[128] See section "8. Occupational health and safety".

[129] The calculation method for this objective is detailed in the section "6.3 Objectives related to diversity and equal treatment" and differs from that of the key performance indicator "Gender pay gap".

[130] The Brigade Féminine de Proximité, composed exclusively of female police officers, focuses on preventing gender-based violence and supporting victims. It was created in collaboration with United Nations system agencies such as UNFPA, UNICEF, UNDP and the Office of the High Commissioner for Human Rights.

women and men, quality of life and working conditions". ATS actions focus on two main pillars:

- **Pay gaps:** Strict monitoring and oversight of collectively agreed pay scales, helping to reduce pay gaps.
- **Work-life balance:** Various working-time adjustments related to parenthood are in place at ERT Technologies, Icart, Eos and Keos. At ERT Technologies, working time is adjusted and reduced during pregnancy, and one paid "sick child" day is granted. Icart, Eos and Keos allow working hours to be adjusted on the first day of the school year. Part-time working arrangements are also facilitated, and part of the cost of cradles is covered.

Accordingly, ERT Technologies and Rhôn'Telecom aim to maintain their respective gender equality index scores above 85%.

6.2.2 Disability

All subsidiaries of the Altice France Group comply with the regulations in force in their countries of operation. In France, all subsidiaries therefore complete the mandatory declaration on the employment of workers with disabilities (DOETH[131]) each year.

- UES SFR and SFR Distribution

The UES SFR and SFR Distribution have for many years operated a "Mission Handicap". This initiative is led by the Head of the Mission Handicap, supported by 12 internal HR disability officers responsible for deploying local actions across the French territory.

The overarching objective of the Mission Handicap is to roll out the disability policy and support staff members with disabilities in remaining in employment, in order to achieve a 6% employment rate for people with disabilities.

In terms of recruitment, job offers are promoted on specialised platforms (notably Agefiph.fr and Handicap.fr), and the Mission Handicap and its local representatives take part in various specialised events to attract talent to open positions (Hello Handicap fair[132], APEC Employment Forum[133], "Stade vers l'emploi"[134] in La Réunion, etc.). The specialist firm Defi RH is also mandated to support candidate sourcing and profile assessment.

With regard to support continued employment, the Mission Handicap supports staff members in adapting their workstations. SFR is also a founding member of the "Club Handicap & Compétence"[135], which brings together more than 30 companies sharing actions and best practices related to support for continued employment. In addition, SFR pays particular attention to supporting staff members with mental health conditions and psychological disorders and has entered into partnerships with specialised associations (such as Clubhouse[136] and ARIHM[137]). A dedicated and anonymous hotline is also available to staff members of the UES SFR and SFR Distribution to answer questions related to disability.

Targeted training courses are regularly organised for managers, apprenticeship tutors and HR teams to ensure appropriate onboarding and management of staff members with disabilities. Since 2024, the UES SFR has also rolled out "Cordées Handimanagement[138]" to increase awareness among employees - managers and non-managers alike - and enable them to act as internal relays on disability-related topics. Around 100 employees have been certified since the programme's launch, including 40 in 2025. The Head of the Mission Handicap regularly brings Handimanagers together for dedicated activities to maintain awareness and renew commitment to inclusion.

Regular communications and awareness-raising initiatives are organised each year. In 2025, the UES SFR and SFR Distribution offered various training and awareness tools, including a quarterly newsletter and webinars. An introductory French sign language e-learning course comprising 16 modules was also launched. Numerous initiatives were organised during European Disability Employment Week (EDEW) across different sites.

Lastly, recourse to the protected and adapted sector is encouraged among buyers as part of the Responsible Procurement policy. For example, Mission Handicap awareness and communication initiatives are carried out in collaboration with a self-employed worker with disabilities (TIH), while some of the printing, logistics and catering services are provided by ESATs[139] and adapted companies[140].

Thanks to these actions, in 2025 SFR Réunion was awarded the PRITH Integration Trophy[141], recognising corporate initiatives promoting employment for people with disabilities.

[131] DOETH: "Déclaration Obligatoire d'Emploi des Travailleurs Handicapés", can be translated as "Mandatory Declaration of Employment of Disabled Workers". Further information is available at: https://entreprendre.service-public.gouv.fr/vosdroits/F22523.
[132] https://www.hello-handicap.fr/home.
[133] https://www.apec.fr/.
[134] https://www.francetravail.fr/region/reunion/candidat/etre-recrute-autrement/le-recrutement-par-le-sport/dsve.html.
[135] https://club-handicapetcompetences.fr/.
[136] https://www.clubhousefrance.org/.
[137] https://www.arihm.org/.
[138] https://www.companieros.com/les-cordees-handimanagement-pour-les-collaborateurs/.
[139] ESAT: "Établissement et service d'accompagnement par le travail", which can be translated as "Work adapted center". In France, work adapted centers are structures that enable people with disabilities to engage in professional activity while receiving medical, social, and educational support in a protected environment.
[140] https://travail-emploi.gouv.fr/les-entreprises-adaptees-ea-et-entreprises-adaptees-de-travail-temporaire-eatt.
[141] https://prith-reunion.fr/wp-content/uploads/2024/07/PRITH-REGLEMENT-CONCOURS-TROPHEES-INSERTION-2024.pdf.

- Intelcia

Intelcia's disability-related actions are structured across two geographical areas, reflecting differences in local regulations.

In France, Intelcia has a disability officer and local representatives at each site. Their role is to train and support staff members throughout their professional lives, notably in obtaining or renewing RQTH[142] status, and in requesting workstation or working-time adjustments. They are also responsible for communication and awareness-raising initiatives related to disability. These actions contribute to the objective of achieving an employment rate of at least 6% for people with disabilities.

In Intelcia's other countries of operation, a five-year action plan was launched in 2025, including partnerships with specialised associations to support recruitment, management awareness-raising, adapting initial training programmes to make them accessible, and cooperation with occupational health services to identify staff members with disabilities and implement appropriate adjustments.

- ATS

ATS subsidiaries have implemented various actions focused on professional integration and inclusion of people with disabilities, structured around the following main areas:

- **Support for continued employment:** Workstation adaptations are implemented across all subsidiaries to meet the specific needs of staff members holding RQTH status. At Icart, Eos and Keos, a lump-sum allowance of €1,300 gross[143] is granted for the granting or renewal of RQTH status, and employees with disabilities, or whose minor child has RQTH status, benefit from two additional days of paid leave.
- **Communication and awareness:** Through its disability officer, Rhôn'Telecom conducts annual awareness campaigns linked to major national or international disability-related events (EDEW, days dedicated to invisible disabilities, visual impairment, hearing impairment, etc.). In 2025, a specific awareness initiative was deployed to address taboos around mental health and illness and to direct staff members towards occupational health services or the disability officer. ERT Technologies also carried out several campaigns focusing on combating stereotypes related to disability and highlighting the benefits associated with obtaining RQTH status.

6.2.3 Diversity and professional integration

- UES SFR and SFR Distribution

The UES SFR offers a training course dedicated to non-discriminatory recruitment. It enables operational HR teams to:

- understand stereotypes and identify their impacts;
- understand the legal framework relating to discrimination;
- distinguish discrimination from unequal treatment;
- learn how to conduct non-discriminatory recruitment processes;
- assess the challenges and benefits of diversity within companies.

In 2025, 23 employees completed this training. It has been supplemented by an additional training addressing non-discrimination for managerial and recruiter roles, as well as an e-learning module "Non-discriminatory Recruitment", aimed at managers and recruiters. This e-learning module is also accessible to managers and recruiters at SFR Distribution.

The UES SFR also takes part annually in the "Sommet de l'inclusion économique"[144] and regularly organises job dating events with partner associations in order to recruit candidates from disadvantaged backgrounds.

- Intelcia

For several years, Intelcia has implemented various programmes designed to promote diversity within its workforce, local employment and professional integration, particularly for people who are distant from the labour market.

A company-based integration programme has been set up for young people from disadvantaged backgrounds. The onboarding training has been adapted to include additional explanations of company processes and IT tools. More generally, for people who are distant from the labour market, Intelcia offers integration contracts that may be converted into permanent contracts, in cooperation with local professional integration stakeholders (State authorities, Regions, France Travail, ANAPEC, ANETI, etc.). In 2025, the objective of ensuring that at least 20% of recruits were people who are distant from the labour market was achieved.

Lastly, in 2025, Intelcia strengthened its actions in France, Morocco and Tunisia relating to the recruit-

[114] Esat : Établissement et service d'accompagnement par le travail qui permettent aux personnes en situation de handicap d'exercer une activité professionnelle tout en bénéficiant d'un soutien médico-social et éducatif dans un milieu protégé.

[115] https://travail-emploi.gouv.fr/les-entreprises-adaptees-ea-et-entreprises-adaptees-de-travail-temporaire-eatt.

[116] https://prith-reunion.fr/.

[117] Aide forfaitaire plafonnée sur 5 ans.

[118] https://www.fondation-mozaik.org/action/le-sommet-de-linclusion-economique-2/.

ment and retention of staff members aged over 50. The content of onboarding training for this population was redesigned, in particular to place greater emphasis on IT tools in the training delivered in France. In Morocco and Tunisia, Intelcia works with employment agencies (ANAPEC and ANETI) to better target people aged over 50 in its recruitment processes. By 2030, the objective is for this population to represent 3% of hires in Morocco and Tunisia, and 8% in France.
These actions are supported by a general awareness-raising programme for Intelcia staff members through an e-learning module on anti-discrimination and anti-harassment.

- ATS

In line with the company's diversity objectives, Rhôn'Telecom has implemented an anti-discrimination training programme, accompanied by an action plan to train all staff members involved in recruitment processes, including managers. The objective set is to train 100% of managers within one year of taking up their position, whether following external recruitment or internal promotion.

6.3-Objectives related to diversity and equal treatmentt [S1-4]

- 6.3.1 Gender equality

- Increase the representation of women within the workforce, management and promotions

This objective is applied across the following scopes:

- **UES SFR:** Objectives are set out in the 2023 agreement[145] (reference year) and are structured as follows:
  - Increase the share of women within the employee workforce.
  - Increase the share of women among employees holding managerial positions.
  - Increase the share of women among promotions.

Workforce and promotion figures are covered by key performance indicators, the calculation methods for which are detailed in the appendix "Methodological note". The target year for achieving these objectives is 2025, corresponding to the expiry of the agreement. Objectives relating to workforce composition and promotions were achieved, with increases of 1% and 31% respectively in female representation. The female-male breakdown in management shows a stable trend with a variation of -0.5% compared to 2025.

- **Intelcia :** The Intelcia group objectives are applied to its French-speaking region: achieve 50% women within the employee workforce (employees working under permanent and fixed-term contracts, apprentices and salaried interns) and 40% women within the Executive Committee of the Intelcia group. In 2025, these objectives were partially achieved: women represented 59% of Intelcia's workforce in the Francophone region and 33% of members of the Executive Committee.

- Reduce the gender pay gap

For the UES SFR, the objective is to reduce the overall gender pay gap at equivalent job classification levels, in line with French regulations and the gender equality index. At the latest publication of the gender equality index in 2025, based on 2024 data, the gender pay gap stood at 2.6%, a reduction of 7% compared with the previous year.
Intelcia applies and had already achieved in 2025 the Intelcia group objective for its French-speaking region of full pay parity, at equivalent category level, on fixed remuneration, for all employees and management by 2030. Intermediate results of this objective are confidential.

- Maintain the gender equality index above 85/100

ERT Technologies and Rhôn'Telecom have set the objective of maintaining their respective gender equality index above 85/100. This figure, the calculation and annual publication of which to the French government are mandatory, is presented in the section "6.4 Indicators related to diversity and equal treatment". Due to the legal schedule for producing and publishing the gender equality index, the data presented in the report for year N is that published in year N based on year N-1 data. The objective was fully achieved for ERT Technologies, with an index score of 88/100, and nearly achieved for Rhôn'Telecom, with a score of 84/100.

- 6.3.2 Disability

- Achieve an employment rate of 6% for people with disabilities in France

This objective applies to the Altice France Group's subsidiaries operating in France, where it is a legal requirement: the UES SFR, SFR Distribution, ATS, MVNOs, and Intelcia (for its activities in France only). For Intelcia, the target year is 2025. For the other entities, no fixed completion year is set; actions are implemented to reach the 6% threshold as soon as possible. Details of the calculation of the key performance indicator associated with this objective are provided in the appendix "Methodologi-

[145] See section "6.1.1 Gender equality".

cal note". In 2025, the objective was achieved, with a 6% employment rate of persons with disabilities in the Altice France Group's activities in France.

- Recruit 23 people with disabilities per year

This objective applies to the UES SFR and SFR Distribution. It is formalised in the current disability agreement and applies to all recruitment of people with disabilities, across all contract types, including non-salaried arrangements (internships, temporary agency contracts, secondments, etc.). In 2025, this objective was achieved, with the recruitment of 24 persons with disabilities.

- Recruit 4% of apprentices with disabilities

This objective applies to the UES SFR and SFR Distribution. It is formalised in the current disability agreement and applies to all recruitment of people with disabilities under apprenticeship contracts. In 2025, nearly 3% of apprentices recruited were persons with disabilities. Actions to increase this rate will continue in 2026.

6.3.3 Diversity and professional integration

- Increase the recruitment rate of people aged over 50 at Intelcia by 2030

Intelcia has set a voluntary objective to increase the share of staff members aged over 50 among its salaried recruits by 2030, with targets of 3% in Morocco and Tunisia and 8% in France. In 2025, the actions implemented to achieve the 2030 objective allowed for a recruitment rate of people aged over 50 of 1% in Morocco, 6% in Tunisia, and 7% in France.

- Recruit 40% of young people under 25 each year at Intelcia

Within its French-speaking region, Intelcia applies the voluntary Intelcia group objective of recruiting 40% of young people under the age of 25 each year under salaried contracts. In 2025, the objective was almost achieved, with young people representing 37% of new hires.

- Achieve 20% of people who are distant from the labour market or seeking their first professional experience among Intelcia recruits

Intelcia set the objective that at least 20% of its salaried recruits in 2025 would consist of people seeking their first professional experience or people who are distant from the labour market. This objective was achieved in 2025, as people who are distant from the labour market represented 25% of annual recruitment.

- Train 100% of Rhôn'Telecom managers in anti-discrimination within one year of taking up their role

This objective applies exclusively to the legal entity Rhôn'Telecom. A manager is considered trained once they have completed the full training programme provided by the company on anti-discrimination. Achievement of this objective is measured annually. In 2025, there has been no new manager at Rhôn'Telecom.

6.4-Indicators related to diversity and equal treatment

6.4.1 Gender equality [S1-8] [S1-15]

Indicators related to gender equality	Altice France Group 2025		2024	
	Female	Male	Female	Male
Breakdown within Top management (units)	78	91	N/D	N/D
Breakdown within Top management (%)	46%	54%	N/D	N/D
Breakdown within the Executive Committee (%)	18%	82%	N/D	N/D
Breakdown within promotions awarded to employees on permanent contracts (%)	45%	55%	40%	60%
Breakdown within new hires (%)	51%	49%	49%	51%
Breakdown within new hires in technical roles (%)	25%	75%	N/D	N/D

The details below apply only to the essential illustrative figures. Key performance indicators are described in the appendix "Methodological note".

- Gender breakdown within the Executive Committee (%): this figure reflects the gender breakdown within the Executive Committee of the Altice France Group.
- Gender breakdown within new hires (%): New hires include contract conversions (apprenticeship or professionalisation contracts converted into fixed-term or permanent contracts, and fixed-term contracts converted into permanent contracts).
- Gender breakdown within new hires in technical roles (%): for the UES SFR and ATS, technical roles correspond to network-related and information systems roles, and to sales roles for SFR Distribution. New hires include contract conversions. Only the UES SFR, ATS and SFR Distribution calculate this figure.

Indicator related to wage disparity ☑	Altice France Group 2025
Gender pay gap (%)	7,7%

Gender equality index	2025	2024	2023
	Points obtained	Points obtained	Points obtained
UES SFR	92	92	87[146]
SFR Distribution	93	94[146]	93
ATS: ERT Technologies	88	86	N/D
ATS: Rhôn'Telecom	84	N/D	N/D
ATS: Icart	79	N/D	N/D
ATS: ERT Mobile	79	N/D	N/D
ATS: Azurconnect	84	N/D	N/D
MVNOs: Coriolis	84	N/D	N/D
Intelcia: Intelcia France	94	99	98

[146] The gender equality professional indexes for UES SFR for the year 2023 (based on 2022 data) and for SFR Distribution for the year 2024 (based on 2023 data) have been corrected compared to the Non-financial Performance Statement 2024, which erroneously indicated respective scores of 87/100 and 93/100.

The details below apply only to the essential illustrative figures. Key performance indicators are described in the appendix “Methodological note”.

- Gender equality index: this figure corresponds to the French statutory gender equality index. Its purpose is to measure pay gaps between women and men within companies. It is mandatory for any company with at least 50 employees during the previous year. It must be published annually, no later than 1 March. All companies required to publish this index are included in the table. Due to the legal schedule for producing and publishing the gender equality index, the data presented in the report for year N is that published in year N based on year N-1 data.

6.4.2 Disability [S1-11] ☑

Disability indicator	Altice France Group 2025	Altice France Group 2024
Percentage of employees with disabilities (%)	6%	5%

The increase in the share of employees with disabilities is attributable to the actions implemented by the Altice France Group in this regard, which are described in the previous sections of the report.

6.4.3 Diversity and professional integration

Indicators related to diversity and professional integration	Altice France Group 2025	Altice France Group 2024
Percentage of people who are distant from the labour market among new hires (%)	25%	N/D
Percentage of employees under 30 among new hires (%)	65%	64%
Percentage of employees over 50 among new hires (%)	4%	11%

The percentage of employees over 50 among new hires decreased, mainly due to a return to more traditional recruitment dynamics following particularly dynamic periods in the past.
The details below apply only to the essential illustrative figures. Key performance indicators are described in the appendix “Methodological note”.

- Percentage of employees under 30 among new hires (%): this figure reflects the proportion of employees under 30 among new salaried hires. New hires exclude contract conversions.
- Percentage of employees over 50 among new hires (%): this figure reflects the proportion of employees over 50 among new salaried hires. New hires exclude contract conversions.

7. Work organisation and remuneration [S1-1] [S1-3]

The Altice France Group applies statutory arrangements relating to work organisation and remuneration. In France and Cameroon, all staff members are covered by collective bargaining agreements ensuring compliance with regulatory thresholds. In addition, various agreements, including NAOs, supplement these arrangements by introducing measures that are more favourable to staff members.

7.1-Working time organisation and leave

Working time arrangements are defined in line with the specificities of each entity, role and the applicable legal provisions in each country of operation. Compensatory leave arrangements exist for roles involving special working hours (three-shift systems, on-call duties, etc.). Tools are in place to simplify working time management and ensure business continuity.

Within the UES SFR, employees accrue up to 27 days of paid leave each year, i.e. two days more than the statutory minimum. They also benefit from "RTT days"[147], up to 20 days, depending on the legal entity and hierarchical level.
Leave for personal and family events is also available across all Group companies (marriage, bereavement, relocation, sick child, etc.). At Intelcia, these events are taken into account through compensatory rest days for roles operating on a 7-day-a-week basis.
Lastly, teleworking agreements have been signed to improve work-life balance, for entities and roles where this is feasible, allowing for up to three days of remote working per week. As part of these arrangements, support measures are in place to help employees equip their homes to work under appropriate conditions.

7.2-Remuneration

The various entities of the Altice France Group have fixed salary scales that comply with statutory and sectoral minimum requirements. In each of its countries of operation, Intelcia also conducts remuneration benchmarking to ensure that applicable salaries exceed observed market minimums.

Most Group entities have also introduced variable remuneration schemes. These schemes reward individual and/or collective performance, are adjusted according to the employee's level of responsibility, and complement the fixed component of pay.

7.3-Social protection

All Group companies benefit from social protection schemes. Intelcia offers healthcare expense schemes, while the UES SFR, SFR Distribution and ATS have implemented both healthcare and provident insurance schemes. The UES SFR also provides a collective retirement savings scheme, including employer contributions.

7.4-Employee savings schemes

Profit-sharing schemes are in place for Group employees working in France. For the UES SFR and SFR Distribution, the profit-sharing scheme is supplemented by:

- a profit-sharing agreement linked to the company's results; and
- a CET[148], allowing employees to save part of their paid leave and RTT days in order to compensate for certain unpaid leave or to receive the corresponding remuneration in cases provided for under the applicable company agreements.

8. Occupational health and safety

8.1-Strategy and policies on occupational health and safety [S1-1]

8.1.1 SFR and SFR Réunion

SFR and SFR Réunion have defined distinct strategies and policies to reflect the different types of site activities and the associated risks and challenges:

- **Network sites,** where employed technicians or external contractors operate and are primarily exposed to fall risks, electrical risks, exposure to electromagnetic waves and occupational diseases.
- **Retail tertiary sites** (stores) where sales staff interact with the general public and are mainly exposed to risks of physical and verbal aggression.
- **Office-based tertiary sites** which include sedentary populations (musculoskeletal disorders and psychosocial risks) and mobile staff such as sales teams (road and aggression risks).

At SFR, the OHS[149] strategy for network sites and office-based tertiary sites is overseen by the OHS Department, attached to the Real Estate and General Affairs Department, in collaboration with the Security Policy Department, attached to the Network Executive Direction. The OHS strategy for retail tertiary sites is overseen by the Human Resources Department of SFR Distribution.

- Network sites

The OHS policies for SFR and SFR Réunion network sites share the following objectives:

- Limitation of work-related accident risks for staff members and external contractors working on network sites.
- Assessment of occupational risks.
- Strengthening of prevention measures.

A dedicated department is responsible for governance of SFR's network health and safety policy and defines an annual roadmap approved by SFR's General Management. Steering committees, bringing together the Network Executive Director and his Management Committee, meet twice a year. These committees monitor roadmap indicators, analyse incidents and review audit results.
At SFR Réunion, the Health and Safety Manager oversees the network safety policy. Its implementation relies on the annual update of the DUERP[150]

[147] RTT: "Réduction du temps de travail", which can be translated as "reduction in working time". In France, the RTT is a legal scheme that provides for the allocation of full or half days off to employees who work more than 35 hours per week.

[148] CET: "Compte Epargne Temps", which can be translated as "time savings account". In France, a CET can be set up in companies by collective agreement to enable employees to accumulate paid leave entitlements, or to receive immediate or deferred remuneration, in return for unused periods of leave or rest, or for the sums they have allocated to them.

[149] OHS: Occupational Health and Safety.

[150] DUERP: "Document Unique d'Évaluation des Risques Professionnels", which can be translated as "single occupational risk assessment document". In France, the DUERP is mandatory for all companies upon hiring their first employee and formalises the results of the assessment of occupational risks associated with their activities. .

and monitoring of the associated action plans.
In addition, SFR participates quarterly in inter-operator meetings organised by the Arcep, aimed at implementing collective protection mechanisms among major telecom site owners.

- Retail tertiary sites

Health and safety policies for SFR and SFR Réunion stores focus primarily on the safety of sales staff. They aim in particular to manage risks of malicious acts, including physical and verbal assaults as well as theft and aggravated theft, in a context of increasing targeted attacks against telecommunications retailers.
Placed respectively under the responsibility of the Managing Director of SFR Distribution and the Occupational Health and Safety Manager for SFR and SFR Réunion, the implementation of these policies and the associated performance indicators are monitored quarterly by the CSE and the "Commission de Santé, Sécurité et Conditions de Travail Health" (CSSCT) for the UES SFR and SFR Distribution.
These policies notably seek to establish effective in-store incident reporting tools, enabling both rapid handling of incidents and post-incident analysis to strengthen existing measures.

- Office-based tertiary sites

The OHS policies of SFR and SFR Réunion are implemented operationally in line with the specific risks associated with their activities, as assessed in the DUERP. Each year, SFR and SFR Réunion define objectives linked to these policies through an associated roadmap, with overarching goals to:

- improve the DUERP;
- ensure compliance with legal and regulatory requirements, based on the principles of ISO 45001.

Monitoring is carried out through various governance bodies depending on the scope: Management Committees, CSE/CSSCT, etc. This includes assessment of prevention actions via the PAPRIPACT[152] and associated performance indicators, notably relating to work-related accidents, training, road accident claims, absenteeism, and monitoring access to psychosocial support schemes.

8.1.2 Intelcia

Occupational health and safety issues are covered by Intelcia's Human Policy. They are also an integral part of Intelcia's agreement in France on professional equality, quality of life and working conditions, with the following objectives:

- Provide a healthy and accessible working environment for all.
- Periodically assess risks.
- Train and raise awareness on safety.
- Prevent psychosocial risks and musculoskeletal disorders.

Widely disseminated among operational HR teams, the key actions set out in the Human Policy and the agreement are regularly monitored through key performance indicators.

8.1.3 ATS

Within ATS, subsidiaries whose activities involve the highest risks are covered by Quality, Safety and Environment (QSE)[153] and Quality, Health, Safety and Environment (QHSE)[154] policies. These policies aim to limit work-related accident risks and reduce absenteeism.
Rhôn'Telecom, whose engineering activities are mainly office-based, has implemented core occupational health and safety mechanisms: DUERP, PAPRIPACT, and OHS annual report. These are regularly monitored and are also supported by an annual communication plan to ensure staff members awareness of OHS risks.

8.2-OHS actions [S1-3]

The OHS actions presented in this section mainly focus on safety, risk assessment and risk prevention. Other actions, particularly those related to the prevention of psychosocial risks, are presented in the section "9. Quality of life and working conditions".

8.2.1 SFR and SFR Réunion

- Network sites

To limit the risks associated with their network sites, SFR and SFR Réunion have implemented a system to assess site compliance with OHS requirements. Access to the highest-risk sites is prohibited for interventions, unless expressly authorised by the managers responsible for network safety and subject to strict compliance with the specific safety instructions defined. Actions are carried out to reduce the number of sites classified as high risk (monitoring of regulatory inspections, negotiations and collaboration with lessors, etc.).
SFR and SFR Réunion network sites are characterised by the presence of a large number of external contractors. The actions implemented take this specific feature into account and aim to address risks appropriately for each population, without interfering in suppliers' internal operations.

[152] PAPRIPACT: "Programme Annuel de Prévention des Risques Professionnels et d'Amélioration des Conditions de Travail", which can be translated as "annual programme for the prevention of occupational risks and improvement of working conditions". In France, the PAPRIPACT is a mandatory document in companies with at least 50 employees, in which preventive measures to address identified occupational risks are defined for one or more years.

[153] ERT Technologies.

[154] Icart, Eos, Keos.

For all company personnel working on network sites, a "Safety Passport" has been introduced. This mandatory passport includes training, notably on Personal Protective Equipment (PPE), to ensure that each staff member holds the appropriate authorisations required to perform their duties. A specific version of the Safety Passport has been designed for managers and also covers accountability-related issues. These measures are complemented by various e-learning modules designed to raise awareness of specific risks.
For external workers, prevention plans[155] - and, where applicable, specific prevention plans for work classified as hazardous - are drawn up and regularly updated. They include the obligation for external contractors to complete training related to site-specific risks and to hold the required mandatory certifications. External contractors are required to review the prevention plans and formally commit to complying with them prior to any intervention. SFR also organises on-site awareness sessions with its subcontractors on specific risks or accidents that have occurred in the past. These sessions may also benefit ATS staff members working on SFR sites.

- Retail tertiary sites

In 2025, SFR strengthened the financial and human resources allocated to OHS actions in retail stores in response to the increase in malicious acts targeting staff members. A mapping of the most exposed sites over the past three years was carried out and used to develop a security action plan. The installation of enhanced security systems in stores was prioritised, including the deployment of security vestibules, additional cameras and panic buttons to facilitate alerts. Work organisation was also reviewed to limit lone working and ensure the presence of at least two staff members in sales outlets.
Lastly, the training framework was strengthened to train staff members in managing the most significant risks (e.g. incivilities, psychosocial risks, etc.), including the introduction of a mandatory training module for new staff members, which must be renewed every three years.
SFR Réunion also intensified its OHS measures for retail sites by strengthening training initiatives and implementing a reporting tool for malicious acts.

- Office-based tertiary sites

Exposed to physical risks of generally lower intensity, sedentary and mobile staff members benefit from a dedicated awareness and training programme.
This programme includes monthly prevention workshops and webinars, an annual OHS awareness day, and training covering in particular:

- prevention of road risks, including for cyclists;
- fire warden training, enabling employees to contribute to site safety. Since 2025, at SFR, part of the renewal of this training has been delivered using augmented reality directly in office environments.

In addition, a system to improve the prevention of risks related to quality of life and working conditions and psychosocial risks has been implemented. Through an analysis of risk factors, this system identifies potential impacts linked to organisational, technological or tool-related changes, enabling better anticipation and prevention of associated risks for the populations concerned.

8.2.2 Intelcia

Intelcia has implemented measures adapted to the regulations and risks specific to each of its countries of operation in order to reduce OHS risks, particularly work-related accidents: DUERP and PAPRIPACT in France; safety audits and OHS action plans in its other countries of operation. Assessments are carried out annually by HR teams and staff representatives at each site and result in the development of an action plan. They are supplemented by audits conducted by an external firm covering noise, lighting and temperature risks.

8.2.3 ATS

In 2025, ATS continued deploying the measures and action plans set out in the policies of its subsidiaries. In particular, ERT Technologies organised a safety awareness day to raise staff member awareness of safety risks. At the same time, the company updated its risk assessment to incorporate the specific characteristics of each region in which it operates.

[155] Les plans de prévention comprennent une analyse des risques pouvant résulter de l'interférence entre les activités, installations et matériels. Ils définissent les mesures prises par chaque entreprise agissant sur un site en vue de prévenir ces risques.

8.3-OHS-related objectives [S1-4]

- 8.3.1 SFR and SFR Réunion

- 0 serious accidents involving SFR staff members on network sites

This objective applies to 2025 and concerns only accidents involving SFR staff members on network sites. An accident is considered serious when it results in death, permanent disability, or serious physical and psychological impact (bodily injury, pain, loss of work capacity; post-traumatic stress, social isolation). This objective does not apply to SFR Distribution, as its staff members do not work on network sites. In 2025, this objective was not achieved, as at least one serious accident was recorded. Efforts to reduce accidents are ongoing in order to move closer to the target.

- 100% of network subcontractors working for SFR and SFR Réunion registered under the prevention plan

This ongoing objective, which was achieved for 2025, aims to ensure that all tier-1 and tier-2 subcontractors working for SFR and SFR Réunion are continuously registered under the prevention plan. An annual assessment is carried out as at 12/31 to measure achievement of this objective. This objective does not apply to SFR Distribution, as its staff members do not work on network sites.

- 100% of permanent retail employees trained to the management of incivilities

This ongoing objective aims to ensure that all permanent employees with more than six months' seniority working in SFR retail stores are trained in managing incivilities. An annual assessment is carried out as at 12/31 to measure achievement of this objective. Only SFR Distribution employees are concerned, as they are the only employees working in retail stores. In 2025, the objective was partially achieved, with more than 80% of permanent employees working in stores trained in managing uncivil behaviour. Absences at the time of training sessions and workforce turnover explain the gap. Efforts to reach 100% training coverage will continue in 2026.

- 0 expiry of authorisations, certificates and safety certifications for SFR and SFR Réunion employees

This annual objective aims to anticipate the renewal of authorisations, certificates and safety certifications so that employees receive refresher training before expiry, ensuring regulatory compliance. It applies to all employees working on technical sites and office sites. This objective does not apply to SFR Distribution since its staff members do not carry out the type of activity requiring these documents. In 2025, the objective was almost achieved, with 98% of authorisations, accreditations and certifications renewed before expiry. The gap relative to the objective was due to justified absences during training sessions.

- 8.3.2 Intelcia

- 1 risk-prevention plan updated annually per Intelcia site

This objective applies to the entire Intelcia scope. In certain countries, including France, it responds to a regulatory obligation. In other countries, implementation of this system and the associated objective are voluntary. Updates are based on the results of OHS audits conducted at each site. The result of this objective is confidential.

- 8.3.3 ATS

- Progress towards 0 work-related accidents

This objective aims to reduce work-related accidents to a minimum within the subsidiaries ERT Technologies, Icart, Eos, Keos and Rhôn'Telecom. Commuting accidents are excluded from the calculation. Only employees are taken into account when calculating this key performance indicator. The result of this objective is confidential.

8.4-OHS-related indicators [S1-13]

OHS-related indicators	Altice France Group 2025
Frequency rate of work-related accidents	6.90
SFR excluding SFR Distribution	2.19
SFR Distribution	19.81
SFR Réunion	8.48
ATS	18.27
MVNOs	1.92
Intelcia	4.68
Severity rate of work-related accidents ☑	0.36
SFR excluding SFR Distribution	0.10
SFR Distribution	1.23
SFR Réunion	0.09
ATS	0.70
MVNOs	0.06
Intelcia	0.28
Absenteeism rate due to illness or work-related accidents (%)	4%
Number of days lost to work-related injuries, recordable work-related accidents and work-related ill health (units)	24,976
SFR excluding SFR Distribution	2,219
SFR Distribution	18,648
SFR Réunion	40
ATS	4,069
Number of occupational disease cases during the year (units)	36
Number of fatalities resulting from work-related activities (units)	0

9. Quality of life and working conditions

9.1-Strategies and policies on quality of life and working conditions [S1-1]

Each scope of the Altice France Group has its own strategy and policies relating to Quality of Life and Working Conditions (QLWC), based on identified OHS risks, applicable local and collective regulatory requirements, and associated HR strategic orientations[156]. These strategies and policies share the following common objectives:

- Promote dialogue and cohesion.
- Improve staff member well-being.
- Strengthen engagement and sense of belonging.
- Prevent psychosocial risks.
- Foster an inclusive and supportive working environment.
- Encourage work–life balance.

At ATS and within the Intelcia's France scope, these themes are also incorporated into agreements aimed at improving gender equality. These agreements and the associated measures are described in the section "6.1.1 Gender equality".

[156] See section "1. Social strategies and policies".

9.2-QLWC actions [S1-3]

9.2.1 UES SFR and SFR Distribution

To prevent psychosocial risks, support staff members in vulnerable situations, and improve the social climate and well-being at work, the UES SFR and SFR Distribution provide managers with training on managing potential psychosocial risks within their teams. The UES SFR and SFR Distribution also offer several channels through which staff members can seek and receive support for personal and/or professional difficulties, including: a free telephone helpline available 24/7; on-site psychological support sessions at certain locations, or the possibility of individual follow-up with external practitioners for employees at sites not covered by on-site sessions.
In addition, a digital mental health solution was rolled out in 2024 and strengthened in 2025, acting as a secondary prevention tool. Anonymous and confidential, this platform enables staff members to assess their mental health index and access tailored content through a programme developed by professionals. Since 2025, staff members have also been able to book appointments directly with experts via the platform.
Several webinars on mental health are organised each year and made available as replays. Other resources are accessible on the intranet via a dedicated section, which also lists all useful mental health and well-being contacts. Together, these actions make it easier for staff members to connect with the UES SFR's and SFR Distribution's partner professionals, such as social workers, psychologists or specialised support providers.
Lastly, regular dialogue mechanisms with management and an internal social barometer are in place and are described in the sections "2. Social dialogue" and "3. Staff member concern reporting mechanisms".

9.2.2 Intelcia

Intelcia also provides psychological support helplines to assist staff members experiencing difficulties. Through these services, staff members have access to qualified psychologists with whom they can speak confidentially and anonymously.
On-site activities are also regularly organised to mark national, cultural or religious celebrations, as well as sporting events. On these occasions, staff members may also access paramedical well-being services (e.g. massage therapists, sophrologists, etc.).

9.2.3 ATS

To prevent psychosocial risks, ERT Technologies also has access to psychological support helplines, which are activated on an ad hoc basis when events may affect staff members health (fatalities on worksites, distress situations, etc.).
In addition, ERT Technologies regularly organises social events to strengthen bonds between staff members.

9.3-QLWC-related objective [S1-4]

In addition to the objectives already presented in the various sections of this report, Intelcia has set the following objective:

- Achieve a 67% staff member satisfaction rate in responses to the annual survey

This objective is based on the "Tell Us" satisfaction survey, which is conducted annually at Intelcia and the results of which are confidential.

9.4-QLWC-related indicator

	Altice France Group	
QLWC-related indicator	2025	2024
Voluntary departure rate (%)	16%	21%

The voluntary departure rate decreased in 2025 due to various retention actions such as the action plan to reduce the turnover rate deployed by Intelcia's Human Resources Department.

Service quality and customer satisfaction

Telecommunications actors in France provide services of general interest such as daily access to the internet and telephone services. In this sense, the quality of these services is a key societal issue, which the Altice France Group places at the heart of its strategy, alongside customer satisfaction. This priority was reaffirmed as part of the SFR imagine corporate project and is the cornerstone of the Plan Marshall NPS.

1. The Plan Marshall NPS: overview and governance

1.1-Overview of the Plan Marshall NPS

Launched in 2024, the Plan Marshall NPS aims to strengthen and accelerate projects designed to improve the quality of the services offered by the Group and the customer experience, by ensuring effective handling from the first point of contact, simplifying customer journeys and delivering optimal relationship quality at every interaction. Initially defined to address the needs of SFR customers in continental France, the plan is implemented with the support of Intelcia and ATS, and, for relevant initiatives, rolled out locally by SFR Réunion. The projects initially focused on services provided to retail customers. The Plan Marshall NPS was then extended in 2025 to the B2B market and subsequently to the operator market (operator customers). To sustain this momentum, an internal collaborative platform was deployed to enable each staff member[157] to submit ideas to improve the quality of SFR's services. Each proposed improvement is reviewed by one of the platform's ten designated coordinators and then examined by the relevant Management Committees. In 2025, more than 50 initiatives were launched following proposals submitted via this platform. Suggestions raised through other channels by operational teams were also reviewed, along with quality-of-service improvement projects already under way. The initiatives to be continued or launched were grouped into six major focus areas, detailed below.

1.2-Governance of the Plan Marshall NPS

A dedicated governance structure was also established to facilitate the implementation of the Plan Marshall NPS. This governance is based on:

- **three relay levels:**
  - Initiative leads: within each focus area, they manage the day-to-day operational progress of their initiatives.
  - Focus area leads: they represent and oversee the various initiative leads for each focus area.
  - Executive Transformation Department: coordinates the Plan Marshall NPS as a whole;
- **three types of governance bodies:**
  - Marshall focus area committees, which ensure operational monitoring of initiatives within each focus area and meet every six weeks for each focus area.
  - Steering committees, bringing together members of the Executive Committee of the Altice France Group whose departments are involved in the Plan Marshall NPS. These committees meet monthly to monitor focus areas and identify associated cross-cutting issues.
  - Executive Committee updates, held quarterly to present the latest progress of the Plan Marshall NPS through key performance indicators for each major focus area;
- **two main performance monitoring tools:**
  - A general dashboard used to track key indicators by focus area.
  - Monthly reporting covering all initiatives and detailing their progress status.

2. Issues and results by focus area in 2025

The Plan Marshall NPS mobilises hundreds of staff members across the various departments and subsidiaries of the Altice France Group. The sections below summarise the issues, key initiatives and main results for each major focus area in 2025.

[157] Staff members from the following companies have access to the SFR imagine platform: SFR, SFR Fibre, Completel, SFR Distribution, ERT Technologies, ERT Mobile, Rhôn'Telecom, Icart and Eos.

2.1-Focus area 1: Customer Relations

The Customer Relations focus area brings together initiatives aimed at improving overall customer service quality and the experience of SFR customers during their interactions with call centre advisers (B2C and B2B markets) or account managers (operator market). The main issues addressed under this focus area are as follows:

- More accurately and rapidly identifying gaps in the quality of responses provided to customers.
- Strengthening the management of quality among partner organisations involved in customer relations.
- Reinforcing the human dimension of every customer interaction.
- Eliminating repeated failures and providing immediate responses.
- Communicating proactively, accurately and reliably with customers affected by a network outage.
- Transforming and enhancing the customer experience through AI[158] and digital solutions.

For the management of its B2C and B2B customer relations, SFR relies in particular on the expertise of Intelcia, which implements a wide range of measures to ensure service quality, including:

- Combined ISO 9001 / ISO 18295-1 certification[159].
- Initial onboarding training, followed by ongoing training amounting to 5% of each adviser's working time.
- The installation, at certain Intelcia sites, of test areas replicating the SFR environment (provision of TVs, boxes, smartphones, tablets, etc.).
- Deployment of state-of-the-art technologies (in particular AI-related technologies) to improve customer interactions and internal processes[160].
- Regular reporting and exchanges with SFR teams in order to work collaboratively towards delivering the best possible customer experience.

In 2025, various programmes were rolled out or expanded to rethink relations with retail customers, with a view to:

- promoting a human-centred approach and active listening, fostering better consideration of customer issues and the development of a relationship of trust. Performance targets governing interactions between advisers and customers were adjusted accordingly, and dedicated training sessions were delivered to advisers;
- providing immediate responses to customers and thereby reducing repeat calls by improving adviser expertise;
- increasing customer loyalty, notably through revised sales processes that incorporate the best ideas put forward by Intelcia advisers and SFR staff members.

Work was also carried out in the B2B market to improve interactions between advisers and customers. In particular, a new approach to handling calls and customer cases, initiated in 2024 in collaboration with Intelcia, was rolled out more broadly in 2025. From now on, when a business customer contacts customer services, they are connected to the adviser who opened the case related to their request. If that adviser is unavailable, the call is handled by another adviser from the same team, ensuring higher-quality follow-up.

Lastly, significant reductions in response times for operator customers were achieved through the simplification of procedures and tools. This simplification notably enabled optimisation of the customer order validation chain, for example through the decentralisation of certain decisions.

2.2-Focus area 2: Field Operations

The Field Operations focus area brings together initiatives aimed at improving technician interventions at the premises of Group customers, with the objective of intervening quickly and resolving issues in a single visit. The main issues addressed under this focus area are as follows:

- Equipping technicians with the most effective tools possible.
- Strengthening day-to-day alignment between SFR brand teams and technicians, particularly those from ATS subsidiaries.
- Redefining, where necessary, and streamlining the roles and responsibilities of all stakeholders involved in an intervention.
- Improving customer support at key moments, particularly on the day of the intervention or when in-home works are required for fibre installation.

To address these challenges, a large number of initiatives have been deployed. For example, in 2025, the Group entered into a partnership with Dealt[161] to offer a solution to retail customers[162] who need to carry out works at their home before it can be connected to fibre. Dealt lists professionals whom it certifies in advance, enabling customers to connect with partners capable of carrying out these works via the dedicated platform. Support from SFR and Red by SFR advisers can also be provided to facilitate the process. Once the works have been completed, fibre installation by the Group's technicians

[159] ISO 9001 provides a framework for quality management, while ISO 18295-1 relates to service excellence in customer contact centres.
[160] See section "Innovations related to artificial intelligence".
[161] https://www.dealt.fr/.
[162] Solution available to SFR and Red by SFR customers.

can take place. In addition, to improve the quality of technician interventions at network access points, SFR and ATS implemented an automated solution to check intervention reports, significantly reducing defects. This solution is presented in the section "Innovations related to artificial intelligence".

In the B2B market, initiatives aimed at improving the quality of technical interventions resulted in an increase in overall B2B customer satisfaction regarding service activation. This improvement reflects better perceived quality of fixed telephony service activation and the maintenance of a high level of customer satisfaction with technician interventions at customer sites (all offers combined).

For operator customers, a new offer linked to FTTH and FTTO[163] connections was launched in 2025. To avoid customers having to travel themselves or appoint partners, SFR now offers installation of their equipment by partner technicians during interventions already scheduled at the relevant sites. This pooling approach is particularly beneficial for international operator customers.

2.3-Focus area 3: Sales

The Sales focus area brings together initiatives designed to improve the sales, advisory and customer support experience, whether in-store or remote. The main issues addressed under this focus area are as follows:

- Making in-store advisers key players in customer relations.
- Strengthening the quality of sales discourse.
- Transforming and rethinking outbound sales practices to avoid over-solicitation.
- Significantly improving the online reputation of SFR stores.
- Ensuring mobile and fibre coverage in every SFR store to enable compelling demonstrations of the Group's products and services.

In the retail market, the numerous initiatives implemented to address these challenges notably resulted in a significant increase in the average Google rating of SFR stores, which rose to 4.5/5 at the end of 2025. SFR won the bronze trophy in the category "Best Google My Business Improvement over the past 12 months"[164].

For SME[165] customers, SFR Business launched the "CAPiCT" programme in 2025, aimed at translating its ICT service offerings (network infrastructure, workstation security, interactive screens, etc.) into a range of services tailored to the needs of these companies. A dedicated specialist sales team was set up to support interested customers. In view of the programme's success, the pilot initially launched in three regions was rolled out across continental France at the end of 2025.

Lastly, for operator customers, several initiatives were implemented, including the organisation of "Campus Connect Days". Each of these days, dedicated to a specific customer, is held at the Altice France Campus in Paris. The objective is both to enable customers to meet SFR operational teams and to discuss key topics such as major ongoing projects or upcoming technological developments. In 2025, 2 Campus Connect Days were organised, with positive feedback from both participating customers and mobilised SFR teams.

2.4-Focus area 4: Networks

The Networks focus area brings together initiatives aimed at improving the performance of SFR's fixed and mobile networks, as well as that of the associated service platforms and equipment, in order to ensure the quality, speed and reliability of the services used by Group customers. The main issues addressed under this focus area are as follows:

- Continuing to densify the mobile network and optimise its performance.
- Reducing outage rates and service restoration times on both fixed and mobile networks.
- Further strengthening the reliability and performance of equipment provided to customers.
- Improving the performance and availability of SFR's service platforms.
- Providing customers with clearer information regarding network maintenance and outages.

2.4.1 Mobile network

In 2025, the Altice France Group continued to extend its 5G coverage in continental France and in La Réunion, with 86% and 56% of the population covered respectively as of the end of December 2025. This densification was accompanied by initiatives aimed at improving network quality, which, in continental France, made it possible to:

- reduce by 20% network incidents (fixed and mobile networks combined) compared with 2024;
- position the SFR mobile network joint 1st or 2nd on 84% of the indicators in the annual mobile service quality survey conducted by the Arcep. In particular, SFR ranked second for its mobile network in intermediate, rural and tourist areas, being ran-

[163] FTTO: Fiber To The Office. A FTTO connection dedicated to a single company, unlike FTTH connections, which are shared between several customers (retail or business customers).

[164] https://www.linkedin.com/posts/goodays_laur%C3%A9ats-troph%C3%A9es-de-lexp%C3%A9rience-client-activity-7383783420277207040-Koid/?originalSubdomain=fr.

[165] SME: Small and Medium-sized Enterprise. An SME is defined as a company with fewer than 250 employees and annual turnover not exceeding EUR 50 million, or a balance sheet total not exceeding EUR 43 million.

ked joint 1st or 2nd across 139 assessed criteria[166]. In dense areas, SFR maintained the quality of its mobile network compared with 2024, with in particular 92% of calls delivered in perfect quality[167] and 93% of downlink speed measurements above 8 Mbit/s;
- continue the renovation of its Mobile Core Network[168] in order to support higher traffic volumes in 5G Stand Alone, thereby enabling the rollout of this service to retail customers in October 2025.

2.4.2 Fixed network

As part of the modernisation of the national fixed network, SFR has been preparing for several years to discontinue operation of its FTTB network. This shutdown, together with the gradual closure of Orange's copper network (notably ADSL technology), is being carried out in favour of the FTTH network, which is more modern and offers higher speeds. In this context, the Altice France Group has been densifying its FTTH network for several years: SFR and SFR Réunion networks count more than 40 million of FTTH connexions as of the end of December 2025, technical teams from ATS have enabled fibre deployment to make it accessible to more than 3.6 million French households since 2019. At the same time, initiatives implemented to improve network quality in continental France made it possible to:
- enhance the reliability of customer equipment through software upgrades;
- reduce by 20% network incidents (fixed and mobile networks combined) compared with 2024;
- improve overall FTTH network performance through real-time speed tests carried out via the equipment of two million customers;
- use AI to detect, in real time, performance drifts in network equipment operated by third parties and alert those parties so that the anomaly can be analysed and corrected;

In 2025, the Terminals and Video Platforms Department, attached to the Network Executive Direction, also developed a new Wi-Fi 7 box compatible with the GPON and XGS-PON technologies of its FTTH network[170]. Lastly, for customers who cannot or do not wish to be connected to the FTTH network, SFR has offered a 5G box since 2024[171].

In La Réunion, XGS-PON technology was launched in 2025 on eligible OLTs[172], enabling customers to progressively benefit from increased speeds on the fibre network.

Lastly, numerous initiatives were also implemented to improve the quality of SFR's FTTO network, dedicated to business and operator customers. In particular, two initiatives focused on restoring network equipment whose deterioration can lead to outages:
- Refurbishment of Splice Protection Boxes (SPBs)[173]: ATS technicians are mobilised to restore a large number of SPBs in order to secure the customer links they contain and thereby reduce recurring outages.
- Stabilisation of aggregation switches[174] : targeted maintenance operations have been implemented to reduce failures related to this equipment.

2.5-Focus area 5: Customer Journeys and Processes

The Customer Journeys and Processes focus area brings together initiatives designed to:
- streamline the steps customers follow when they wish to:
  - benefit from a Group product or service;
  - submit a request relating to a product or service already subscribed to;
- strengthen the quality of the resulting interactions.

The main issues addressed under this focus area are as follows:
- Optimising the customer experience relating to billing and payment.
- Reducing and resolving SFR IT system functional incidents as quickly as possible.
- Optimising communications sent to customers to make each interaction as clear, effective and relevant as possible.
- Protecting customers from negative third-party solicitations (e.g. scams, over-solicitation, malware).

In 2025, communication from the SFR and Red by SFR brands when sending the first bill was revised. An email now explains in detail the charges making up the bill and indicates the customer's direct debit or payment date. This information is also summarised in an SMS notification.

[166] Intermediate areas are defined as those with between 10,000 and 400,000 inhabitants, while rural areas have fewer than 10,000 inhabitants. Tourist areas correspond to the 122 most visited locations in France, and dense areas to the 15 largest French urban areas..

[167] The proportion of calls delivered in perfect quality corresponds to the "rate of calls maintained for two minutes without audible disturbances": https://www.arcep.fr/actualites/actualites-et-communiques/detail/n/qualite-des-services-mobiles-en-metropole-201125.html.

[168] The core network comprises the equipment and technologies that centralise and manage data flows between the different segments of a network.

[169] XGS-PON: X Gigabits Symmetric Passive Optical Network. XGS-PON technology is a next-generation fibre optic standard enabling theoretical upload and download speeds of up to 10 Gbit/s.

[170] See section "2.6 Focus area 6: Value and offers".

[171] See section "2.6 Focus area 6: Value and offers".

[172] OLT: Optical Line Terminal. OLT equipment serves as the interface between local loops and the operator network.

[173] SPBs are devices used to protect cables and optical fibres, typically in underground or overhead deployments.

[174] Aggregation switches are network devices used to aggregate customer links and route them towards the core network.

At SFR Réunion, migration to a new customer database management tool (for retail and business customers) was completed in 2025 for the mobile scope. This locally designed and managed tool made it possible, in particular, to introduce new billing periods tailored to customers, thereby facilitating payments.
In addition, SFR and Red by SFR clarified the presentation of their roaming solutions and international plans by displaying the associated tariffs in the SFR & Moi and RED & Moi applications, in customer portals and on international web pages. This information was also made more accessible to call centre advisers, enabling them to respond more easily to customer queries.
Lastly, the FTTH eligibility testing engines available on sfr.fr and redbysfr.fr were optimised to streamline the customer journey and accelerate migration to fibre. Customers whose building is currently being connected can now choose to be notified when it becomes eligible for a fibre offer. Customers whose building is eligible but whose dwelling cannot be connected immediately can now subscribe directly to a fibre offer. In such cases, they are contacted again as soon as fibre installation at their home becomes possible and are billed for the selected subscription only once fibre has been activated. In addition, customers' identification of the type of optical socket installed in their home was simplified. Thanks to this information, installation appointments can be scheduled more efficiently.
For business customers, corrective actions restored satisfactory audio quality for the vast majority of calls between customers and Intelcia call centre advisers. Furthermore, a pilot project was launched to analyse customer feedback from satisfaction surveys in greater detail using an LLM model[175] . The objective is to better identify recurring pain points so that they can be addressed as a priority. Lastly, a comprehensive review of customer data recorded in SFR systems and used for billing purposes was completed in 2025. Carried out in anticipation of the enforcement of the electronic invoicing reform in September 2026, this review has already helped reduce the proportion of invoices issued containing incorrect customer information.

2.6-Focus area 6: Value and Offers

The Value and Offers focus area brings together initiatives aimed at improving the quality of the offers proposed by SFR and the way they are perceived by customers. The main issues addressed under this focus area are as follows:

- Maintaining the long-term attractiveness of offers, with particular attention paid to potential gaps between offers designed to attract new subscribers and those available to existing customers.
- Offering alternatives to fibre in the event of connection difficulties or ineligibility.
- Supporting customers equipped with end-of-life technologies (notably ADSL or FTTB) in their transition to fibre.
- Simplifying offer migration and equipment change rules.
- Introducing new payment solutions.

In response to these challenges, all SFR offers for retail customers in continental France were redesigned to introduce plans with fixed pricing over time, thereby avoiding the frustration generated by sudden bill increases. Offers including promotional pricing such as: €15 per month for 6 months, then €30 per month, were therefore discontinued.
In 2025, SFR also launched the Box 10+, a new Wi-Fi 7 box compatible with the GPON and XGS-PON technologies of its FTTH network. The Box 10+:

- incorporates the Wi-Fi 7 standard (tri-band version[176]), offering speeds up to three times higher than the previous generation[177], and which is certified by the Wi-Fi Alliance[178] ;
- is supplied with two dual-band[175] Wi-Fi 7 repeaters, extending coverage throughout the home;
- features four Ethernet ports, including one native 10 Gbit/s port;
- includes a Thread[179] connectivity module enabling connection of low-power smart devices such as motion sensors, smart plugs or smart switches.

In addition, since 2024, SFR has offered a 5G box to customers who cannot or do not wish to be connected to the FTTH network. Requiring no installation visit, the 5G box allows subscribers to access unlimited very high-speed internet[180] by using the SFR 5G network to generate a home Wi-Fi network. Customers can also make unlimited calls to landlines and mobile phones (in France and the overseas departments) and access a wide range of TV channels via the SFR TV application. In 2025, this offer was expanded to include a decoder providing access to SFR TV content.
For business customers equipped with an analogue line or a T0 line[181], SFR Business developed a new VoIP[182] fixed telephony offer in 2025. Designed to support the gradual shutdown of the copper network, this offer enables customers to retain their existing fixed telephony equipment and services. The equipment is connected to the IP network via the installation of an SFR gateway at the customer's

[175] LLM: Large Language Model. An LLM is an AI programme capable, in particular, of recognising and generating text.
[176] A Wi-Fi box is described as "tri-band" when it uses three radio frequency bands (compared with two for dual-band Wi-Fi).
[177] The Box 10+ delivers symmetrical speeds of up to 8 Gbit/s (upload and download).
[178] https://www.wi-fi.org/.
[179] Thread is a network communication protocol developed for connecting low-power devices in the home.
[180] Downlink speed of up to 1.1 Gbit/s and uplink speed of up to 150 Mbit/s.
[181] T0 line: a telephone line enabling two simultaneous voice communications (technical term for basic access to an Integrated Services Digital Network (ISDN), marketed by France Télécom under the name Numéris).
[182] VoIP: Voice over IP. VoIP technology enables calls to be made via an internet connection rather than an analogue line.

premises, providing a lasting solution for making calls.
Lastly, for operator customers, SFR launched a series of explanatory webinars at the end of 2025, aimed at facilitating understanding of its offers, answering customer questions and promoting smooth collaboration. The first of these webinars, dedicated to the FTTH network, was broadcast in early December 2025.

3. 2025 service quality and customer satisfaction review

The continuation of initiatives launched in recent years, and their acceleration under the Plan Marshall NPS, helped improve the overall service quality of the Group's brands. In addition to the successes outlined above, this improvement is also reflected in the positive evolution of SFR's NPS , which rose by 14 points in 2025 compared with 2024 on the B2C market. This performance results from more than 200 initiatives implemented or continued in 2025, and from close collaboration between the Group's various teams and subsidiaries.

[183] The data presented include the Red by SFR brand but note the SFR Réunion brand.

Accessibility of products and services

1. Accessibility of telecommunications networks

Geographical accessibility of telecommunications networks is a key social equality issue. To this end, the Altice France Group has implemented programmes designed to contribute to regional digital development[184]. These programmes aim to reduce, as far as possible, areas not covered by its fixed and mobile networks. The status of fixed network deployment is presented in the section "Service quality and customer satisfaction" of the report.

1.1-SFR

Since 2003, SFR has played an active role in the various government-led "white zone" programmes aimed at making mobile networks accessible to all users, including in areas that are more difficult to serve. From 2018 onwards, SFR has been engaged in the government's "New Deal mobile" programme. Overseen by the Arcep, this programme sets objectives for operators to accelerate mobile coverage across the territories, in return for an extension of their frequency usage authorisations. The commitments undertaken by SFR and the other operators participating in the New Deal mobile programme are as follows:

- **Generalisation of 4G across all mobile networks:** equipping all mobile sites with 4G technology.
- **Targeted coverage:** locally improving regional coverage through a targeted coverage scheme aligned with the needs identified by local authorities.
- **Coverage of transport routes:** covering major road and rail routes, enabling everyone to communicate while on the move.
- **Progressive improvement in mobile network quality:** raising coverage obligation standards and increasing transparency regarding sites under maintenance or out of service.
- **Indoor coverage:** providing complementary solutions to ensure that everyone can communicate within buildings.
- **Development of fixed 4G:** delivering fixed internet access via 4G to supplement fixed network coverage.

Specific deadlines apply to each commitment in order to support their implementation. At the end of December 2025, SFR had fully met the deadlines relating to coverage of transport routes, the progressive improvement of mobile network quality, and indoor coverage. Deadlines relating to the generalisation of 4G, targeted coverage and the development of fixed 4G were also met, with the exception of certain mobile sites where factors beyond SFR's control prevented timely compliance. In such cases, SFR provides substantiated evidence explaining the reasons for these delays for each affected site, in response to the questionnaires regularly issued by the Arcep as part of its monitoring procedures.

Details of the commitments undertaken by SFR and the corresponding indicators are publicly available on the Arcep website[185]. In addition, in 2025, the Arcep ranked SFR as the second-best mobile network in rural areas in its annual survey on mobile service quality, with 87% of calls rated as having perfect quality[186].

1.2-SFR Réunion

The New Deal mobile programme does not apply to the French outermost regions. However, SFR Réunion, like all mobile operators in these regions, is subject to obligations set out in the Frequency Usage Authorisations (FUAs) issued by the Arcep. These obligations pursue objectives related to regional digital development and share common features with the New Deal mobile objectives applicable in continental France.

The obligations arising from the FUAs issued between 2016 and 2025 are as follows:

- **Indoor and outdoor population coverage in very high-speed mobile broadband,** with deployment of this technology on at least 50% of mobile network sites.
- **Coverage of areas identified as priority by local authorities and prefectures,** in order to provide or strengthen mobile coverage.
- **Deployment of antennas on sites made available by public authorities,** once operational or administrative obstacles have been removed. This obligation also applies to areas identified as priority.
- **Network sharing between FUA holders,** to accelerate the achievement of coverage objectives in areas identified as priority.
- **Improvement of coverage along major road routes,** enabling communications inside vehicles.
- **Launch of 4G fixed internet access offers,** to ensure the availability of fixed internet services in areas where bandwidth is insufficient, provided that the mobile network has sufficient capacity to deliver fixed access while maintaining satisfactory service quality for mobile users.

[184] The Arcep defines regional digital development as all "actions consisting in providing people in France with access to internet and telephony through the deployment of fixed and mobile networks nationwide".

[185] https://www.arcep.fr/la-regulation/grands-dossiers-reseaux-mobiles/la-couverture-mobile-en-metropole/le-new-deal-mobile.html#c30910.

[186] See section "Service quality and customer satisfaction".

Compliance with these obligations is subject to regular internal monitoring by SFR Réunion and to inspections by the Arcep on the dates specified in the FUAs.

2. Accessibility of products and services

2.1-SFR and SFR Réunion

2.1.1 Products and offers

SFR and SFR Réunion provide their blind or visually impaired prospects and subscribers with documentation adapted to their needs, with the support of the association "HandiCaPZéro". At the request of the customer or prospect, HandiCaPZéro produces documents in braille or large print, such as the SFR offers guide, customer bills, equipment installation and user manuals, or the general conditions of subscription. These documents are also available online on the association's website[187], in an accessible digital environment. This scheme has been in place since 1997 for SFR and since 2011 for SFR Réunion. In addition, since 2018 and in accordance with regulatory requirements[188], SFR and SFR Réunion have enabled their deaf, hard-of-hearing, deafblind customers or those with speech impairments to make telephone calls translated in a manner adapted to their disability. This service is provided by Rogervoice, which operates the telephone relay centre on behalf of the operators that are members of the "Fédération Française des Télécoms", of which SFR is a member. Using the Rogervoice application, SFR customers can make calls with interpretation in French Sign Language (FSL), Cued Speech[189] (CS), Human-assisted Text Transcription or Automated Text Transcription, as well as Communication adapted for Deafblind Users. SFR offers its customers a monthly allowance to make calls via the Rogervoice application: since October 2021, this allowance has amounted to three hours of communication per month. SFR Réunion also offers this allowance to its customers.

These long-standing schemes have been supplemented by the progressive integration, from the design stage onwards, of features that facilitate accessibility in SFR products distributed in continental France and in La Réunion. Accordingly, the latest generations of decoders are equipped with a remote control designed with accessibility criteria in mind and include a voice assistant that enables users to navigate the decoder interface and access TV services.

In anticipation of the entry into force of the European Directive related to accessibility[190] in June 2025, work was carried out as early as 2024 with the support of two partners to identify the key accessibility challenges across the installation and use journey for boxes and decoders, in order to address them from the product design phase. This assessment made it possible to initiate actions to improve the accessibility of decoder interfaces. For boxes, the specifications for new products were revised, including the integration of braille markings and specific colour coding to facilitate identification of the connectors on internet boxes. More specifically, the Box 10+, launched in September 2025, features an E-Ink display that allows customers to access essential functionalities easily. An audible indicator can be activated when additional sensory feedback is required, and a light indicator (LED) also provides complementary visual information.

2.1.2 Websites and applications

SFR has developed a Multi-Year Digital Accessibility Plan (MYAP), which sets out the strategy of the company and its brands SFR, Red by SFR and SFR Business with regard to digital accessibility. A Digital Accessibility Lead has been appointed to define, monitor and update the MYAP, and an annual budget is allocated to improving the accessibility of the company's websites and applications.

SFR's digital accessibility initiatives are, wherever possible, carried out with the support of partners with recognised expertise in digital accessibility: for example, the company engages an adapted enterprise to conduct certain audits and to deliver digital accessibility training sessions. These initiatives are structured around three main focus areas:

- **Awareness and training:**
    - Two awareness-raising sessions were delivered by an expert partner to support the rollout of actions in favour of digital accessibility.
    - A recurring training programme has been implemented for teams involved in the design, monitoring or updating of the company's websites and applications. Over the past three years, 70 employees have been trained in digital accessibility, according to their area of expertise: project management, web development and UX/UI[191].
- **Audits and corrective actions:** Compliance audits

[187] https://www.handicapzero.org/telephonie/operateurs-reseau/sfr.

[188] Law No. 2016-1321 of October 7, 2016 for a digital Republic.

[189] Cued Speech is a system that makes spoken language visible to deaf and hard-of-hearing people by accompanying spoken words with a visual representation of letters, described syllable by syllable.

[190] Directive (EU) 2019/882 of the European Parliament and of the Council of 17 April 2019 on the accessibility requirements for products and services.

[191] UX/UI: User Expérience/User Interface.

against the General Accessibility Improvement Framework[192] have been carried out on several SFR websites and applications, including: sfr.fr, boutique.sfr.fr, sfrbusiness.fr and red-by-sfr.fr, SFR, SFR Business and Red by SFR customer portals, tv.sfr.fr and the SFR TV and RED TV applications. The corrective actions identified through these audits are being progressively implemented and subsequently verified through the performance of new audits, as part of a continuous improvement approach.

- **Integration of accessibility across all project processes:** Processes have been reviewed in order to integrate digital accessibility issues on a cross-cutting basis, in particular through:
  - la prise en compte des préconisations d'experts dès la phase de conception et de design sur les nouveaux contenus ;
  - l'intégration de l'accessibilité dans les procédures de développement et de test des sites internet et applications ;
  - la priorisation des correctifs sur les contenus existants en fonction de la conformité au RGAA.

To support these developments, a steering committee, comprising the Digital Accessibility Lead, the Digital Director and the relevant operational leads, meets on a monthly basis.

Lastly, methodological and contractual adjustments are being examined with the suppliers involved in the development of the company's websites and applications, to ensure that they also incorporate digital accessibility criteria.

2.1.3 Customer service

As early as 2010, SFR significantly enhanced the accessibility of its customer service by entering into a partnership with Deafi, the first customer relationship service dedicated to deaf and hard-of-hearing people. Deafi employs deaf video advisers, who manage customer relations in writing or in French Sign Language. Deafi advisors receive regular training on the full range of SFR products and offers. Customers can interact with Deafi advisors via four channels, from Monday to Friday, between 9:00 a.m. Paris time and 7:00 p.m. Paris time:

- **French sign language webcam,** which connects the customer with a video adviser to communicate in FSL.
- **Cued speech webcam,** which provides information via videoconferencing using the CS system. Under this option, the customer is connected to a certified CS coder who transcribes exchanges between hearing advisers and deaf or hard-of-hearing customers using CS.
- **Automated simultaneous written transcription,** a call captioning solution based on speech recognition. The customer contacts the adviser via the automated simultaneous written transcription interface, which transcribes the customer's request into written form and then displays the adviser's response in writing on the customer's device (computer, tablet or phone).
- **Adapted chat,** enabling customers to communicate in writing with advisers via an accessible platform that takes into account the specific features of written communication used by deaf people.

Building on 15 years of partnership under the SFR brand, Deafi and SFR worked in 2025 to train Deafi advisers on Red by SFR offers, thereby enabling deaf and hard-of-hearing customers of the brand to access an adapted customer service. This development is particularly significant, as FSL has a specific grammatical structure and syntax that make standard chat solutions insufficiently accessible for deaf and hard-of-hearing users. In 2025, the websites of both brands were also updated to facilitate access to the Deafi customer service, with the addition of a dedicated section for deaf and hard-of-hearing customers on the "Contact us" pages. This section complements the "Disability & SFR services"[193] and "Disability and RED Customer Service"[194] pages, which present the partnership with Deafi and provide access to Deafi customer services for SFR and Red by SFR customers.

In 2025, Deafi advisors handled a total of 11,448 calls.

2.2-Intelcia

For its part, since 2021 Intelcia has implemented a customer service dedicated to deaf and hard-of-hearing people, in partnership with Samsung Maroc. Through video calls, deaf and hard-of-hearing customers or prospects are connected with dedicated Intelcia advisers who communicate in sign language and can support them in their procedures.

[192] Translated from "Référentiel général d'amélioration de l'accessibilité". For further details, please refer to: https://accessibilite.numerique.gouv.fr/.
[193] https://www.sfr.fr/handicap/.
[194] https://www.red-by-sfr.fr/handicap/.

Recruited by Intelcia, these advisers receive regular training to ensure full familiarity with the various products sold by Samsung and their functionalities. This customer service accessible to deaf and hard-of-hearing people may also be rolled out for other Intelcia client companies, at their request.

Innovations related to artificial intelligence

1. AI-related challenges and governance within the Altice France Group

1.1-AI-related challenges

Avec la multiplication des applications de l'IA et l'accroissement de leurs capacités, de plus en plus d'opportunités de repenser leurs façons de travailler s'offrent aux entreprises. En particulier dans les secteurs d'activité du Groupe Altice France, l'IA peut permettre de mieux répondre à certains enjeux, dont notamment :

- **the appropriate processing of data generated by users of the Group's products and services,** in a context of continuous growth in digital usage;
- **the speed, personalisation and quality of responses to customer requests;**
- **the optimisation of interventions on the Group's telecommunications networks** and their overall performance.

The Group is exploring the opportunities offered by AI and integrating use cases into its activities where relevant, an approach that has been further strengthened through the optimisation and expansion of AI-related solutions. In particular, at the beginning of 2025, SFR launched the action plan "Pour une IA à impact positif"[195], which aims to structure AI-related projects in order to make them a driver of progress, efficiency and innovation for SFR, its customers and its staff members. This plan is based in particular on:

- **dedicated governance arrangements** to determine requirements, optimize implemented solutions, and manage the diverse applications of AI within SFR;
- **a training and awareness plan on AI-related challenges** to support all staff members in their day-to-day work.

1.2-Governance frameworks set up to address these challenges

Dedicated governance frameworks have been deployed within subsidiaries whose activities are most likely to be impacted by AI.

Within SFR, a dedicated department has been created to coordinate all AI-related projects across the company. This department, which reports to the Executive Information Systems Direction, works closely with the various teams leading projects with a data or AI component within the company. A centralised platform has also been put in place, with the objective of ultimately hosting all information systems data, training AI models and developing specialised agents.

In the French outermost regions subsidiaries, the AI-related strategy is led by the Overseas Executive Director. Within SFR Réunion, the Deputy Chief Executive Officer oversees AI-related projects, in particular by facilitating regular working groups. Monthly knowledge-sharing meetings also bring together the AI leads identified within the various SFR Réunion teams. These meetings make it possible to identify potential AI use cases, which are then tested and implemented by a dedicated team.

Lastly, in light of the many challenges posed by AI for its business sector, Intelcia has developed a specific strategy led by its Executive Management and formalised in 2022 with the creation of a dedicated division, Evoluciona. This division, which specialises in improving customer experience and transforming business processes, relies in particular on AI-based solutions. It offers a comprehensive range of services to its customers, including consulting, automation, data analysis, integration of AI into business activities, and digitalisation. Evoluciona acts as the centre of expertise and coordination for all innovation and AI projects within Intelcia.

More generally, exchanges are organised between the various subsidiaries of the Altice France Group in order to share feedback and collaborate when similar projects are deployed across different subsidiaries.

2. Integrating AI into the Group's activities

2.1-Developing AI for staff members

- 2.1.1 Secure conversational agents

In order to support and frame the growing use of AI in day-to-day professional activities, SFR developed "ImpAct" in 2025, a platform providing access to generative AI. ImpAct enables staff members[196] to use AI in a secure environment that guarantees data confidentiality and ensures that data is not used to train public models. With ImpAct, staff members have access to:

- an intuitive and user-friendly conversational interface; and
- a catalogue of business tools developed by a specialised in-house team, which also ensures the day-to-day maintenance of these tools.

[195] https://static.s-sfr.fr/AlticeFrance/fichiers/PDF/Brochure-ia-sfr.pdf.

[196] The ImpAct platform is open to employees of the following companies: SFR, SFR Fibre and Completel

The official launch of ImpAct in November 2025 was accompanied by measures designed to facilitate its onboarding and use. Staff members are strongly encouraged to complete the internally developed AI awareness module[197] before using ImpAct. A webinar was also held during the week the platform was launched, in order to present ImpAct and answer staff members' questions. Lastly, between mid-November and early December 2025, several workshops were organised, either remotely or at the Altice Campus and regional sites, to provide personalised support to staff members who requested it.
With the same objectives of supporting and framing AI usage as ImpAct, a secure conversational agent was also made available to staff members of SFR Réunion during 2025.

● 2.1.2 Training and awareness

SFR's approach to encouraging the upskilling of staff members on AI-related topics is based on two components: one general and one specific. The general component is first delivered through an internally designed awareness module, with the following learning objectives:

- Explain what AI and generative AI are, and the associated principles.
- Identify the limits and challenges of AI.
- Identify AI use cases at work and good practices.

Accessible to all staff members via the company's e-learning platform, this module is the first step recommended by SFR and SFR Réunion for building skills on AI-related topics.
It was made available at the end of June 2025 and has been completed by 54% of SFR staff members[198].
Staff members may also take part, on request and via "La Fabrique", SFR's training scheme, in a half-day training course dedicated to prompting techniques. In 2025, more than 600 staff members completed this programme, delivered in person by a partner organisation. Lastly, in order to develop more in-depth expertise, a complementary training module addressing specific AI use cases was added to the continuing training catalogue. This module is tailored to three types of roles: marketing, communication and advertising, and customer relations. More than 250 staff members completed this module in 2025.
In La Réunion, employees also have access to the awareness e-learning module. By the end of 2025, 58% of them had completed it. In addition, 50 staff members with a wide range of profiles received AI training in 2025: members of the Management Committee, managers, business users, etc.

Lastly, Intelcia launched an acculturation programme in 2025 ("Innovators Programme") focusing on Evoluciona's offerings and the technological solutions on which they are based. The objective is to train staff members at all levels of the company so that everyone becomes familiar with AI and is able to identify opportunities for application within the company and in their respective roles. To achieve this, the Innovators Program is based in particular on:

- specific in-house training courses;
- interactive workshops to complement the training and answer staff members' questions;
- pitch sessions, during which staff members present innovation projects to a jury or share feedback on projects carried out within the company.

2.2-Developing AI to meet business needs

● 2.2.1 Optimising incident detection and network interventions

In order to improve the quality of technicians' interventions at network access points, SFR and ATS have been using, since 2024, an automated solution to review the reports associated with each intervention. Each report contains on average around ten photographs, which in particular make it possible to compare the condition of the connection area before and after the intervention. AI, through a "Computer Vision"[199] solution provided by a partner, instantly analyses each photograph taken by the technician, based on more than 70 quality indicators. Real-time reporting validates the step currently being carried out by the technician or flags a potential anomaly, enabling the step to be repeated until it meets the quality standard defined by SFR. The solution also makes it possible to identify problem areas on the FTTH network through asynchronous analysis, designed to identify faults that can be detected in a photograph. All partner technicians working on the B2C market for SFR are supported in their day-to-day interventions at network access points, which makes it possible to significantly reduce defects.

In addition, at the end of 2025, SFR and Nokia jointly tested a "Digital Site Twin" (DST) solution, which makes it possible to generate a digital replica of physical radio sites. This fully interactive replica is generated using drones, 360-degree image capture and AI-based image recognition. The DST offers several advantages:

[197] See the "2.1.2 Training and Awareness" section.
[198] Excluding SFR Distribution.
[199] Computer Vision is a branch of AI the purpose of which is to enable a machine to analyse and process images or videos.

- The dimensions and characteristics of each element of the radio site can be easily extracted via an AI-powered portal and used as a shared reference for teams responsible for site design, maintenance and inventory.
- Analytical reports are generated, identifying discrepancies between the theoretical site and the actual site, and reporting detected anomalies. This functionality facilitates site upgrade planning, predictive analysis and network optimisation, in particular by enabling better anticipation of incidents.
- Remote monitoring enabled by the DST reduces the need for physical site visits and therefore the frequency and cost of associated travel.

Following this first promising test, SFR is continuing its evaluation work with a view to a potential deployment of this solution across its mobile network.

2.2.2 Improving customer relations and customer experience

Numerous AI-based solutions aimed at improving customer relations and customer experience have been implemented by the various subsidiaries of the Altice France Group.

Since 2022, when encountering an issue with a Group product, SFR and Red by SFR customers have been able to carry out a self-diagnosis directly within the “SFR & Moi” and “RED & Moi” applications via a chatbot. In 80% of cases, the assistance provided by the chatbot enables customers to resolve the issue themselves, for example by carrying out simple actions on their product. In 2025, this solution was enhanced through the launch of SFR and Red by SFR accounts on WhatsApp and Messenger applications. Initial interactions with the customer are first handled by an AI, which briefly questions the customer in order to establish a summary of their request. Once validated by the customer, this summary is automatically analysed to identify the customer adviser best suited to respond to the request, based on the offer or equipment concerned, the issue encountered, etc. Using the same conversation channel, the adviser then takes over to communicate directly with the customer and propose solutions. Lastly, in 2025, the chat functions on the sfr.fr and redbysfr.fr websites were made accessible to customers or prospects who speak English, German, Spanish, Mandarin or Portuguese. An AI system translates exchanges in real time, from the customer’s or prospect’s language into French for the customer adviser, and from French into the customer’s or prospect’s language for the latter.

At Intelcia, for certain corporate clients, an in-house chatbot is made available to advisers, which they can use to enhance their responses to end customers. AI-enhanced tools for analysing interactions between customers and advisers also make it possible:

- to identify recurring reasons for contacting customer services and the main customer pain points, in order to propose actions aimed at streamlining customer journeys;
- and, since 2025, to generate an automatic assessment of the quality of each adviser’s discourse during their interactions with SFR retail customers. Based on this assessment, personalised support can be offered to advisers, enabling them to more easily identify areas for improvement.

In La Réunion, an AI solution was developed in-house, with the support of a partner, to model customer flows in retail stores. Analysis of these flows initially makes it possible to count customers, but above all to optimise the organisation of the various areas within stores, in order to improve the customer experience. This solution, based on silhouette detection, is fully anonymised.

Lastly, in 2025, an AI agent was developed in-house to improve and speed up the monitoring of operator customers by SFR account managers. This agent, which combines a LLM with SFR’s internal documentary databases, facilitates the analysis of the many documents associated with each customer file. Through a single, intuitive interface, account managers can query, compare and generate content, obtaining comprehensive and fully referenced results. Fine-grained access rights management ensures the confidentiality of the data and documents processed. Currently available in a pilot version, this agent may ultimately be rolled out on a long-term basis and adapted for use by other teams within SFR.

3. Governing the use of AI

Each AI-related solution deployed within the Altice France Group is subject to a prior compliance assessment against the applicable regulatory framework and the Group's standards, in coordination with the relevant internal stakeholders (in particular data protection officers, information systems security managers and the Legal Department).

At the beginning of 2025, SFR also adopted an Ethical Charter on Artificial Intelligence[200], which governs the professional use of AI by staff members. This charter is based on four pillars:

- **Transparency, ethics and compliance with regulations.**
- **Security and robustness of AI systems.**
- **Tools, training, skills and the evolution of roles.**
- **Responsible innovation and societal impact.**

Disseminated to all SFR staff members, this charter is also accessible on the company's intranet. Its key principles are reiterated in the awareness module distributed to staff members, which also highlights the potential limitations and risks of AI.

[200] https://static.s-sfr.fr/AlticeFrance/publications/Autres-publications/250204-charte-ia-sfr.pdf.

Engagement and societal impact

The subsidiaries of the Altice France Group implement structured or one-off societal engagement initiatives related to major societal issues. This section of the report summarizes the most significant actions and measures implemented.

1. Guiding principles for engagement

1.1-SFR

SFR carries out numerous initiatives as part of its societal engagement approach, the majority of which are led by the SFR Foundation. The partnerships established within this framework provide significant financial, human and technical resources to organisations whose missions and values are aligned with SFR's engagement priorities.

1.1.1 The SFR Foundation

Created in 2006, the SFR Foundation supports projects of general interest, in partnership with associations working notably with people in socio-economic vulnerability. Its activities focus primarily on continental France, SFR's core area of operations, and may occasionally extend to the French outermost regions, where other subsidiaries of the Altice France Group are established and develop their own engagement strategies. This is the case for SFR Réunion, where a dedicated team leads projects relating to themes such as digital inclusion or the fight against cancer.
As a major telecommunications operator, SFR, through its Foundation, makes its resources available to associations. To support this engagement approach, the SFR Foundation mobilises various levers:

- **Financial sponsorship** through the allocation of grants to partner associations.
- **In-kind sponsorship,** such as the donation of mobile phones and prepaid top-ups, notably through its long-standing partnership with Emmaüs Connect.
- **Skills-based sponsorship,** through the provision of employees during their working time for projects with associations.
- **The occasional mobilisation of volunteer employees.** For example, each year, during "Sidaction", around fifty staff members participate in collecting donation pledges by telephone.

1.1.2 Engagement priorities

The SFR Foundation acts around three engagement priorities: digital inclusion, equal opportunities and solidarity.
Digital inclusion: Through partnerships, the SFR Foundation supports associations working to reduce the digital divide by facilitating access to digital tools and services for people who are distant from digital technology. SFR notably participated in the creation of Emmaüs Connect in 2011, which has since become a key partner. The SFR Foundation also carries out awareness-raising initiatives on responsible digital issues among young people, in collaboration with various associations such as "Génération Numérique"[201] and "Latitudes".
Equal opportunities: The SFR Foundation supports the professional integration of young people from modest backgrounds and combats gender stereotypes through partnerships with associations such as "Rêv'Elles" and "Elles Bougent". These associations work in particular to promote greater female representation in digital, technical and technological professions.
Solidarity: SFR mobilises its members staff around major solidarity causes, placing its technical resources at the service of charitable events such as Sidaction, "Noël engagé"[202] , or by participating in donation campaigns such as "Les Pièces Jaunes".
All of the SFR Foundation's commitments are detailed in the dedicated brochure: "SFR agit".

1.1.3 Governance

The SFR Foundation has a Board of Directors composed of members both external and internal to the Group, including the President and the Secretary General of the Altice France Group. The Board of Directors meets three to four times a year to approve the Foundation's financial contributions and strategic orientations.

The operational implementation of these orientations is entrusted to the SFR Engagement Department. This team of six staff members, attached to the Institutional Relations and Engagement Department, is responsible for deploying projects and monitoring partnerships with associations, which provide activity and use of funds reports. The team is also responsible for communicating on the Foundation's activities, both externally in coordination with the associations it supports and internally. To finance these actions, the SFR Foundation has an annual budget allocation amounting to €1 million in 2025. This allocation is administered and monitored

[201] https://asso-generationnumerique.fr/.

[202] In 2025, during the end-of-year holiday period, SFR and SFR Réunion partnered with the association "Une Lettre, Un Sourire". Employees were invited to write letters to elderly people living in isolation in care homes. For each letter written, the SFR Foundation donates €50 to the associations "Les Restos du Cœur", "Secours Populaire" and the "Fondation pour le logement".

by the Engagement Department. Its use is subject to annual audits by a statutory auditor.

1.2-Intelcia

1.2.1 Engagement priorities

For approximately ten years, engagement has been a historic pillar of Intelcia's strategy. The Brand & Engagement Department (B&E) coordinates this approach and allocates part of its resources to establishing partnerships with associations. Its action is structured around three major solidarity priorities targeting people in socio-economic vulnerability:

- **Health,** through awareness-raising, the organisation of screening campaigns, support for research, and assistance to people who are ill or who face difficulties accessing healthcare and prevention. These initiatives are organised with partners such as Sidaction and Les Pièces Jaunes.
- **Education,** by providing resources and support to disadvantaged young people, in collaboration with associations such as The Big Heart in Morocco.
- **Vulnerability,** through assistance and fundraising campaigns for vulnerable populations, in cooperation with international organisations such as the "Croix Rouge" and local partners such as the Ennasim care home in Morocco and the "Akany Tsimoka" orphanage in Madagascar.

In parallel, Intelcia aims to strengthen its local anchoring through the creation of local employment and the development of employment areas across all the countries in which it operates. To this end, the company mobilises volunteer staff members, financial resources and in-kind donations. This strategy helps reinforce its local presence, notably through the sponsorship of local stakeholders. To communicate about its initiatives, Intelcia relies on a network of staff member ambassadors, internally trained in social media management techniques, who relay the company's initiatives.

1.2.2 Governance

Intelcia's governance in terms of engagement is structured across several levels, described below.

At regional level, the Francophone Region B&E Department relies on two strategic divisions that implement the orientations defined by the Group B&E Department:

- the CSR division, which establishes the guiding principles for societal, solidarity and environmental initiatives; and
- the Talent Engagement division, which, in line with these guiding principles, defines the main actions to be implemented by the various clusters forming the internal engagement policy.

This internal policy is communicated to the B&E managers of the four clusters in the French-speaking region[203]. Each of these managers then leads the initiatives with their team: solidarity initiatives, eco-responsibility initiatives and engagement activities for staff members. Overall, the B&E teams comprise around twenty staff members and have a dedicated budget set each year based on the company's economic performance, to support Intelcia's engagement policy.

At national level, the Country B&E Manager implements the internal engagement policy within the country. They define budgets and oversee action plans. They also organise national engagement, solidarity and eco-responsibility initiatives and establish general guidelines for site-level activities. They work closely with the country Director, site Directors and local communication officers to roll out the engagement strategy locally.

At local level, each site's communication officers relay national initiatives, manage partnerships with associations and organise their own local initiatives and activities, in line with specific regional solidarity needs. In addition, the HR teams at each site contribute to engagement by establishing local partnerships aimed at promoting the recruitment of people who are distant from the labour market or in situations of disability.

The budgets dedicated to solidarity and engagement initiatives are defined at national and site levels. The Intelcia group has set itself the objective of allocating each year 0.4‰ of its revenue to local engagement initiatives by 2030.

2. Actions

Each year, the Altice France Group carries out a significant number of initiatives, the main ones of which are described below. In 2025, these initiatives made it possible to support 160 associations.

2.1-Key initiatives involving staff members

2.1.1 Skills-based sponsorship

To encourage associative engagement among its employees, SFR and its Foundation have implemented a range of initiatives for staff members.

Since 2006, the UES SFR has had a framework agreement on skills-based sponsorship, negotiated with social partners. Employees of the UES SFR on

[203] Maghreb, France, Sub-Saharan Africa and the Indian Ocean.

permanent contracts and with at least one year of seniority within the company may become involved with an association during part of their working time via the Vendredi[204] platform. The skills-based sponsorship initiative comprises two components:

- **A "time allowance" for sponsorship,** granting employees between 2 and 8 days per year for projects with associations.
- **An end-of-career sponsorship scheme,** offering employees within three years of retirement the opportunity to dedicate 20% of their working time to sponsorship activities.

Employees also have the opportunity to act as mentors for associations supporting young people. They may devote up to 4 hours per month during their working time and receive appropriate support in their role as mentors.
In 2025, 78 employees carried out skills-based sponsorship through the initiatives described above.

2.1.2 SFR Solidarity Call for Projects

Since 2006, SFR has implemented an association sponsorship mechanism entitled "SFR Solidarity Call for Projects"[205]. Each year, all staff members of the UES SFR may propose the funding of associative projects promoting digital inclusion for vulnerable groups and the professional integration of young people via the Vendredi platform. Projects are assessed by an internal jury of 12 employees, which selects 30 projects to receive funding of €5,000 each. Among these, the six projects receiving the highest evaluation are then submitted to a staff vote to allocate additional funding of €5,000 to three of them. In 2025, the three projects selected to receive this additional funding were developed by the following associations:

- **"La Ruche"[206],** which supports entrepreneurship in rural areas, focusing on under-represented groups[207] and responsible entrepreneurs seeking to reconcile economic viability with positive impact.
- **"Yes Akademia"[208],** which aims to unlock young people's potential through the acquisition of digital skills and the development of citizenship.
- **"Le Réseau GRAIN"[209],** a collective of members operating in Normandy in the fields of the social and solidarity economy, work integration through economic activity and training. Its objective is to equip people who are distant from the labour market with IT equipment in order to promote their professional integration.

2.2-Flagship projects in 2025

In 2025, the SFR Foundation strengthened its initiatives around three priority areas:

- **Raising awareness among young people of responsible and balanced digital uses with Génération Numérique:** as part of the partnership with the SFR Foundation initiated in 2023, a project funded to the amount of €50,000 in 2025 enabled 10,000 lower and upper secondary school pupils from priority urban neighbourhoods (QPV) to be made aware of responsible digital use, the fight against disinformation and radicalisation, and the prevention of cyberbullying, in collaboration with the French Ministry of National Education.
- **Tech and AI serving the social and solidarity economy with Latitudes:** as part of the "IA for Good" programme, the association Latitudes, with the support of the SFR Foundation, offers a programme aimed at raising awareness and supporting social and solidarity economy stakeholders in the field of artificial intelligence. Through this programme, Latitudes provides more than 400 associations each year with webinars, mentoring and pro bono project implementation.
- **Promoting greater female representation in digital, technical and technological professions with Elles Bougent:** in 2025, the Foundation financed the "Elles Bougent en primaire" programme to the amount of €30,000. This programme aims to raise awareness among pupils from Year 4 to Year 6 of gender diversity in scientific and technical streams, through interventions by female professionals, company visits and classroom feedback sessions. Thanks to this contribution, the initiative was extended to 20 classes located in priority education networks (REP/REP+)[210] in the Île-de-France region.

In 2025, Intelcia also strengthened its engagement initiatives.
In March 2025, Intelcia organised solidarity "ftours"[211] in several cities in Morocco. In partnership with associations[212], the initiative provided meals and activities to 446 people in socio-economic vulnerability (elderly people, orphans, etc.). The initiative benefited from a contribution of more than €10,000 from Intelcia and the mobilisation of 130 volunteer staff members.
In addition, 400 volunteer staff members took part in blood donation campaigns organised at sites in France, Senegal and Morocco. In 2025, Intelcia also

[204] https://www.vendredi.cc/. Since January 21, 2025, Vendredi has merged with Wenabi to become Komeet. The Vendredi brand continued to exist throughout 2025, the year covered by this report.
[205] Translated from "Appel à projets SFR Solidaire".
[206] https://la-ruche.net/.
[207] Under-represented groups: long-term jobseekers, seniors, women, refugees, etc.
[208] https://yesakademia.ong/.
[209] https://reseaugrain.fr/.
[210] https://eduscol.education.fr/1028/la-politique-de-l-education-prioritaire-les-reseaux-d-education-prioritaire-rep-et-rep.
[211] Ftours: meals taken at sunset to break the fast during Ramadan.
[212] Ennassim, the Moroccan Child Protection Association, Ibny, and the Muslim Charity Association.

supported several initiatives promoting employability for people in economic vulnerability:

- **In Morocco,** a partnership with the "Amicale Marocaine des Handicapés"[213] aims to promote the recruitment of people with disabilities.
- **In France,** agreements were signed with France Travail and local authorities to facilitate the recruitment of people who are distant from the labour market. A specific agreement was also established with AGEFIPH in Laval, with the objective of employing at least 12% workers with disabilities.

2.3-Examples of projects supported in 2025

In 2025, the Altice France Group supported 160 associations. Overall, 158 societal impact projects have been supported, benefiting more than 70,000 beneficiaries. The table below presents a representative selection of engagement initiatives implemented across the Group.

Theme	Partner	Scope and Country	Purpose of the supported project	Nature of the partnership
Digital inclusion	Emmaüs Connect	SFR France	Connecting, equipping and supporting people in digital precarity.	Donation of more than 1,720,000 GB and 124,900 prepaid top-ups, contributing to the equipment of more than 13,850 people.
Digital inclusion	"Click & Moi"	SFR France	Organisation of workshops to combat the digital divide and protect seniors against online fraud.	Provision by SFR of 37 retail stores to host free workshops delivered by Click & Moi, benefiting around one hundred people.
Digital inclusion	Latitudes	SFR France	Raising awareness among social and solidarity economy associations of tech and AI.	A training session on responsible AI use delivered by Latitudes at PhilanthroLab to five associations supported by the SFR Foundation.
Professional integration	La Cravate Solidaire	SFR France	Distribution of professional clothing to combat appearance-based discrimination.	National collection of 902 kg of clothing for the benefit of La Cravate Solidaire.
Professional integration	Elles bougent	SFR France	Promotion of gender diversity in technical and technological streams.	20 primary school classes made aware of the deconstruction of gender stereotypes as part of the "Elles Bougent en primaire" programme.
Professional integration	Rêv'elles	SFR France	Supporting young women towards professional integration in the Paris and Lyon regions.	Two "Rêv'elles et moi" professional integration days organised at the Altice Campus and at the SFR Lyon site in collaboration with the association.
Solidarity	Pièces jaunes	SFR France Intelcia France	Contribution to paediatric healthcare.	€83,571 raised by SFR and 5 kg of small coins collected by Intelcia and donated to Les Pièces Jaunes.

[213] https://amh.org.ma/.

Solidarity	Sidaction	SFR France Intelcia France	Contribution to the fight against AIDS and HIV.	SFR: 50 employees mobilised to collect donation pledges and provision of infrastructure. Intelcia: 80 employees mobilised, generating €28,000 in donation pledges for Sidaction.
Education	The Big Heart association	Intelcia Morocco	Solidarity collection for orphans of the Douar Asfarsside school (Azilal) to support learning.	Collection of essential goods and IT equipment benefiting 90 children..
Vulnerability	Akany Tsimoka orphanage	Intelcia Madagas-car	Distribution of food and essential goods to people in economic vulnerability.	€2,000 financial donation benefiting around one hundred people.
Vulnerability	NOSO[214] Refugee Reception Centre	Intelcia Cameroon	Donation of essential goods to refugees and orphans.	€500 financial donation enabling 588 people to receive essential goods.
Vulnerability	Darna	Intelcia Tunisia	Donation to an association caring for infants without family support.	€1,000 financial donation to the association.
Solidarity	Dar Zhor	Intelcia Morocco	Contribution to the association's initiatives as part of Pink October and breast cancer awareness.	Logistical support (transport, registration management, refreshments, participant assistance) to the Dar Zhor association to organise free awareness and screening for 100 women from disadvantaged backgrounds.
Digital inclusion	Emmaüs Connect & Emmaüs Agame	SFR Réunion France	Donation of digital equipment, refurbished and resold at solidarity prices, with proceeds used to support digital inclusion initiatives in La Réunion.	More than 200 digital devices (phones and tablets) donated.
Solidarity	Ligue contre le cancer	SFR Réunion ERT Techno-logies France	Support for screening and information campaigns and contribution to breast cancer awareness as part of Pink October.	Donation of more than €700 to the association.
Solidarity	Téléthon	ERT Techno-logies France	Donation in support of patients and families affected by genetic, rare, progressive and severely disabling diseases.	€1,530 financial donation to the association.

[214] NOSO: The northwestern and southwestern regions of Cameroon are traditionally referred to as NOSO.

Governance

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Governance

Ethics and compliance

The Altice France Group has adopted an ethical approach based on the following commitments: social engagement and respect for individuals, environmental responsibility, data protection, solidarity actions, influence and public responsibility and business conduct. The Group has supported this approach with a monitoring and control mechanism aimed at managing the risks of unethical behaviour and non-compliance. Particular attention is paid to the SFR scope, which represents the core business of the Altice France Group.

1. Governance

Ethics and compliance are first and foremost driven by the Presidency[215], all members of the Executive Committee of the Altice France Group and the executives of its subsidiaries.

The Group's subsidiaries roll out this approach locally and have each implemented various arrangements. Within SFR, the ethics and compliance approach is implemented by the Ethics & Compliance Department, with the support of all the company's departments. It is subject to reporting at least once a year to the Group's Executive Committee.

2. Ethics and compliance policies [G1-1]

The Altice France Group has put in place specific policies to address the risks that may arise in terms of ethics and compliance. It is therefore committed to a process of continuous improvement and regularly updates the rules and good practices to be applied in the conduct of business.

2.1-Code of Ethics

SFR has adopted a Code of Ethics addressed to all its staff members and stakeholders. The main purpose of this Code is to present, in a comprehensive manner, the principles governing business ethics within the company. Led by the Presidency and widely disseminated to all staff members, it is also available on the corporate websites of the Altice France Group[216] and SFR Business[217]. It is also communicated to SFR's stakeholders via the Ethics & Compliance contractual clause.

2.2-Vigilance Plan

The Altice France Group ensures compliance with the French law of March 27, 2017 on the duty of vigilance of parent companies and contracting companies, through the implementation of its vigilance approach, detailed in its annual Vigilance Plan[218].

In 2025, the Altice France Group initiated work to update its vigilance risk mapping, in order to strengthen the identification of risks related to its activities throughout its supply chain. This approach forms part of a process of continuous monitoring and strengthening, aimed at keeping the system as closely aligned as possible with actual risks.

As part of this update, SFR also carried out an in-depth analysis of risks relating to human rights, health and safety and the environment across its main purchasing categories. This assessment will in particular provide a clear view of procurement-related risks across these three risk areas and guide the update of its responsible purchasing programme, thereby strengthening the Group’s overall approach.

2.3-Anticorruption Code of conduct

In 2025, SFR updated its Anticorruption Code of conduct in order to reflect as closely as possible the company’s corruption and influence peddling risk mapping.

It applies to all SFR staff members and is communicated to all stakeholders. In particular, it meets the requirements of the Sapin II law[219], the Foreign Corrupt Practices Act[220] (FCPA) and the United Kingdom Bribery Act[221] (UKBA).

The Anticorruption Code of conduct is driven by the Presidency and all members of the Executive Committee of the Altice France Group, and includes:

- a definition of offences relating to corruption and influence peddling;
- a statement of a zero-tolerance policy towards corruption and influence peddling;
- definitions and illustrations of risk situations, both for staff members and for the Group;
- the rules put in place by SFR.

This Code is supplemented by policies and proce-

[215] Presidency: Chief Executive Officer of Altice France (President of Altice France since the change in the company’s legal structure, which has taken effect on October 1st, 2025) and Chief Executive Officer of SFR.

[216] https://alticefrance.com/altice-france/ethique-affaires/ethique-conformite.html.

[217] https://www.sfrbusiness.fr/a-propos/code-ethique-et-code-de-conduite-anticorruption-sfr/.

[218] https://alticefrance.com/altice-france/ethique-affaires/declaration-performance-extra-financiere.html.

[219] Law No. 2016-1691 of December 9, 2016 on transparency, the fight against corruption and the modernisation of economic life (known as the Sapin II law).

[220] Foreign Corrupt Practices Act of 1977, as amended, 15 USC §§ 78dd-1 et seq.

[221] Bribery Act 2010.

dures setting out the management of each of the risks described. It is appended to all internal regulations, and staff members are exposed to the applicable disciplinary sanctions in the event of any breach.
The Code of conduct is available on SFR's internal intranet, as well as on the corporate websites of the Altice France Group[222] and SFR Business[223].

2.4-Gifts and invitations policy

SFR has a policy on gifts and invitations in order to minimise the risks of corruption and influence peddling. Regularly updated to take account of changes in practices, this policy is linked to the company's Code of Ethics and Anticorruption Code of conduct.
It establishes a strict framework to be complied with by SFR staff members and is accessible via SFR's internal intranet and on the corporate website of the Altice France Group[224]. It is subject to regular checks by managers, the Ethics & Compliance Department and the Internal Control and Audit team.

2.5-Conflict of interest prevention policy

SFR has adopted a conflict of interest prevention policy, together with a conflict of interest management procedure. The policy and the procedure are linked to the company's Code of Ethics and Anticorruption Code of conduct.
The policy aims to define and identify potential conflicts of interest that may arise, whether between staff members or between staff members and the company's stakeholders. The procedure enables managers, the Ethics & Compliance Department and the Human Resources Department to analyse potential or actual conflict of interest situations and to take appropriate measures to minimise any risk.

3. Actions [G1-2] [G1-4]

3.1-Anti-corruption

SFR implements the actions resulting from the policies referred to above, together with training initiatives described in the "3.4 Training and awareness programmes" section. To the best of the Group's knowledge, in 2025 there were:

- no convictions for violation of anti-corruption and anti-bribery laws;
- no fines for violation of anti-corruption and anti-bribery laws;
- no confirmed incidents of corruption or bribery;
- no confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents.

3.2-Management of ethics and compliance risks

SFR has implemented a risk management system covering specific risks relating to corruption, influence peddling, violations or serious infringements of human rights and fundamental freedoms, the health and safety of individuals, the environment, international economic sanctions, money laundering and the financing of terrorism.
This risk management framework has in particular been updated since 2024 and has been formalised through the adoption of a third-party integrity assessment Procedure. This procedure complies with the various applicable regulations, in particular the Sapin II law.
It is based on a set of processes involving operational departments, procurement teams, the Ethics & Compliance Department, the Legal Department and the highest level of responsible management. The processes are structured as follows:

- A preliminary assessment of third parties with regard to international economic sanctions.
- An overall assessment using risk matrices implemented by the Ethics & Compliance Department, taking into account the various risk factors.
- An assessment of the information collected from the third party.
- An assessment of the impact of the proposed service on internal activities.

3.3-Whistleblower protection

SFR has established an internal whistleblowing system through the implementation of an online platform[225], open to all staff members as well as all suppliers and stakeholders. This system is regularly updated in order to take into account the various applicable regulations (the Sapin II law, the duty of vigilance law[226], and the Waserman law[227]).
This system is communicated via SFR's internal intranet, the corporate website of the Altice France Group[228], the SFR Business website[229], as well as through contracts entered into between SFR and its partners.
It enables reports to be submitted relating to acts contrary to the Code of Ethics, the Anticorruption Code of conduct, and any violation or serious infringement of human rights and fundamental free-

[222] https://alticefrance.com/altice-france/ethique-affaires/ethique-conformite.html.
[223] https://www.sfrbusiness.fr/a-propos/code-ethique-et-code-de-conduite-anticorruption-sfr/.
[224] https://alticefrance.com/altice-france/ethique-affaires/ethique-conformite.html.
[225] https://alertealticefrance.sfr.com/#/.
[226] Law No. 2017-399 of March 27, 2017 on the duty of vigilance of parent companies and contracting companies.
[227] Law No. 2022-401 of March 21, 2022 aimed at improving the protection of whistleblowers (known as the Waserman law).
[228] https://alticefrance.com/altice-france/ethique-affaires/ethique-conformite.html.
[229] https://www.sfrbusiness.fr/a-propos/code-ethique-et-code-de-conduite-anticorruption-sfr/.

doms, the health and safety of individuals, or the environment.
The system is accompanied by an internal Whistleblowing Guide[230], accessible to all on the aforementioned websites.
Communications are carried out for staff members, in particular through anti-corruption e-learning, the Anticorruption Code of conduct, communications from the Presidency, and ethics and compliance training, among others.
Reports are handled as follows: acknowledgement of receipt, analysis of admissibility, and processing that guarantees the confidentiality of the identity of the whistleblower and of the persons concerned. Reports are handled by the Ethics & Compliance Department, which is trained to act impartially and confidentially.
The internal Whistleblowing Guide ensures the applicability of protections for natural persons who meet the legal definition of a whistleblower.

3.4-Training and awareness programmes

3.4.1 Training and awareness plan

SFR has implemented a training and awareness plan providing for:
- awareness-raising by the Presidency through a video published on SFR's internal intranet;
- reminders of existing processes by management several times during the year;
- mandatory anti-corruption e-learning for all staff members, recalling the definitions of acts of corruption and influence peddling, as well as risk situations;
- training modules delivered by the Ethics & Compliance Department.

Since the update of the Anticorruption e-learning programme, 93% of SFR staff members[231] have completed and passed the e-learning, including 89% from procurement teams and 92% from the B2B Department teams.

3.4.2 Sensitive functions

The Ethics & Compliance Department has recommended a list of sensitive functions, which are particularly exposed to the risk of corruption and influence peddling. These sensitive functions receive mandatory training delivered by the Ethics & Compliance Department. They include, in particular, all staff members who have contact with the Group's stakeholders.

Since 2024, the following have been trained:
- all members of the Executive Committee of the Altice France Group;
- 113 buyers; and
- 889 B2B sales staff.

3.4.3 Ethics & Compliance day

In 2025, SFR organised an ethics and compliance awareness day, aimed at introducing staff members to the members of the Ethics & Compliance Department and making ethics and compliance-related processes more accessible. This day was organised around:
- a full-scale on-site game, enabling staff members to win prizes for correct answers to the questions asked;
- the publication of a video by the Secretary General and the Ethics & Compliance Department focusing on operational themes (gifts and invitations, conflicts of interest, third-party assessment); and
- an explanatory comic strip presenting the day-to-day work of the Ethics & Compliance Department.

A review of this day (participation rate, response rate to questions, etc.) was formalised and presented to the Presidency.

[230] https://alticefrance.com/altice-france/ethique-affaires/ethique-conformite.html.
[231] Excluding SFR Distribution.

4. Indicators related to ethics and compliance [G1-4] ☑

Indicators related to ethics and compliance	Altice France Group 2025
Number of anti-corruption training programmes targeting own workers in functions-at-risk since 2024 (units)	1,093
Number of convictions for violation of anti-corruption and anti-bribery laws (units)	0
Amount of fines for violation of anti-corruption and anti-bribery laws (€)	0
Number of confirmed incidents of corruption or bribery (units)	0
Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents (units)	0

Responsible purchasing [G1-2]

1. Responsible purchasing policies

1.1-SFR

Since 2021, SFR has formalised its commitments in terms of responsible purchasing through a dedicated policy, structured around three pillars and applicable to SFR's central purchasing activities. These activities represent the most critical scope for the Group, given their volume and diversity within the overall purchasing portfolio.

This policy sets out the key principles to be complied with by buyers and defines the objectives of the responsible purchasing approach, in particular in terms of training, the integration of ESG criteria into tender processes and supplier assessment. It is structured around three core pillars, the implementation of which is overseen by the Director of Purchasing and Logistics in collaboration with the Group ESG Department:

- purchasing more responsible products and services to reduce environmental impacts;
- working with engaged suppliers; and
- building relationships that respect applicable legislation.

A CSR appendix is also included in contracts with commercial partners in order to ensure compliance with applicable regulations and with the guidelines set out in the Responsible Purchasing Policy.

Finally, the Greener Altice specifications, described in the section "Circular economy", require suppliers of customer equipment to comply with eco-design criteria.

1.2-Intelcia

Since 2024, Intelcia has had a Sustainable Purchasing Charter[232], which complements its Purchasing Policy. It forms part of the continuity of the commitments set out in its Code of Ethics[233], its Human Rights Commitments[234], its Eco-responsibility Charter and its CSR Charter[235]. This Sustainable Purchasing Charter is structured around five main pillars:

- respect for applicable rules, rights and reference texts;
- respect for human rights and the guarantee of decent working conditions;
- business ethics and integrity;
- balanced relationships and territorial responsibility; and
- limitation of environmental impacts.

The Sustainable Purchasing Charter applies to all Intelcia staff members, with particular attention given to those responsible for purchasing activities, as well as to all its suppliers and service providers. These stakeholders are systematically invited to become aware of all of Intelcia's sustainability commitments set out in the documents mentioned above. The Sustainable Purchasing Charter was also circulated to all suppliers in 2025.

The monitoring of this charter and of responsible purchasing action plans is carried out locally through a dedicated committee and operational committees organised by geographical area.

ESG clauses integrated into the general purchasing terms and conditions further strengthen this framework, including a specific clause dedicated to responsible purchasing.

1.3-Other subsidiaries

As part of a process of continuous improvement, the other subsidiaries, which represented less than 3% of the Altice France Group's purchases in 2025, are progressively developing a responsible purchasing approach aligned with the Group's overarching principles in this area. ATS has therefore included the development of a dedicated policy within its environmental policy adopted in 2025[236].

2. Actions

2.1-Partnerships with engaged suppliers

SFR's purchasing function contributes to the implementation of the Le Cap environmental policy through the Suppliers, Logistics and Operations Committee. In particular, this committee aims to progressively engage suppliers in a collective approach to reducing environmental impacts, notably through their commitment to the SBT initiative and the associated emissions reduction targets.

More broadly, the Altice France Group has established partnerships with companies committed across the various ESG pillars. By way of example:

- **Environmental pillar:** SFR's partnerships with various partners, in particular refurbishment specialists, help ensure the reuse of electrical and electronic equipment as well as the reuse of raw materials[237].
- **Social pillar:** the Group develops partnerships with organisations operating within the social and solidarity economy. Intelcia has therefore been

[232] https://www.intelcia.com/sites/default/files/2025-04/en_intelcia_car_aout_2024_1.pdf

[233] https://www.intelcia.com/sites/default/files/2023-10/code_of_ethics_2023.pdf.

[234] https://www.intelcia.com/sites/default/files/2023-03/intelcia_our_commitment_to_human_rights_en.pdf.

[235] https://www.intelcia.com/sites/default/files/2023-03/intelcia_csr_charter_en.pdf.

[236] See section "Climate and Energy".

[237] See section "Circular Economy".

working for several years with organisations in the adapted sector, such as the ESAT[238] Les Ormeaux for the maintenance of green spaces at its Marseille site, and Elise, an adapted enterprise responsible for waste recycling across all French sites.

2.2-Specific programme for internet box and video decoder suppliers

As a contracting entity and co-designer of the internet boxes and video decoders made available to its customers, and within the scope of its fixed terminal purchases, SFR administers a specific ESG questionnaire to each supplier from the tendering stage. For each new project, supplier selection is based on a 360° assessment of proposals, including a dedicated sustainability component accounting for at least 15% of the final score.
SFR also relies on the Greener Altice specifications[239]. Updated annually in collaboration with all suppliers and building on market trends and innovations, these specifications require suppliers to comply with defined eco-design criteria.
As a result of these actions, the Box 10+, by way of example, obtained the "Green Product Mark" certification awarded by TÜV Rheinland[240]. As part of the certification process, the independent third-party organisation carried out audits and inspections to confirm that the eco-design criteria comply with its environmental requirements across the entire life cycle of the box and that they are effectively implemented. These inspections also aim to ensure compliance with social standards during production and with safety standards for the use of the finished product.

3. Responsible purchasing training

3.1-SFR

In line with its Responsible Purchasing Policy, SFR achieved its objective of training 100% of central purchasing teams, through a three-day training programme covering:
- the theoretical fundamentals of responsible purchasing;
- the relevant frameworks and main applicable regulations;
- several practical exercises; and
- comprehensive post-training feedback.

This training is also supplemented by the e-learning awareness module "Responsible choices and uses of digital equipment", available to all SFR employees[241].

3.2-Intelcia

Intelcia has developed a training programme specifically dedicated to responsible purchasing. In 2025, 100% of buyers completed a comprehensive responsible purchasing training programme, following the training already delivered to all central buyers[242] in 2024. This two-day programme is structured around four objectives:
- understanding the challenges of the ESG approach and its implications for purchasing activities;
- gaining ownership of the frameworks, standards and regulations related to responsible purchasing;
- becoming familiar with the tools used to deploy a responsible purchasing approach; and
- identifying priorities and defining an action plan tailored to one's operating environment.

In addition, at the beginning of 2025, Intelcia launched an awareness-raising and training programme for all its corporate suppliers[243], with a view to involving them in its sustainability approach. This 18-month programme includes:
- understanding the challenges of the ESG approach and its implications for purchasing activities;
- gaining ownership of the frameworks, standards and regulations related to responsible purchasing;
- becoming familiar with the tools used to deploy a responsible purchasing approach; and
- identifying priorities and defining an action plan tailored to one's operating environment.

4. ESG supplier assessment

In 2025, SFR updated its ESG supplier assessment process. This system is now based on EcoVadis, a solution enabling companies to assess the environmental, social, ethical and responsible purchasing performance of their suppliers. Based on assessments supported by documented evidence, the partner solution analyses suppliers' ESG performance and provides, through scorecards, areas for improvement and, where applicable, recommendations for the implementation of corrective

[238] ESAT: "Établissement et service d'accompagnement par le travail" (can be translated as "Work adapted center"). In France, work adapted centers are structures that enable people with disabilities to engage in professional activity while receiving medical, social, and educational support in a protected environment.

[239] See section « Circular economy ».

[240] https://www.tuv.com/world/en/.

[241] Excluding SFR Distribution.

[242] Central buyers belong to Intelcia Group's central Purchasing Department. They carry out corporate purchases, i.e. purchases covering all Intelcia scopes, including the French-speaking market (the scope covered by this report).

[243] Corporate suppliers are suppliers whose purchases are carried out by central buyers. As such, only part of the purchases relating to the French-speaking market (the scope covered by this report) are included. Locally managed purchases specific to each country are excluded.

action plans. Nearly 900 suppliers were assessed by EcoVadis between 2024 and 2025, and 36 were subject to a specific analysis as part of the 2025 annual purchasing assessment. For these suppliers, improvement actions were identified to support discussions between buyers and suppliers. A specific risk management mechanism, described in the section "Ethics and compliance" and complementary to the CSR assessment process outlined above, is also in place to manage supplier risks related to the duty of vigilance.

Intelcia has developed a supplier assessment questionnaire based on ESG criteria. Since 2025, this mechanism has been rolled out on a pilot basis for supplier selection within the scope of corporate purchasing.

Political influence and lobbying activities [G1-5]

1. Regulatory framework governing lobbying activities

The Altice France Group carries out lobbying activities at national and European level in connection with its telecommunications business. These activities are conducted in strict compliance with applicable regulations, in particular the provisions of article 25 of the Sapin II law relating to transparency in relations between interest representatives and public authorities. They are also guided by the principles of transparency and professional ethics set out in the Code of Ethics[244].

Accordingly, the Group is registered in the register of the "Haute Autorité pour la Transparence de la Vie Publique" (HATVP)[245] and in the European Union Transparency Register. The individuals designated to represent the Group's interests are also listed in these registers, and their actions and public positions are strictly limited to matters relating to the Group's activities.

Among the new members appointed to the Group's administrative, management and supervisory bodies during 2025, none had held a comparable position within a public administration or regulatory authority during the two years preceding their appointment.

Lastly, the Group makes no donations to political parties, as such practices are prohibited in France. Accordingly, the Group provides no financial or in-kind contributions, whether direct or indirect (cash donations, payment for services, or provision of premises, equipment or company resources), to political parties, their elected representatives or candidates in electoral elections.

2. Governance

Interest representation activities (local, national and European) are carried out by the Institutional Relations and Engagement Department, reporting to the General Secretariat, on behalf of the Altice France Group, with support from other Group departments depending on the relevant expertise required.

Calculated using the same methodology as for declarations to the HATVP and the EU transparency register, he amount of expenditure related to interest representation activities at national and European level corresponds in particular to the time devoted by the designated individuals to these activities, as well as the expenses required to carry them out, such as membership fees paid to professional and sectoral organisations (FFT, AFEP[246], APPS[247], AF2M[248], GSMA[249]) or costs related to the organisation of events. In 2025, this amount represented less than €400,000.

3. Main topics covered by the Group's lobbying activities and key positions advocated

As described in the HATVP register in France, the Altice France Group's interest representation activities aim to contribute to the development and evolution of a regulatory framework conducive to the deployment of telecommunications infrastructure that is accessible throughout the territory and adapted to the needs and uses of individuals, businesses and public authorities. The Group advocates regulatory and administrative simplification measures in order to facilitate and accelerate network deployments.

It also calls for improved access to electronic communications services and digital and audiovisual content, in particular by addressing regulatory asymmetries with other players in the value chain.

In a context of accelerating digital transformation and sustained investment in telecommunications networks and services, the Group also supports a framework that promotes sector competitiveness, fair financing of infrastructure, and the allocation of sector-specific tax revenues to digital territorial development.

Finally, through all of its public positions, the Group promotes digital inclusion, notably by supporting awareness-raising initiatives targeting people who are distant from digital technologies or vulnerable groups. In addition to its lobbying activities, the Group supports on-the-ground initiatives that foster social and digital inclusion. These commitments are presented in the section "Engagement and societal impact" of the report.

[244] https://static.s-sfr.fr/AlticeFrance/fichiers/CodeEthique_AlticeFrance2024.pdf

[245] HATVP: can be translated as "High Authority for Transparency in Public Life". Further information is available at: https://www.hatvp.fr/.

[246] AFEP: "Association Française des Entreprises Privées", which can be translated as "French Association of Private Companies". Further information is available at: https://www.lafep.org/en/home/.

[247] APPS: "Association pour la Protection des Programmes Sportifs", which can be translated as "Association for the Protection of Sports Programmes".

[248] AF2M: "Association Française pour le développement des services et usages Multimédias Multi-opérateurs", which can be translated as "French Association for the Development of Multi-Operator Multimedia Services and Uses". Further information is available at: https://af2m.org/.

[249] GSMA: Global System for Mobile Communications Association. Further information is available at: https://www.gsma.com/.

Business continuity

Business continuity is embedded in the Altice France Group's overall risk management strategy through a formalised business continuity policy based on the good practices set out in ISO 22301. This policy aims to safeguard the Group's essential activities, protect its employees, the interests of its customers and partners, its reputation, and ensure compliance with its legal and regulatory obligations. It applies directly to SFR, SFR Réunion and their commercial partners through contractual arrangements or clauses. It also covers ATS and Intelcia, taking account of their specific operating models. Given the nature of its business, ATS has adapted its services to align with the business continuity arrangements implemented by its customers, and in particular those of SFR. Intelcia, for its part, has its own dedicated Business Continuity Plan (BCP), which benefits all of its customers, including SFR and SFR Réunion.

1. Governance

The Altice France Group's business continuity governance primarily focuses on the Group's telecoms subsidiaries, which account for 97% of its revenue, in particular via the Group BCP Coordination Unit, with the objective of preventing significant financial impacts and major customer disruptions. Business continuity across the Group is also implemented through procedures, mechanisms and local relays within each subsidiary. In parallel, Intelcia has implemented its own BCP in order to ensure the resilience of its operations and the availability of its services, supported by a dedicated governance framework.

1.1-Group BCP Coordination Unit

A Group BCP Coordination Unit, reporting to the Legal Obligations Department within the General Secretariat, leads the overall business continuity framework and is primarily dedicated to maintaining the operational readiness of the SFR brands, including SFR Réunion. It coordinates a network of 31 deputies and Business Continuity Managers (BCMs) covering the most critical scopes. It relies on SFR's BCP, whose governance is based on:

- **ongoing crisis monitoring and anticipation,** coordinated with the other Group's subsidiaries;
- **a network of BCMs within each department,** supported by Business Continuity correspondents whose roles are defined in the business continuity policy;
- **an operational crisis organisation that can be activated at any time,** with the BCP crisis cell triggered by the crisis director whenever business continuity is at risk. The role of this unit is to anticipate developments in the crisis and propose business continuity responses. The crisis director leads the unit, supported by a secretary responsible for recording all events and decisions throughout the crisis, and by a coordinator who ensures that decisions are relayed and implemented by the relevant BCMs;
- **monitoring and control of the system** to assess its effectiveness and resilience.

In addition, BCP monitoring committees bringing together the BCMs of SFR and SFR Réunion meet twice a year to steer the business continuity management process. Topics reviewed include in particular:

- annual and multi-year strategic orientations for business continuity;
- feedback following the actual activation of one or more BCPs;
- reporting on tests and exercises, including the monitoring of corrective actions;
- reporting confirming, based on the tests and controls carried out, the operational readiness of the solutions in place and their effective coverage.

1.2-Intelcia governance

Within Intelcia, business continuity governance is structured around several key stakeholders. General Management approves the business continuity policy, defines the roles and responsibilities of the teams involved, and deploys the resources required to ensure the availability of critical services. In the event of a major incident, the security team convenes the crisis cell and applies the business recovery procedures. The IT infrastructure team within the Information Systems Department designs and implements the IT continuity plan, while the facilities teams develop the emergency evacuation plan to limit human and material losses in the event of an incident. The business continuity framework also includes a Business Continuity Management System (BCMS), designed to identify critical processes and the risks that could threaten service delivery. Directors, managers and team leaders are involved in implementing the actions required to ensure the continuity of business processes.

1.3-Cooperation with public bodies and regulatory authorities

In order to meet regulatory obligations and ensure the resilience of critical infrastructures, the Altice France Group works with public authorities through crisis-management exercises.
As part of its strategy related to resilience and business continuity, SFR took part in crisis-mana-

gement exercises relating to the risk of flooding of the River Seine in October 2025. The “HYDROS 25” exercise, organised by the “Secrétariat général de la Zone de défense et de sécurité de Paris[250]” (SGZDS) of the Police Prefecture, simulated a major flood of the Seine in the Île-de-France region. The purpose of the exercise was to assess inter-agency coordination and the business continuity capabilities of State services and their partners, including critical infrastructure operators. Its objective was to test and improve existing arrangements in order to strengthen resilience in the event of a major natural disaster. Although fictitious and accelerated for exercise purposes, the HYDROS 25 hydrological scenario was based on flood levels that have already been observed.

In parallel, SFR Réunion takes part each year in preparedness exercises in partnership with the local Prefecture, organised ahead of each cyclone season. These exercises are used to update crisis-management procedures and to raise awareness among all stakeholders, thereby strengthening collective preparedness for the major meteorological risks specific to the region. In addition to these preparedness exercises, SFR Réunion also cooperates with the authorities in managing large-scale crises, such as when Cyclone Chido struck at the end of 2024. During this crisis, the company was in direct, daily contact with the local Prefecture in La Réunion and the “Commissariat aux Communications Electroniques de Défense (CCED)[251]” at the national level.

2. A common reference framework: the BCP

2.1-SFR and SFR Réunion

SFR has a structured BCP that applies directly to the activities of SFR and SFR Réunion. This framework covers their human, property and technical resources, as well as their critical service providers. Its implementation is coordinated with Intelcia and ATS.

The SFR BCP covers SFR sites in mainland France and in La Réunion and is built around two levels:

- **fully equipped and regularly tested fallback sites** for SFR, and for SFR Réunion’s network supervision activities located in mainland France;
- **secured remote-working arrangements;**
- **distribution of activities across multiple sites;**
- **strategic management of equipment stocks;**
- **redundancy[252] of critical infrastructures;**
- **for SFR, the deployment of an alerting tool** independent of internal infrastructures, designed to compensate for the unavailability of standard office communication tools and to enable the activation of the BCP and the rapid dissemination of information to priority staff.

To ensure the effectiveness of this framework and the associated procedures, the SFR BCP is subject to regular and diversified testing.

For SFR activities, these annual exercises include simulations of critical scenarios such as cyberattacks or flooding, user fallback tests[253], technical validation of IT continuity plans and network disaster recovery plans, as well as communication tests. Each exercise is systematically followed by immediate debriefing sessions, formal feedback and the development of continuous improvement plans.

The operational IT infrastructures of SFR Réunion are also subject to regular testing. These tests notably cover:

- the application of the backup policy, which aims to preserve data integrity;
- verification procedures designed to assess the compliance and effectiveness of the arrangements in place.

2.2-Intelcia

Intelcia has a structured BCP designed to ensure the resilience of its infrastructures and operations in the event of potential service disruptions. This plan includes several key components:

- **Disaster recovery plan:** In the event of an incident, a crisis cell determines whether to activate recovery plans, with the objective of maintaining a minimum acceptable level of service.
- **Redundant technical architecture:** two data centres in France, interconnected with each other and with production sites, provide redundancy for critical equipment. The protection of production data is ensured through a backup and recovery policy. Data availability is verified through regular restoration tests, while data integrity is maintained through strict and documented access control to backup files.
- **Redundancy of telecom links:** to ensure optimal availability, telecom links between operating sites and data centres are provided by multiple operators.
- **Fallback sites:** several sites in France are equipped to accommodate staff in the event of an incident.
- **Remote working:** remote working is enabled through secure access to IT resources.
- **Site security:** each site is equipped with security arrangements including evacuation plans, safety instructions and dedicated equipment.

[250] Secrétariat général de la Zone de défense et de sécurité de Paris: can be translated as “general secretariat for the Paris defence and security zone”. In France, the Secrétariat général de la Zone de défense et de sécurité de Paris prepares and coordinates responses to crises in civil security and economic security.

[251] CCED: can be translated as “communications and electronic defense commission”. Further information is available at: https://lannuaire.service-public.gouv.fr/gouvernement/06251b9f-b17e-4122-8315-d97b8f0e8e7f.

[252] Redundancy refers to the availability of alternative infrastructures, equipment or systems for resources deemed essential, in order to ensure business continuity if one of them becomes unavailable.

[253] Type of test that consists of simulating the unavailability of usual working tools in order to verify that users can switch to alternative solutions and maintain essential activities.

3. Risk management and business continuity

3.1-Identification of unavailability scenarios

● 3.1.1 SFR and SFR Réunion

In the event of major incidents affecting critical resources, the unavailability scenarios covered by the SFR's BCP fall into four categories:

- unavailability of human resources;
- unavailability of property resources (sites, infrastructures, etc.);
- unavailability of technical resources (information systems, networks); and
- unavailability of critical service providers.

The modelling of these scenarios makes it possible to identify the resources and measures required to limit impacts in the event that any of the above resources becomes unavailable.

● 3.1.2 Intelcia

Intelcia has identified several major risks that could affect business continuity. Telecommunications failures and prolonged outages of critical servers are considered the most critical, as they are capable of causing extended operational shutdowns.

Risks of power outages, whether local or widespread, as well as failures of essential communications infrastructures such as telephony platforms, are also identified as significant risk factors impacting operational resilience and business continuity.

Fires, flooding, civil unrest, terrorist acts, large-scale cyberattacks, and pandemics or public health crises are also among the risks identified.

Risks are assessed based on their likelihood and their potential impact. The results of this assessment are used to optimise the business continuity strategy.

3.2-Incident response plans and crisis exercises

● 3.2.1 SFR and SFR Réunion

A dedicated management structure brings together several specialist units that contribute to overall risk management across these scopes. Each unit develops its own specific risk map, aligned with its operational priorities. These risk maps are consolidated and articulated to provide a coherent, cross-functional view of risk management across SFR and SFR Réunion. This organisation ensures comprehensive coverage of risks (strategic, operational, regulatory, technological and environmental) and stronger coordination between risk control mechanisms.

The business continuity risk mapping is supplemented by Business Impact Analyses (BIAs). These analyses, carried out across different themes, are used to identify critical processes, measure the financial and operational impacts of a business interruption, and define recovery objectives. Prevention and protection measures are implemented based on the results observed.

The SFR BCP also incorporates:

- the IT continuity plans of the Executive Information Systems Direction;
- the disaster recovery plans of the Executive Network Direction;
- the business continuity operational procedures.

In addition, cross-functional prevention and protection arrangements are deployed across this scope. Feedback from crises and exercises also contributes to the continuous improvement of response strategies. Lastly, all of the plans referred to in this section are subject to an annual review.

● 3.2.2 Intelcia

Intelcia's business continuity strategy primarily relies on the transfer of production between sites in the event of an incident. This strategy is supplemented by a crisis communication plan covering all stakeholders. Where an incident involves risks to people, an emergency evacuation plan is deployed to protect all staff. A crisis cell may also be activated to manage the incident and coordinate the triggering of DRPs.

Cybersecurity ☑

The increase and diversification of cyber threats is a reality faced by the Altice France Group, like any organisation. However, given its telecoms activities, the risks related to service continuity, data protection and the integrity of information systems are particularly sensitive.
To address cybersecurity challenges, the Altice France Group has adopted a General Information Security Policy (GISP), which serves as the reference framework for all subsidiaries in terms of information protection and information system security. In this context, the Group operates an Information Security Management System (ISMS), one of whose scopes is ISO 27001 certified.
The Group applies a risk-based approach designed to ensure the availability, integrity and confidentiality of information, while ensuring regulatory compliance and resilience to threats. This approach is supported by structured governance, technical and organisational controls, and awareness-raising actions aimed at developing a strong security culture among staff.

1. Altice France Group governance and organisation

1.1-Group Cybersecurity Department

Cyber risk management within the Altice France Group is led by the Group Cybersecurity Department, which is made up of two teams:

- **The Cybersecurity team,** which leads Group-wide cyber governance. It develops internal synergies, in particular thanks to Chief Information Security Officers (CISOs), and external synergies, for instance with the "Agence Nationale de la Sécurité des Systèmes d'Information" (ANSSI)[254] or the FFT. It also supports each subsidiary through the common framework (policies and directives) and cross-functional arrangements such as: regulatory compliance management, awareness programmes, audits, crisis exercises and recurring tests, etc. This support is complemented by the sharing of more specialised expertise on request or as part of cross-Group cyber projects. The Cybersecurity team is also responsible for managing cyber incident crises.
- **The Economic Security team,** which provides intelligence support to teams involved in security, safety and fraud prevention within the Altice France Group. It operates multi-channel monitoring (detection and research), conducts analyses based on alerts or on request, and leads efforts to combat phishing and audiovisual piracy.

In 2025, the dedicated Group cybersecurity budget was renewed with the aim of harmonising practices and strengthening governance across all subsidiaries. This centralised budget supports essential cross-functional actions such as securing critical assets, strengthening technical and supplier audits, and raising staff awareness through the deployment of a new tool. Subsidiaries supplement this framework with their own human, financial and technical resources to ensure coverage tailored to their specific risks and regulatory requirements.

1.2-Cybersecurity within the subsidiaries

The Group Cybersecurity Department coordinates the Altice France Group's cyber strategy, which is implemented within each relevant scope by the CISOs. They are functionally attached to the Group Cybersecurity Department and report directly to their respective senior management through the Security Committees of each scope.
At SFR, each executive direction has its own CISO, who reports to its executive director and functionally to the Group Cybersecurity Director.
At SFR Réunion, cybersecurity falls under the responsibility of the Head of Security. Together with a CISO, he coordinates cross-functional actions with the network, infrastructure, human resources and other strategic teams. This governance is supported by regular cooperation with the Group Cybersecurity Department, enabling information-sharing, good-practice exchange, and the prevention, assessment and management of incidents and crisis situations.
Within ATS, the Cybersecurity unit, led by the CISO, provides cybersecurity governance for all ATS subsidiaries. It relies on cyber coordinators who are functionally attached to it in order to ensure consistency of security policies and practices.
Within Intelcia, cybersecurity is overseen by the Security & IS Department, structured around two functional areas: Operational Security and Governance, Risk & Compliance. This department defines and implements cybersecurity governance for all Intelcia subsidiaries, including the French-speaking region. Two IT security committees provide oversight: a steering committee, responsible for aligning the ISMS with Intelcia's strategy, and an operational committee, responsible for maintaining the ISMS in operational condition. Key priorities include a risk-based approach, the integration of security from the design phase of all projects ("security by design"), operational performance and service quality for the customer experience. The Security & IS Department also ensures compliance of contractual security clauses, strengthens security commitments with partners, and leads staff awareness initiatives to increase vigilance against cyber threats and internal risks.

[254] ANSSI: can be translated as "French national cybersecurity agency". In France, the ANSSI is the national authority for cybersecurity and cyber defence.

1.3-Common frameworks and programmes

To ensure consistency in risk prevention and incident management, the integrated governance put in place by the Altice France Group is based on cross-functional arrangements and procedures. This organisation relies in particular on security committees, a network of CISOs and security coordinators within the various subsidiaries, ensuring the rollout of policies, the monitoring of controls and the escalation of information to the Group Cybersecurity Department.

1.4-Subsidiary security committees

Within each subsidiary, a security committee meets at least quarterly under the leadership of its CISO. These committees bring together:

- the Altice France Group Executive Director responsible for the relevant scope, or the Managing Director of the related entity;
- the relevant business divisions and their stakeholders (e.g. Human Resources, Finance, Procurement);
- the entity's Information Systems Department; and
- the Group Cybersecurity Department.

These committees ensure the operational steering of the cybersecurity projects and actions agreed with management or at security committee level, as well as the monitoring of security indicators for the relevant scope.

1.5-Security correspondents: a network of identified local relays

The Altice France Group also operates a network of Information System Security Correspondents (ISSCs) across most of its subsidiaries. This arrangement is designed to strengthen the cybersecurity governance network and to provide local, day-to-day support to operational teams.

The main responsibilities of ISSCs are to:

- provide local support to operational teams on cybersecurity matters;
- facilitate the escalation of operational issues to the responsible CISO and to the Group Cybersecurity Department;
- disseminate cybersecurity policies and instructions across their scope;
- report any anomaly or non-compliance.

ISSCs are appointed by their management and identified by local CISOs or operational security entities. The list of ISSCs is consolidated by the Group Cybersecurity Department.

1.6-Cooperation with public bodies and regulatory authorities

The Altice France Group works in close cooperation with a number of public bodies and regulatory authorities.

In particular, the Group maintains regular exchanges with ANSSI, with meetings held on average every two to three months. These discussions cover internal and external cybersecurity incidents as well as developments in key sector regulations, in particular the implementation of the NIS2 Directive[255].

In 2025, the Group Cybersecurity Department proposed the creation of a telecoms sector cybersecurity working group under the aegis of the FFT. The purpose of this working group is to promote the sharing of experience and best practices and to address common cybersecurity challenges faced by the telecoms sector, in strict compliance with ethical standards and the applicable legal and regulatory framework, in particular competition law and business law.

SFR also works with the office of the "Haut fonctionnaire de défense et de sécurité"[256], in connection with their responsibilities for overseeing and securing the integration and use of artificial intelligence in sensitive areas.

2. A common reference framework applied across each subsidiary

2.1-General information security policy

Under the responsibility of the Group Cybersecurity Department, the Altice France Group GISP provides the reference framework for all activities across its subsidiaries. The measures set out are generic: they may require operational adaptation in order to be applied to a specific activity or scope. Inspired by ISO 27001, the GISP defines responsibilities, specifies objectives and sets out the general principles governing cybersecurity. It is regularly updated to reflect developments in the cyber threat landscape. The policy is signed by the President of the Altice France Group and is distributed across the Group's subsidiaries. It applies directly to the following entities: SFR, SFR Réunion and ATS. The Intelcia group has its own Information Systems General Security Policy (ISGSP), which applies to the Intelcia scope covered

[255] Directive (EU) 2022/2555 of the European Parliament and of the Council of 14 December 2022 on measures for a high common level of cybersecurity across the Union, amending Regulation (EU) No 910/2014 and Directive (EU) 2018/1972, and repealing Directive (EU) 2016/1148 (NIS 2 Directive).

[256] Haut fonctionnaire de défense et de sécurité: can be translated as "high official for defence and security". In France, the Haut fonctionnaire de défense et de sécurité is appointed by decree and has sole authority over all departments of the economic and financial ministries for matters relating to defence and national security.

by this report. This policy is designed to ensure the confidentiality, integrity and availability of the information systems operated by Intelcia, both for its own activities and for those of its clients. It sets out the guiding principles and requirements for cybersecurity management, data protection and operational resilience. The ISGSP is accessible to Intelcia staff via the intranet.
The Altice France Group GISP is supplemented by Local Information Security Policies (LISP) in order to address the specific requirements of each subsidiary and scope.

2.2-ISO 27001 certifications

In addition to the applicable policies, ISO 27001 provides the foundation for information security management within the Altice France Group. The SFR Business ISMS is certified in accordance with ISO 27001 and with the "Hébergeur de Données de Santé" (HDS)[257] standard for the scope "managed cloud computing services (cloud v3) and colocation hosting services within data centres".
The ISO 27001 security framework includes many of the measures and arrangements described in the section "Cybersecurity", in particular:

- the rollout of the GISP through local information security policies within each subsidiary;
- security directives and procedures that supplement the security framework;
- the PDCA model (Plan-Do-Check-Act), which enables the continuous maintenance and improvement of security management processes;
- an organisation that is both centralised (development of synergies) and close to staff: a CISO for each relevant scope supported by a network of local security correspondents;
- a "defence in depth" approach combining multiple types of controls: technical and organisational, preventive, protective and reactive (such as the 24/7 Security Operations Centre, backed by an on-call system and tested incident and crisis management plans);
- a control of the means deployed, from several angles: tests (penetration tests, robustness tests, phishing attempts, etc.) internal audits, security audits by third party experts. These internal and external audits are conducted each year based on the risks and scopes identified.

In addition, certain sensitive infrastructures, defined according to the criteria laid down by the law and validated by the competent State services, are subject to dedicated security policies, variations of the GISP, and specific annual controls.
Intelcia also operates two ISO 27001-certified data centres in Morocco[258], while its hosting providers in France, Telehouse[259] and Global Switch[260], are also ISO 27001 certified.

2.3-Compliance with and communication of security standards

Other formalised documents ensure compliance with and communication of security standards, such as security policies and directives. These documents apply to all Altice France Group's subsidiaries.
By way of example, the security appendix is a contractual document designed to formalise suppliers' commitments to comply with the Group's security requirements. It is mandatory for most services, except for certain purchases governed by specific general conditions of sale. It is incorporated by the procurement teams into calls for tender and contractually sets out the required technical and organisational measures, thereby strengthening control and audit capabilities in relation to cyber risks across the supply chain.
SFR's B2B customers may also be given access to security assurance plans describing the security measures implemented for the offers and services to which they have subscribed. These documents are provided at the customer's request as part of the commercial relationship.
Intelcia also operates a "supplier relations" security policy. This policy defines the security requirements applicable to assignments carried out by external service providers and sets out their commitments in terms of information system security. In this context, a "security assessment form", detailing the applicable security requirements, must be completed by all external service providers. This document is reviewed by the Information Systems Security Department, and the results are forwarded to the Procurement Department for final decision-making.

3. Cybersecurity action plans

For operational security and confidentiality reasons, detailed action plans and specific cybersecurity protection measures cannot be disclosed publicly. The information presented in this ESG report therefore provides a high-level overview of the main arrangements implemented to protect the Group's systems and data.

[257] HDS: can be translated as "health data hosting". Further information is available at: https://certification.afnor.org/en/digital/hds-certification.
[258] Casanearshore and Tachfine sites.
[259] https://www.telehouse.fr/rse/gouvernance-telehouse/.
[260] https://www.globalswitch.fr/esg/.

3.1-Key cyber-threat prevention and response mechanisms

A cyber risk map is established for each activity, enabling the identification and assessment of its specific vulnerabilities.
The main risks identified include:

- the risk of unavailability of customer-facing networks and services resulting from cyberattacks such as phishing, ransomware, DDoS[261] attacks and system intrusions. The current geopolitical context increases the risk of advanced attacks for espionage or destabilisation purposes, including sabotage;
- human risks, often acting as a vector for incidents through error or manipulation;
- risks related to privileged access;
- the risk of loss or theft of sensitive data;
- the risk of regulatory non-compliance under increasingly stringent legal frameworks;
- the risk of fraud in usage or subscription, as well as content piracy.

To prevent, detect and respond to these risks, both internal exercises (e.g.: phishing simulations) and external tests (pentests[262]) are regularly carried out across the Group's subsidiaries.

3.2-Incident response plans and crisis exercises

To identify, assess and mitigate cybersecurity risks, the Altice France Group has implemented arrangements across three dimensions:

- **Technical:** advanced security toolsets provide a defence-in-depth for systems. It combines varied and multiple layers of protection.
- **Organisational:** the Group's subsidiaries rely on 24/7 Security Operations Centres (SOCs)[263] dedicated to threat monitoring, continuous security watch, audits and regular controls.
- **Human:** ongoing staff awareness and regular cyber crisis exercises are essential to ensure optimal responsiveness to incidents.

The growing use of artificial intelligence in day-to-day operations is also accompanied by strong engagement from the Group Cybersecurity Department and the subsidiaries to control the associated risks. Indeed, this technology can amplify cybersecurity threat vectors and vulnerabilities. Security teams are mobilised to assess and mitigate these risks, in particular through dedicated test environments and, where appropriate, specialised audit expertise in AI systems.

3.2.1 Group actions

As part of cyber risk management, securing the supply chain is a key strategic priority. To strengthen relationships with its partners, the Group applies a hybrid control approach. Historically, this was based on formal supplier commitments through security appendices, supplemented by internal audits conducted by the Group Cybersecurity Department and the subsidiaries. To reinforce this framework, an optimisation programme was launched in 2025. This approach is in line with the requirements of the NIS2 Directive, which extends its scope to suppliers.
In addition, a structured cyber crisis management exercise programme was rolled out at Group level in 2025. Four exercises were conducted involving several Group's subsidiaries, some of which were based on the ANSSI "REMPAR"[264] initiative. The purpose of these exercises is to optimise the teams' response and coordination capabilities across a range of incident scenarios.

3.2.2 Intelcia actions

For Intelcia, 2025 was marked in Morocco by the maintenance of ISO 27001 certification[265] and the renewal of PCI DSS[266] certification in May. At the same time, a programme to secure Active Directory[267] was launched in order to strengthen the integrity of the authentication infrastructure. Another major project was the deployment of four e-learning modules covering topics such as social engineering, phishing, whaling and password management. These modules were initially rolled out to support functions and are now being extended to cover all Intelcia staff.

3.3-Awareness and training

Staff awareness of cybersecurity is monitored on an ongoing basis within the Altice France Group. A first e-learning awareness programme was launched in 2022 for all staff members within the UES SFR. This programme was strengthened through the rollout of a new online learning pathway covering the fundamentals of cybersecurity and has gradually been extended to all Group staff.
In addition, enrolment in core modules, including cybersecurity, is mandatory for new joiners at SFR and

[261] A DDoS (Distributed Denial of Service) attack is a malicious attempt to make an online service unavailable by overwhelming it with massive volumes of data traffic from multiple compromised sources.

[262] Pentests: A penetration test is an information system security assessment method. It simulates cyberattacks in order to identify vulnerabilities in infrastructures, networks and applications, so that weaknesses can be remedied before they are exploited.

[263] A SOC is a team of cybersecurity experts dedicated to monitoring, analysing and protecting an organisation's information systems.

[264] REMPAR: "REsilience et Management de la Période de Remise en activité" (can be translated as "resilience and recovery period management"). The REMPAR initiative is a national cyber crisis exercise coordinated by the ANSSI with the support of a number of partners. It is designed for public and private organisations to test their business continuity, internal coordination (IT, HR, communications, legal) and operational resilience during a large-scale cyberattack.

[265] This certification applies to Intelcia's two data centres in Morocco: Casanearshore and Tachfine.

[266] The Payment Card Industry Data Security Standard (PCI DSS) is a cybersecurity standard established by the major payment card companies (Visa, Mastercard, etc.). It ensures strict rules for protecting customers' banking data.

[267] Active Directory is a directory service developed by Microsoft for Windows networks. Its main role is to centralise the management of users and resources within an IT network.

SFR Réunion. At SFR, e-learning is supplemented by targeted training sessions delivered on demand, either face-to-face or remotely.
Each year, the Group Cybersecurity Department also organises dedicated events as part of the European Cybersecurity Month, open to all subsidiaries. In 2025, more than 1,600 people attended, either on site or online, a conference on the cybersecurity challenges of AI, delivered in partnership with a specialist provider.

	SFR	SFR Réunion
Percentage of employees who have been made aware at least once of cybersecurity issues over the past 3 years (%) ☑	79%	91%

In 2026, a new awareness tool will be deployed across SFR, SFR Réunion, ERT Technologies and Rhôn'Telecom. It will then be rolled out to all Altice France Group's subsidiaries, except Intelcia, which retains its own awareness tool. This new tool will replace previous systems with a more dynamic and responsive approach, based on short (3-5 minute), monthly, interactive modules incorporating elements of gamification. The content is designed to be continuously updated and to respond rapidly to emerging cyber threats, thereby maintaining the relevance of information. The solution will also strengthen testing activities (e.g. phishing tests).
At Intelcia, new e-learning modules were deployed in 2025 on topics such as social engineering, phishing, password management and data protection.

Each module includes a final quiz to assess staff understanding. In addition, regular internal communications are sent to remind staff of good practices and raise awareness of risks, particularly strong passwords and phishing attempts. A phishing campaign was carried out in May 2025 to further reinforce staff vigilance.

Personal data protection ☑

The Altice France Group implements the obligations set out in the General Data Protection Regulation (GDPR)[268] and also integrates into its processes the provisions applicable under the ePrivacy[269] framework. The GDPR and the ePrivacy texts are referred to below as the "Regulations".

From an organisational standpoint, Data Protection Officers (DPOs) have been appointed for the Altice France Group's subsidiaries, and resources are allocated to them each year to perform their duties. DPOs operate within a dedicated data protection governance framework, which includes local relays for the most data-intensive business areas. This governance is complemented by ad hoc inter-subsidiary working groups organised by relevant theme.

The priority areas defined by Group senior management in relation to the Regulations are:

- training and awareness-raising for Group staff;
- strengthening and updating processes to ensure compliance with regulatory requirements and their evolution; and
- completion of regulatory formalities and management of data-subject rights requests.

To ensure the protection of personal data in line with the Regulations, the Group has implemented an action plan including in particular the following arrangements:

- processing maps, which are regularly updated and underpin the records of processing activities;
- processes to strengthen and monitor compliance with the "Privacy by Design"[270] principle for personal data processing;
- Privacy Impact Assessments (PIAs)[271] for the relevant processing activities;
- the inclusion of information notices when personal data are collected;
- documentation of personal data breaches;
- the management and processing of data-subject rights requests within the statutory time limits;
- a specific retention schedule reflecting legal and regulatory obligations; and
- the systematic integration of regulatory requirements for transfers of personal data outside the European Union (for example through standard contractual clauses).

Training and awareness plans have also been rolled out across all subsidiaries.

Awareness-raising activities are delivered through multiple channels (online, face-to-face and supporting materials) to reach as many staff as possible. E-learning modules tailored to the Group entities' specific activities are reinforced by regular regulatory update emails and posts on the Group's intranet platforms.

Training sessions for all staff members are regularly organised to deepen understanding of the fundamentals of personal data protection and to ensure that regulatory developments are properly understood by the different business functions. Training plans also include specialist modules for business experts who routinely carry out personal data processing.

Particular attention is paid to new joiners, who are made aware of personal data protection during their onboarding process (training sessions, awareness communications, information in welcome packs, etc.).

[268] Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).

[269] Directive 2002/58/EC of the European Parliament and of the Council of 12 July 2002 concerning the processing of personal data and the protection of privacy in the electronic communications sector (Directive on privacy and electronic communications).

[270] The Privacy by Design principle refers to the integration of personal data protection from the design stage of systems, products, services and processes.

[271] A PIA evaluates the impact of envisaged processing operations on personal data protection where a high risk to individuals' rights and freedoms is likely to arise.

Appendices

Appendices

ESG information relating to SFR Réunion and SFR Caraïbe

This appendix presents the environmental and societal impact projects developed by SFR Réunion on the island of La Réunion and by SFR Caraïbe in Martinique, Guadeloupe and French Guiana.

1. Environmental commitment

In order to address their environmental challenges, the French outermost region entities of the Altice France Group are taking action to reduce the impacts of their own activities and to support their customers in their environmental approach.

The objectives of SFR Réunion and SFR Caraïbe are aligned with SFR's environmental policy, Le Cap, and aim to follow a greenhouse gas emissions reduction trajectory aligned with the Paris Agreement. To this end, each entity independently carries out its greenhouse gas emissions assessment (scopes 1, 2 and 3), in order to better understand its impacts and identify relevant reduction actions.

In the territories where SFR Caraïbe and SFR Réunion operate, energy is more carbon-intensive than in continental France. Reducing energy consumption therefore remains a key priority for SFR Réunion and SFR Caraïbe in order to manage their carbon footprint. In this context, SFR Réunion has optimized data exchange planning at radio sites, reducing the amount of electricity needed to transmit data between users and radio sites. In addition, SFR Réunion is continuing its efforts by conducting energy audits, through which new actions to reduce consumption have been identified.

SFR Caraïbe and SFR Réunion are also investing in renewable energy, notably through the joint deployment of solar panels and mobile antennas in isolated areas, such as those located near volcanoes. These systems enable these sites to operate autonomously while providing high-quality network coverage. In addition, in November 2025, SFR Réunion commissioned a photovoltaic project designed to cover part of the energy needs of its head office located in Saint-Denis. According to estimates, this initiative should make it possible to cover 15% of the site's electricity needs through the direct integration of the energy produced by the solar panels into the site's consumption.

SFR Caraïbe and SFR Réunion are also taking action to protect biodiversity and local ecosystems. For many years, SFR Réunion has implemented specific measures to limit the impact of its activities on the ecosystems in La Réunion, such as involving consultancy firms specialising in environmental and ecological engineering prior to the deployment of new sites. These interventions make it possible to identify the presence of protected animal or plant species. The results are then used to raise awareness among the various stakeholders of the ecological challenges associated with the sites concerned. SFR Caraïbe has also committed to this approach, which has led to the implementation of equivalent biodiversity preservation measures.

In 2025, the French outermost region entities contributed to an in-depth biodiversity impact assessment initiated by the Altice France Group, based on the ENCORE and IBAT tools, making it possible in particular to identify sites located in classified areas. Of the 224 sites analysed for the French outermost regions, 63% are located close to a sensitive biodiversity area and 61% close to a protected area[272]. This study, the methodology of which is presented in detail in the section "Biodiversity and water" of the report, will enable the French outermost region entities to define additional action plans in favour of biodiversity preservation.

Finally, as part of the European Sustainable Development Weeks, SFR Caraïbe and SFR Réunion organised various awareness-raising workshops on environmental issues for their staff members. In 2025, 39 staff members from SFR Caraïbe and SFR Réunion took part in workshops on the Climate Fresk and the Digital Collage. Other actions were also implemented, such as a biodiversity workshop in French Guiana, an escape game focusing on air quality in Martinique, awareness-raising on natural hazards in Guadeloupe, and a sustainable mobility workshop in La Réunion.

[272] Close: within a radius of 1 km.

2. Societal commitment

In 2025, the French outermost region entities mobilised during the end-of-year holiday period. SFR Caraïbe partnered with the delegations of "Secours Catholique"[273] in Guadeloupe, Martinique, French Guiana and Paris to organise a Christmas solidarity collection in retail stores and company offices. This initiative was also rolled out at SFR Réunion and supplemented by the option for customers to make donations in-store via the payment terminal. These two solidarity initiatives benefited the "Association Coopération Humanitaire" (ACH)[274], which has been supported by SFR Réunion for 20 years. SFR Caraïbe and SFR Réunion also support essential causes such as public health and the safety and protection of individuals, notably through the initiatives described below:

- In April 2025, nearly 40 staff members from SFR Caraïbe mobilised for 24 hours at "Relais Pour La Vie"[275]. Relais Pour La Vie is a sporting and solidarity event organised by the Ligue Contre le Cancer in Martinique, with the aim of raising funds dedicated to projects supporting people affected by the disease.
- Since 2025, SFR Réunion has been involved in the deployment of Safee anti-assault devices[276]. These discreet, connected devices attach to the back of a phone or can be slipped into a pocket. In the event of an assault, they can trigger an audible alert and automatically transmit an audio and video recording to pre-registered contacts. SFR Réunion donated 20 units of this device to the "AMAFAR-EPE"[277] association to contribute to the safety of people in vulnerable situations. This association, which was already a recipient of the SFR Foundation support fund in 2023, supports families in La Réunion facing difficulties such as domestic violence.

[273] https://www.secours-catholique.org/.
[274] https://achrun.fr/.
[275] https://relaispourlavie.contrelecancer.net/.
[276] https://app.safee.fr/fr.
[277] https://amafar-epe.re/.

Index and definition of abbreviations

The list below identifies, among all the acronyms used in the report, those of particular importance due to their link with the Altice France Group's sector of activity or with sustainability issues. A definition is provided where the technical nature or specificity of the term makes it necessary.

ADEME: "Agence de la transition écologique", which can be translated as "Agency for ecological transition". The ADEME is a French public institution which participates in the development of national and local ecological transition policies.

ADSL: Asymmetric Digital Subscriber Line. It is the first mass-market broadband internet technology, based on the copper telephone network.

AI: Artificial Intelligence.

ANSSI: "Agence Nationale de la Sécurité des Systèmes d'Information", can be translated as "French national cybersecurity agency". In France, the ANSSI is the national authority for cybersecurity and cyber defence.

Arcep: "Autorité de régulation des communications électroniques, des postes et de la distribution de la presse", can be translated as "electronic communications, postal and press distribution regulatory Authority".

B2B: Business to Business, referring to the professional market whose customers are legal entities (companies or public-sector organisations).

B2C: Business to Consumer, referring to the retail market whose customers are private individuals acting in a non-professional capacity.

BCM: Business Continuity Manager.

BCMS: Business Continuity Management System.

BPC: Business Continuity Plan.

CISO: Chief Information Security Officer.

CSE: "Comité Social et Economique", can be translated as "social and economic committee". The CSE is a single employee representation body made up of the employer and an elected staff delegation with a number of members determined according to the number of employees in the company. Setting up a CSE is mandatory for all French companies with 11 or more employees.

CSR: Corporate Social Responsibility.

DPO: Data Protection Officer.

DUERP: "Document Unique d'Évaluation des Risques Professionnels", which can be translated as "single occupational risk assessment document". In France, the DUERP is mandatory for all companies upon hiring their first employee and formalises the results of the assessment of occupational risks associated with their activities.

EEE: Electrical and Electronic Equipment.

ESG: Environment, Social, Governance.

FFT: "Fédération Française des Télécoms", which can be translated as "French Telecommunications Federation". Further information is available at: https://www.fftelecoms.org/.

FFTO: Fiber To The Office. A FTTO connection dedicated to a single company, unlike FTTH connections, which are shared between several customers (retail or business customers).

FTTB: Fiber To The Building. It is a type of installation in which fibre-optic cables are deployed to the base of a building, with another technology used to connect homes or offices.

FTTH: Fiber To The Home. It is a type of installation in which fibre-optic cables are deployed directly to homes and offices. This is currently the most efficient technology available.

FUA: Frequency Usage Authorisation.

GISP: General Information Security Policy.

HATVP: "Haute Autorité pour la Transparence de la Vie Publique", which can be translated as "High Authority for Transparency in Public Life". Further information is available at: https://www.hatvp.fr/.

IPCC: Intergovernmental Panel on Climate Change.

ISMS: Information Security Management System.

ISSC: Information System Security Correspondent.

LCA: Life Cycle Assessment. LCA is a method for assessing the environmental impacts of a product or service, from its design to its end of life, using a multi-criteria approach that takes into account various environmental indicators (greenhouse gas and ozone-depleting gases emissions, consumption and depletion of natural resources, etc.).

NAO: "Négociation annuelle obligatoire", which can be translated as "mandatory annual negotiation". In France, in companies where one or more trade union sections of representative organizations have been set up, and where at least one trade union delegate has been appointed, the employer must periodically initiate negotiations on a number of topics, including pay and professional equality between men and women.

OHS: Occupational Health and Safety.

PAPRIPACT: "Programme Annuel de Prévention des Risques Professionnels et d'Amélioration des Conditions de Travail", which can be translated as "annual programme for the prevention of occupational risks and improvement of working conditions". In France, the PAPRIPACT is a mandatory document in companies with at least 50 employees, in which preventive measures to address identified occupational risks are defined for one or more years.

QLWC: Quality of Life and Working Conditions.

QSE: Quality, Security, Environment.

RQTH: "Reconnaissance de la Qualité de Travailleur Handicapé", which can be translated as "recognition of worker with a disability". In France, the RQTH is an administrative decision which allows for the benefit of a set of measures favoring retention in employment or access to new employment, and affects people whose opportunities to obtain or keep their job are reduced due to the impairment of at least one physical, sensory, mental or psychological function.

SBTi: Science Based Targets initiative.

SDG: Sustainable Development Goal.

UES: "Unité Economique et Sociale", which can be translated as "social and economic unit". In France, several legally separate companies with close ties (common or complementary activities, unified management, community of employees with common interests) can be grouped together into an UES. The recognition of an UES occurs by collective agreement or court order and leads to the establishment of a joint employee representative body for the companies in the UES.

Methodological note

1. 1. Reporting framework and standards

1.1-The Global Compact and SDGs

The United Nations Sustainable Development Goals (SDGs)[278] have informed the definition of the three ambitions underpinning the Altice France Group's sustainability strategy[279], as well as the action plans derived from these ambitions. A mapping table, provided in the appendix "UN SDGs correspondence table" of this report, identifies the Group's contributions to the various SDGs.

1.2-ISO 26000 standard

The list of issues assessed as part of the Altice France Group's first materiality matrix[280] was defined on the basis of the seven principles (or core subjects) set out in the ISO 26000 standard on corporate social responsibility. Accordingly, the ESG reporting framework implemented within the Group and presented in this report addresses all of the standard's assessed material issues.

1.3-The Global Reporting Initiative

In order to define its ESG management indicators and thereby measure progress in implementing its sustainable development policy, the Altice France Group drew on the requirements and recommendations issued by the Global Reporting Initiative (GRI). A mapping table is available in the appendix "GRI correspondence table" of the report.

1.4-European Green Taxonomy

For financial year 2027, Altice Group Lux will be required to assess whether it has to report on the eligible and aligned shares of its revenue, capital expenditure and operating expenditure in accordance with the environmental objectives set out in Regulation (EU) 2020/852 of the European Parliament and of the Council of June 18, 2020 on the establishment of a framework to facilitate sustainable investment.

2. Clarifications regarding the scope of application of the ESG report

The list of companies included in the report is available in the "1. Key methodological information" section.

Throughout this report, references to "employees" relate exclusively to individuals holding an employment contract. References to "staff members" cover all individuals working within the Altice France Group, including those under non-salaried arrangements such as students in internships. For further details regarding employees within the Group, please refer to the indicator "Workforce at end of period" below.

In addition, the Altice France Group disposed of more than 250 data centre network sites mid-2024, which impacts the comparability of environmental data.

3. Reporting period

The data presented in this report covers the activities of the entities concerned over the period from January 1 to December 31, 2025, unless otherwise stated below for key performance indicators or directly within the report for other data.

4. Adaptation plan: Sources used to obtain the resilience score and spatial resolution level [E1-2]

Intergovernmental Panel on Climate Change (IPCC) Interactive Atlas[281] : a tool enabling exploration of global climate data and model simulations.

Climate Central[282]: provides a coastal risk identification tool and an interactive map to identify areas exposed to sea-level rise and coastal flooding.

Géorisques[283] : provides geographic information on natural and technological risks in France.

National Oceanic and Atmospheric Administration – NOAA[284]: provides the heat index, i.e. a measure of apparent temperature that takes into account the combined effects of air temperature and humidity.

The Shift Project[285]: produces reports on climate and decarbonisation. Reports relating to the digital sector were used to analyse sector-specific transition risks.

World Bank Group – Climate Change Knowledge Portal[286] provides historical data and projections on future and past climate conditions, as well as associated vulnerabilities and impacts.

World Bank - ThinkHazard![287] : provides a tool to identify the natural hazards to which a geographic area is exposed.

World Climate Research Programme (WCRP) – CORDEX[288]: provides regional climate data through simulations (temperatures, precipitation, etc.).

World Resources Institute – Aqueduct[289]: provides solutions to measure and map water-related risks.

[278] https://www.un.org/sustainabledevelopment/fr/objectifs-de-developpement-durable/.
[279] See the section "3.2.2 Sustainability strategy".
[280] See the section "5. ESG issues".
[281] https://climate-adapt.eea.europa.eu/fr/news-archive/ipcc-interactive-atlas.
[282] https://www.climatecentral.org/.
[283] https://www.georisques.gouv.fr/.
[284] https://www.noaa.gov/.
[285] https://theshiftproject.org/.
[286] https://climateknowledgeportal.worldbank.org/.
[287] https://www.gfdrr.org/en.
[288] https://www.wcrp-climate.org/modelling-wgcm-mip-catalogue/cmip6-endorsed-mips-article/1052-modelling-cmip6-cordex.
[289] https://www.wri.org/aqueduct.

The spatial resolution of the various tools may affect the reliability of results to varying degrees depending on climate hazards. It is broken down as follows:

- 12 km in Europe, 25 km in Asia and approximately 50 km for the rest of the world for risks related to extreme temperatures, extreme precipitation and wildfires.
- At the scale of the relevant basin for drought risk.
- Approximately 10 km worldwide for cyclones.
- Approximately 1 km worldwide for river flooding risk.
- 30 m worldwide for coastal flooding.

5. Key performance indicators and methodological specificities

Unless otherwise stated, the extrapolations described in the 2024 Non-financial performance statement[290] have not been adjusted in this report.

5.1-Environmental key performance indicators

- 5.1.1 Key performance indicators related to climate and energy

- Indicateurs clés de performance relatifs à l'énergie

Electricity consumption - buildings and electric vehicles (MWh) ☑ : this corresponds to the total volume of the Group's electricity consumption related to building operations and the charging of electric vehicles of SFR, SFR Réunion and ATS carried out outside Group premises, via charging stations operated by partner providers. Charging carried out by employees at home is excluded. As the majority of MVNOs sites are located within SFR sites, their consumption is included in SFR's electricity consumption. This indicator includes an extrapolated portion representing less than 1% of the overall result. As electricity consumption data for certain sites is unavailable, these sites are excluded from the calculation of the indicator. These sites represent less than 1% of the total number of Group sites.

Energy intensity of revenue (MWh per € million of revenue): this indicator is calculated on the basis of the indicator "Electricity consumption - buildings and electric vehicles (MWh)" (see above), divided by the consolidated revenue of the Altice France Group expressed in € million (limited to the scopes covered by this report). MVNOs are not concerned by this indicator.

Percentage of renewable electricity in building electricity consumption (%) ☑ : this corresponds to renewable energy consumption (notably purchased via guarantees of origin) divided by the Group's total building electricity consumption. To date, electricity generated by solar panels installed on Group sites, representing less than 1% of this type of consumption, is not included. MVNOs are not concerned by this indicator.

Energy consumption related to interurban networks (MWh): this corresponds to the total volume of energy consumption related to interurban heating or cooling networks. Interurban networks enable certain buildings to be heated or cooled by a centralised system for a district or town. Only SFR and Intelcia are concerned by this indicator.

Natural gas consumption (MWh LHV): this corresponds to the total volume of natural gas consumption of the Group, used to heat buildings. Consumption initially expressed in MWh HHV[291] is converted and presented in MWh LHV[292]. For certain sites, consumption for the last quarter includes estimates. These sites represent less than 5% of total consumption. SFR Réunion, Intelcia and MVNOs are not concerned by this indicator.

Fuel consumption linked to building operations (L): this corresponds to the total volume of domestic heating oil and non-road diesel consumption of the Group. Domestic fuel oil is used to heat certain buildings. Non-road diesel fuels backup generators installed at certain sites to ensure business continuity in the event of electricity supplier failure or to enable faster commissioning of certain sites located in areas not connected to the national electricity grid. Consumption is calculated based on the total quantities invoiced or on the theoretical consumption specific to each installation. MVNOs are not concerned by this indicator.

Fuel consumption of fleet vehicles (L) ☑ : this corresponds to the total volume of fuel consumption (diesel, petrol, biofuel) of vehicles in the automotive fleets owned by the Group. MVNOs are not concerned by this indicator.

[290] https://alticefrance.com/altice-france/ethique-affaires/declaration-performance-extra-financiere.html.

[291] HHV: Higher Heating Value, which is a unit of measurement that includes the latent heat of condensation of water vapour during combustion.

[292] LHV: Lower Heating Value, which is a unit of measurement that excludes the latent heat of vaporisation of water produced during combustion. This is the reference unit used for calculating greenhouse gas emissions.

- Key performance indicators related to greenhouse gas emissions

The greenhouse gas emissions inventory is calculated in accordance with the GHG Protocol methodology . All Group entities calculate their emissions. Intelcia performs an extrapolation for 2025 based on its 2024 calculated emissions and the change in its employee workforce. Other extrapolations are specified for each relevant category.
The sources of emission factors are presented below in a dedicated section, by emissions category.
Energy-related emissions are calculated according to two methodologies for the SFR perimeter:

- Market-based: this approach takes into account renewable energy purchases and uses supplier-specific emission factors. To date, emissions related to renewable electricity under category 2.2. are neutralised, as there are no emissions at the generation plant. Upstream, transport and distribution emissions remain included in scope 3 (category 3.3.) and are calculated on the basis of the relevant geographic emission factor. For the consolidation of market-based carbon indicators, the Group uses subsidiary indicators calculated according to the market-based methodology where available. For subsidiaries that do not calculate according to this methodology, location-based indicators are used for consolidation. To date, only SFR calculates its emissions on a market-based basis.
- Location-based: this approach does not take into account renewable electricity purchases and is based on the geographic emission factors of the different areas consuming electricity.

These two methodologies only affect the category related to electricity consumption (2.2.).
Intelcia, although purchasing renewable electricity, calculates its greenhouse gas emissions inventory solely on a location-based basis.

- Scope 1 ☑

This corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, related to scope 1 under the GHG Protocol, the categories of which are described below. In 2025, 97% of the Group's scope 1 greenhouse gas emissions are calculated on the basis of physical data and 3% on the basis of monetary data.

Stationary combustion (1.1.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, related to natural gas or domestic fuel oil consumption for building heating, and to non-road diesel consumption for backup generators. For further details regarding source data and scope, see the indicators "Natural gas consumption" and "Fuel consumption linked to building operations" above.

Mobile combustion (1.2.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, related to fuel consumption (diesel, petrol, biofuel) of vehicles in its automotive fleets. MVNOs are not concerned by this emissions post.

Process emissions (1.3.): none of the entities within the current reporting scope are concerned by this emissions category.

Fugitive emissions (1.4.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to leaks of refrigerants used in the Group's air conditioning equipment. All SFR's data is based on extrapolations, calculated from the surface area of buildings used for office sites and retail stores, and from equipment installed on standard site types enabling the theoretical leak rate to be calculated for equivalent sites for technical sites. Data for other subsidiaries is calculated on the basis of refrigerant top-ups carried out during the year. MVNOs are not concerned by this emissions category.

Direct emissions from land use, land-use change and forestry (LULUCF) (1.5.): the calculation of this emissions category is optional under the GHG Protocol methodology. To date, ATS - the only subsidiary concerned by these emissions (notably due to network deployment activities) - does not calculate them due to the lack of available associated operational data.

- Scope 2 ☑

This corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, related to scope 2 under the GHG Protocol, the categories of which are described below. In 2025:

- 96% of the Group's scope 2 location-based greenhouse gas emissions are calculated on the basis of physical data, and 4% on the basis of monetary data;
- 95% of the Group's scope 2 market-based greenhouse gas emissions are calculated on the basis of physical data, and 5% on the basis of monetary data.

[293] https://ghgprotocol.org/standards-guidance.

Electricity (2.1.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the consumption of electricity by the Group's buildings and the recharging of electric vehicles in its automotive fleets at external charging stations. For further details regarding source data and scope, see the indicator "Electricity consumption - buildings and electric vehicles" above. The extrapolated share represents less than 10% of SFR's total emissions for this category.

Emissions from purchased heat, steam, and cooling (2.2.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to interurban heating and cooling networks. For further details regarding source data and scope, see the indicator "Energy consumption related to interurban networks" above.

- Scope 3 ☑

This corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, related to scope 3 under the GHG Protocol, the categories of which are described below. In 2025, 63% of the Group's scope 3 greenhouse gas emissions are calculated on the basis of physical data and 37% on the basis of monetary data.

Emissions related to goods and services (3.1.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to goods and services purchased during the year. Wherever possible, physical data is used to model the associated emissions. Where physical data is not available, monetary data is used. The activity data used to calculate this emissions category is primarily derived from monitoring tools (logistics, sales or accounting).

Emissions related to capital goods (3.2.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the goods and services capitalised by the Group during the year. Wherever possible, physical data is used to model the associated emissions. Where physical data is not available, monetary data is used. For SFR, only network antennas, vehicles and main office equipment are included. Intelcia does not report on this category; all its goods and services are included in the category "Emissions related to goods and services".

Upstream energy (3.3.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the extraction, production and transport of energy used by the Group, as well as any energy losses during production or transport. SFR includes extrapolated data representing 2% of the emissions category for this perimeter. MVNOs are not concerned by this category.

Upstream transportation and distribution (3.4.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the transport of goods purchased by the Group from its suppliers, upstream of its value chain. This volume is the sum of CO_2 data directly provided by transport providers[294] and CO_2 data obtained through modelling based on physical data (distance, weight, etc.) or on financial upstream freight purchase data. SFR includes extrapolated data representing 36% of the emissions category for this perimeter. Furthermore, SFR Réunion is the only subsidiary to include emissions related to customer and visitor travel, which is optional under the GHG Protocol methodology. These emissions represent approximately 2% of the total of this category. Intelcia and MVNOs do not report on this indicator; all their emissions related to upstream transportation and distribution of goods are included in the category "Emissions related to goods and services".

Waste (3.5.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the treatment of waste generated by the Group in the course of its activities. For SFR Réunion, extrapolations are carried out to determine the weight by type of waste for 33% of the total waste volume. For Intelcia and ATS, part of the data is unavailable, representing respectively 40.6% and 3.7% of their sites. SFR's data includes an estimate of the share of waste generated by activities within this perimeter at a tertiary site shared with third-party companies. Furthermore, part of the data is excluded within this same perimeter due to the inclusion of waste management in rental charges for a significant proportion of sites with fewer than 40 employees. MVNOs do not report on this indicator, as waste related to their activities is mainly managed by SFR and included in its reporting.

[294] In application of Article L.1431-3 of the French Transport Code.

Business travel (3.6.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, resulting from work-related travel by Group employees using transport modes not owned or operated by the Group. Where possible, CO_2 data directly provided by transport operators[295] or fuel volumes is used as source data. Where such data is not available, monetary data is used. MVNOs include expenses related to business travel under the post "Emissions related to goods and services".

Employee commuting (3.7.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, related to travel by Group staff members between their home and workplace using transport modes not owned or operated by the Group. All emissions under this post are calculated on the basis of extrapolations derived from questionnaires sent to staff members or from data relating to places of residence and modes of transport.

Upstream leased assets (3.8.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to assets leased by the Group for its own use. Only ATS reports on this category and includes vehicles from its automotive fleet based on physical data. For SFR, vehicles in the automotive fleet are included under capital goods during the first year of their integration into the fleet. For the other Group entities, emissions associated with leased fleet vehicles are included under the category "Emissions related to goods and services" (3.1.), with the exception of SFR Réunion, which does not currently calculate these emissions.

Downstream transportation and distribution (3.9.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the transport of goods purchased by the Group for its customers. This volume is the sum of CO_2 data directly provided by transport providers[296] and CO_2 data obtained through modelling based on physical data (distance, weight, etc.) or on financial downstream freight purchase data. For SFR, part of the data has been subject to extrapolation. This share represents less than 10% of SFR's emissions category. MVNOs include expenses related to transportation and distribution of goods under the category "Emissions related to goods and services"; moreover, part of their emissions under this category are included in the SFR perimeter emissions. ATS is not concerned by this indicator.

Processing of sold products (3.10.): none of the entities within the current reporting scope are concerned by this emissions category.

Use of sold products (3.11.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the use by customers of products placed on the market by the Group. All emissions under this category are derived from extrapolation based on average electricity consumption per product type. Only SFR, SFR Réunion and MVNOs report on this emissions category.

End-of-life treatment of sold products (3.12.): this corresponds to the total volume of the Group's greenhouse gas emissions, expressed in tonnes of CO_2 equivalent, linked to the treatment of products placed on the market by the Group at the end of their life. SFR and SFR Réunion report emissions related to the end-of-life of smartphones, boxes and their packaging. ATS reports emissions related to the end-of-life of fibre optic infrastructure. SFR includes extrapolated data representing 36% of the emissions category for this perimeter. To date, MVNOs include these emissions under the category "Emissions related to goods and services". Intelcia is not concerned by this emissions category.

Downstream leased assets (3.13.): this category is not relevant for the Altice France Group. Intelcia and ATS do not lease equipment to customers, and SFR, SFR Réunion and MVNOs include emissions related to equipment made available to customers under the category "Use of sold products".

Franchises (3.14.): this category is not calculated by the Altice France Group. Emissions related to SFR franchised stores are therefore not calculated, with the exception of direct fugitive emissions from SFR franchised stores (accounted for under category 1.4). Other subsidiaries are not concerned by this category.

Investments (3.15.): to date, this category is not calculated by the Altice France Group.

[295] In application of Article L.1431-3 of the French Transport Code.
[296] In application of Article L.1431-3 of the French Transport Code.

- Specific key performance indicators

Emissions intensity per employee: this corresponds to the total of all CO_2 emissions (scopes 1, 2 and 3) for year N, the calculation details of which are provided above in the section "Data relating to greenhouse gas emissions", divided by the key performance indicator "Workforce at end of period" for the same year, the calculation details of which are provided below in the section "Key performance indicators related to the Altice France Group's workforce, its breakdown and changes". This indicator is presented according to two methodologies: market-based and location-based.

Emissions intensity per € million of revenue: this corresponds to the total of all CO_2 emissions (scopes 1, 2 and 3) for year N, the calculation details of which are provided above in the section "Data relating to greenhouse gas emissions", divided by the Group's consolidated revenue (limited to the perimeter covered by this report), expressed in € million for the same year. This indicator is presented according to two methodologies: market-based and location-based.

- Sources of emission factors

Scope	Category	2024 Sources	2025 Sources
1	1.1.	ADEME Base Carbone 23.2, 23.6	ADEME Base Carbone 23.2, 23.6 and 23.8
1	1.2.	ADEME Base Carbone 22.0, 23.2 and 23.6	ADEME Base Carbone 23.2, 23.6 and 23.8
1	1.3.	N/A	N/A
1	1.4.	ADEME Base Carbone 22.0 DEFRA 2023 DESNZ 2025 Company-specific factors	DEFRA 2023 DESNZ 2025 Company-specific factors
1	1.5.	N/A	N/A
2	2.1.	ADEME Base Carbone 22.0, 23.2 and 23.6 IEA S2 2024	ADEME Base Carbone 23.6 and 23.8 IEA S2 2024 IEA S3 2025
2	2.2.	ADEME Base Carbone 23.2	ADEME Base Carbone 23.6
3	3.1.	ADEME Base Carbone 22, 23.2, 23.4, 23.5 and 23.6 ADEME Base Impacts 2.02 Carbone ING Company-specific factors Nega Octet	ADEME Base Carbone 22.0, 23.2, 23.5, 23.6 and 23.8 ADEME Base Impacts 2.02 Company-specific factors (including product life cycle assessments)
3	3.2.	ADEME Base Carbone 22.0, 23.2 and 23.6 Company-specific factors Nega Octet	ADEME Base Carbone 23.2, 23.6 and 23.8 Company-specific factors NegaOctet
3	3.3.	ADEME Base Carbone 22.0, 23.2, 23.4 and 23.6 IEA S2 2024	ADEME Base Carbone 23.2, 23.4, 23.6, 23.8 and 23.9 IEA S2 2024 IEA S3 2025
3	3.4.	ADEME Base Carbone 22.0, 23.2 and 23.6 Company-specific factors	ADEME Base Carbone 23.8 Company-specific factors
3	3.5.	ADEME Base Carbone 22.0, 23.2 and 23.6 EcoInvent Nega Octet	ADEME Base Carbone 23.2, 23.6 and 23.8 Carbone ING Company-specific factors NegaOctet

Scope	Poste	Sources 2024	Sources 2025
3	3.6.	ADEME Base Carbone 23.2, 23.4 and 23.6 DESNZ 2024 Company-specific factors UK DEFRA 2022	ADEME Base Carbone 23.2, 23.4 and 23.6 DESNZ 2025 Company-specific factors UK DEFRA 2022
3	3.7.	ADEME Base Carbone 22.0, 23.2 and 23.6 Company-specific factors	ADEME Base Carbone 23.2 and 23.6 Company-specific factors
3	3.8.	ADEME Base Carbone 23.6	ADEME Base Carbone 23.8
3	3.9.	ADEME Base Carbone 22.0 and 23.2 Company-specific factors	Base carbone ADEME 23.6 Antimuonium Arcep
3	3.10.	N/A	N/A
3	3.11.	ADEME Base Carbone 22.0 and 23.2 ADEME Arcep	ADEME Base Carbone 23.6 Antimuonium Arcep
3	3.12.	ADEME Base Carbone 22.0 and 23.2 NegaOctet	ADEME Base Carbone 23.6 Company-specific factors NegaOctet

5.1.2 Key performance indicators related to water

Water consumption (m³): this corresponds to the sum of water consumption across the Group's sites. For SFR, regional sites with fewer than 40 staff members are excluded from the calculation. For Intelcia, the consumption of three sites is excluded, representing 9.4% of the sites within this perimeter. SFR's data includes an estimate of the share of water consumption attributable to the activities of this perimeter for a tertiary site shared with third-party companies. MVNOs do not calculate this indicator, as their employees work either on SFR sites or in leased offices without associated billing or metering data.

Water consumption per employee (m³): this corresponds to the ratio between total water consumption for year N (see above) and the key performance indicator "Workforce at end of period" for the same year, the calculation details of which are provided below.

5.1.3 Key performance indicators related to circular economy

Percentage of refurbished boxes and decoders supplied to customers (%): this corresponds to the share of refurbished boxes and decoders leaving stock for customers or installers out of the total number of boxes and decoders leaving stock for these same destinations. Both B2B and B2C markets are included in the calculation of this indicator. Only SFR and SFR Réunion calculate this indicator. Intelcia and ATS are not concerned by this indicator. To date, MVNOs - which represent less than 3% of the revenue within the perimeter applicable to this indicator - do not calculate this indicator.

Percentage of refurbished smartphones in total sales (%) ☑ : this corresponds to the share of refurbished smartphones out of total smartphone sales. Both B2B and B2C markets are included in the calculation of this indicator. Feature phones[297] are excluded from the calculation. Only telecom activities are concerned by this indicator (SFR, SFR Réunion and MVNOs). To date, MVNOs - which represent less than 3% of the revenue within the perimeter applicable to this indicator - do not calculate this indicator.

Percentage of reused EEE (%): this indicator relates to Electrical and Electronic Equipment (EEE). It is calculated using the following ratio: weight of EEE reused / (weight of EEE resold with no indication of its fate + weight of EEE reused + weight of waste EEE recovered + weight of waste EEE disposed of). Equipment is considered reused when it has not acquired waste status and has been used again for the same purpose, either internally or externally to the Group. Equipment waste is considered recovered when it has undergone a recovery operation (recycling, material recovery, energy recovery, etc.). To date, SFR Réunion only includes boxes and decoders in the calculation of this indicator. For ATS, only ERT Technologies calculates this indicator to date. This indicator is not applicable to MVNOs, whose waste is managed by SFR and included within the associated waste flows. To date, Intelcia does not calculate this indicator.

[297] Unlike a smartphone, a feature phone is a mobile phone focused on basic telephony functions (calls, SMS, contacts, etc.).

Percentage of recovered waste EEE (%): this indicator relates to Waste Electrical and Electronic Equipment (WEEE). It is calculated using the following ratio: weight of waste EEE recovered / (weight of EEE resold with no indication of its fate + weight of EEE reused + weight of waste EEE recovered + weight of waste EEE disposed of). The definitions of reused and recovered equipment are provided above under "Percentage of reused EEE". To date, SFR Réunion only includes boxes and decoders in the calculation of this indicator. For ATS, only ERT Technologies calculates this indicator to date. This indicator is not applicable to MVNOs, whose waste is managed by SFR and included within the associated waste flows. To date, Intelcia does not calculate this indicator.

5.2-Social key performance indicators

- 5.2.1 Key performance indicators related to own workforce

- Key performance indicators related to the Altice France Group's workforce, its breakdown and changes

Workforce at end of period (units) : ithis corresponds to the total number of employees within the Group as of 12/31/N. Employees include: permanent contracts (including project-based and operation-based permanent contracts), fixed-term contracts, apprenticeship and professionalisation contracts and, for Intelcia, interns holding employee status. The following are therefore excluded: interns without employee status, temporary agency workers and corporate officers. Contract suspensions and long-term absences are included in this indicator. This indicator is presented by subsidiary, by gender and by age group.

Rate of employee turnover : this corresponds to the number of employees who left their employment during year N divided by the "Workforce at end of period" for year N-1. All departure reasons are taken into account, whether initiated by the employer or the employee.

- Key performance indicators related to social dialogue

Percentage of employees covered by collective bargaining agreements (%): this corresponds to the share of employees covered by collective bargaining agreements. The existence of company agreements serves as proof that a legal entity is covered by a collective agreement. Perimeters without a collective agreement are included in the calculation and count as zero in the numerator. This indicator is presented according to the following breakdown in order to comply with CSRD standards: coverage rate by country within the European Economic Area (EEA); coverage rate outside EEA countries.

Percentage of employees working in establishments with employee representatives (%): this corresponds to the share of employees whose employing establishment has staff representatives. All types of staff representation are taken into account (staff delegates, local representatives, CSE, etc.). This indicator is presented according to the following breakdown in order to comply with CSRD standards: coverage rate by EEA country; coverage rate outside EEA countries.

- Key performance indicator related to talent attraction

Number of hires under permanent contracts (units) : this corresponds to the total number of hires under permanent contracts of any type during year N. Contract conversions (fixed-term contracts or work-study contracts converted into permanent contracts of any type) are included. Internal transfers (change of legal entity within the Group) are excluded. If an employee is hired under a permanent contract, leaves the company and is then rehired under a permanent contract, he is counted twice.

- Key performance indicators related to skills development

Percentage of employees who have completed at least one training course during the year (%): this indicator aims to measure the training effort. Accordingly, all employees who completed training during the period are included in the numerator, including employees who left the Group before 12/31/N and excluding employees on long-term absence, for whom monitoring of training activities is not relevant. The denominator uses the data from the indicator "Workforce at end of period", from which long-term absences have been deducted for the same reasons as for the numerator. To date, Intelcia retains long-term absences in its calculation, as it is not in a position to deduct them. All training activities are taken into account provided that one or more skills are acquired by the employee at the end of the training session.

Percentage of employees that participated in regular performance and career development reviews (%): this corresponds to the total number of employees who participated in a performance or career review during the year divided by the indicator "Workforce at end of period", from which employees on long-term absence - who cannot therefore be subject to this type of review - have been deducted. Intelcia calculates this indicator only for the population eligible for this type of review, which includes employees with at least six months' seniority and present at the time of the review period. Due to this methodological difference, Intelcia's data are not consolidated in the Altice France Group view. To date, MVNOs - which represent less than 1% of the Group's employees as of 12/31/25 - do not calculate this indicator.

Percentage of employees who have been made aware at least once of at least one sustainable development issue over the past 3 years (%) ☑ : this corresponds to the ratio between the distinct number of employees who have been made aware at least once of at least one sustainable development issue over the past three years and the indicator "Workforce at end of period" for year N, from which employees on long-term absence - for whom the indicator is not relevant - have been excluded. Employees are considered to have been made aware of at least one sustainable development issue if they have completed at least one e-learning module, workshop or awareness session related to sustainable development, meaning falling within one of the themes addressed in the "Environment", "Social" ("Own workforce" only) and "Governance" sections. Employees who were made aware but left the Group during year N are not taken into account. To date, only SFR and SFR Réunion - which represent nearly 30% of the Group's employees as of 12/31/25 - calculate this indicator.

Percentage of employees who have been made aware at least once of cybersecurity issues over the past 3 years (%) ☑ : this corresponds to the ratio between the distinct number of employees who have been made aware at least once of cybersecurity issues over the past three years and the indicator "Workforce at end of period" for year N, from which employees on long-term absence - for whom the indicator is not relevant - have been excluded. Employees are considered to have been made aware of cybersecurity issues if they have completed at least one e-learning module or awareness session on this topic. Employees who were made aware but left the Group during year N are not taken into account. To date, only SFR and SFR Réunion - which represent nearly 30% of the Group's employees as of 12/31/25 - calculate this indicator.

Percentage of employees who have been made aware at least once of environmental issues over the past three years (%): this corresponds to the ratio between the distinct number of employees who have been made aware at least once of environmental issues over the past three years and the indicator "Workforce at end of period" for year N, from which employees on long-term absence - for whom the indicator is not relevant - have been excluded. Employees are considered to have been made aware of environmental issues if they have completed at least one e-learning module, workshop or awareness session on this topic. Employees who were made aware but left the Group during year N are not taken into account. To date, only SFR and SFR Réunion - which represent nearly 30% of the Group's employees as of 12/31/25 - calculate this indicator.

- Key performance indicators related to diversity and equal treatment

Breakdown within Top management (units and %): this corresponds to the gender breakdown as of 12/31/N, presented in both unit and percentage terms, within functions holding strategic and budgetary decision-making authority. These functions may cover broader or narrower hierarchical levels depending on the subsidiaries, their size and organisational structure. All types of contracts are taken into account, including external contracts (e.g. interim managers). For MVNOs, only the Managing Director - who validates all strategic and budgetary decisions - is considered within Top Management.

Breakdown within promotions awarded to employees on permanent contracts (%): this corresponds to the gender breakdown, presented as a percentage, of promotions granted to employees during year N. Promotions include upward vertical job movements (transition to a higher collective bargaining grade, a higher level or from non-managerial to managerial status, in particular). All promotions are taken into account, including those granted to employees who left the Group as of 12/31/N.

Gender pay gap (%) ☑ : this corresponds to the difference for year N, expressed as a percentage, between the average gross hourly remuneration of male employees and the average gross hourly remuneration of female employees, divided by the average gross hourly remuneration of male employees. The population considered corresponds to the indicator "Workforce at end of period", excluding apprentices. The remuneration considered includes fixed salary and theoretical variable salary, both provided for in the employment contract. This methodology is aligned with CSRD and not with the methodology used for the professional equality index under French legislation. To date, only SFR, SFR Réunion and ATS - representing more than 40% of the Group's employees as of 12/31/2025 - calculate this indicator.

Percentage of employees with disabilities (%) ☑: this corresponds to the total number of employees with disabilities as of 12/31/N divided by the indicator "Workforce at end of period". This indicator applies only to countries with a legally recognised administrative status for workers with disabilities. For the Altice France Group, these countries are France and Portugal. All employees within these countries are considered. The declaration valid as of 12/31/N granting disability worker status serves as the basis for calculating the numerator.

Percentage of people who are distant from the labour market among new hires (%): this corresponds to the share of individuals recruited via local employment agencies among total employee hires during year N. To date, only Intelcia - representing nearly 60% of the Group's employees as of 12/31/25 - calculates this indicator.

- Key performance indicators related to occupational health and safetyl

Frequency rate of work-related accidents (number of work-related accidents per million hours worked): this indicator is calculated as follows: (total number of work-related accidents with medically certified absence during year N / total number of hours worked during the year) * 1,000,000. This indicator applies only to employees and includes all employees who were part of the workforce during the period, including those who left the Group before 12/31/N. Commuting accidents are excluded. A work-related accident resulting in medically certified absence is recorded when it has been declared to the relevant public authority. For all subsidiaries, with the exception of ATS - which uses actual hours worked - hours worked are calculated on a theoretical basis using the number of working days and the contractual working time. In addition, ATS performs an annual adjustment for N-1 and N-2 to take into account any reclassifications carried out by the social security authorities.

Severity rate of work-related accidents (number of days lost due to work-related accidents per thousand hours worked) ☑: this indicator is calculated as follows: (number of working days lost due to work-related accidents with medically certified absence during year N / (average FTE x number of hours worked per year)) x 1,000. This indicator applies only to employees. Commuting accidents are excluded. A work-related accident is recorded when it has been declared to the relevant public authority. This indicator applies only to employees and includes all employees who were part of the workforce during the period, including those who left the Group before 12/31/N. The number of days is calculated based on working days. In the case of Intelcia - which represents nearly 60% of the Group's employees as of 12/31/25 - working days are calculated on a theoretical basis in accordance with the regulations applicable in each country of operation. For all subsidiaries, with the exception of ATS - which uses actual hours worked - hours worked are calculated on a theoretical basis using the number of working days and the contractual working time. In addition, ATS performs an annual adjustment for N-1 and N-2 to take into account any reclassifications carried out by the social security authorities.

Absenteeism rate due to illness or work-related accidents (%): this corresponds to the number of calendar days lost due to illness or commuting accidents during year N divided by the theoretical number of calendar working days over the period. This indicator applies only to employees and includes all employees who were part of the workforce during the period, including those who left the Group before 12/31/N. Only absences considered as "involuntary" for employees are included: sick leave, occupational illness, occupational accident and commuting accident. Other types of absence, in particular leave (including family-related leave), are excluded from the calculation.

Number of days lost to work-related injuries, recordable work-related accidents and work-related ill health (unit): this corresponds to the number of calendar days lost due to work-related accidents or work-related ill health. Commuting accidents are excluded from the calculation. This indicator applies only to employees and includes all employees who were part of the workforce during the period, including those who left the Group before 12/31/N. To date, only SFR, SFR Réunion and ATS - which represent more than 40% of the Group's employees as of 12/31/25 - calculate this indicator.

Number of occupational disease cases during the year (%): this corresponds to the total number of occupational diseases officially recognised by a social security body during year N. This indicator applies only to employees and includes all employees who were part of the workforce during the period, including those who left the Group before 12/31/N. To date, Intelcia - which represents nearly 60% of the Group's employees as of 12/31/25 - does not calculate this indicator.

Number of fatalities resulting from work-related activities (%): this corresponds to the total number of fatalities resulting from occupational accidents or occupational diseases. Commuting accidents are excluded from the calculation of this indicator. This indicator applies only to employees and includes all employees who were part of the workforce during the period. To date, Intelcia - which represents nearly 60% of the Group's employees as of 12/31/25 - does not calculate this indicator.

- Key performance indicator related to quality of life and working conditions

Voluntary departure rate (%): this corresponds to the number of employees who left their position on their own initiative during year N divided by the "Total workforce at end of period" for year N-1. This indicator applies only to employees. Retirements are excluded from the calculation, as they do not reflect employee dissatisfaction with the Group.

- 5.2.2 Key performance indicator related to engagement and societal impact

Budget allocated to the SFR Foundation for supporting partner associations (€): this corresponds to the budget granted to the SFR Foundation to ensure its operation and provide financial support to associations carrying out general interest missions. In-kind donations are not included in the calculation of this indicator. Only SFR is concerned by this indicator.

5.3-Governance key performance indicators related to ethics and compliance ☑

Number of anti-corruption training programmes targeting own workers in functions-at-risk since 2024 (units): this corresponds to the total number of anti-corruption training programmes delivered since 2024 to workers in functions-at-risk by the Ethics and Compliance Department. Functions-at-risk refer to roles considered exposed to a risk of corruption and bribery due to their tasks and responsibilities. They are identified through the corruption and influence peddling risk mapping. This figure includes members of the Altice France Group Executive Committee, B2B buyers and B2B sales staff members referred to in the section "Ethics and compliance", as well as other staff members identified as holding functions-at-risk. This indicator covers the SFR perimeter excluding SFR Distribution, representing 91% of the Group's revenue.

Number of convictions for violation of anti-corruption and anti-bribery laws (units): this corresponds to the total number of final convictions during year N, whether national or extraterritorial, issued by a judicial authority for acts of corruption, regardless of the applicable law (including French law, FCPA, UKBA, etc.). Judicial public interest agreements are excluded from the calculation of this indicator.

Amount of fines for violation of anti-corruption and anti-bribery laws (€): this corresponds to the total amount of any fines imposed during year N by a judicial or administrative authority, whether national or extraterritorial, including judicial public interest agreements.

Number of confirmed incidents of corruption or bribery (units): this corresponds to the number of confirmed alerts of corruption or bribery, whether identified internally or externally. An alert is considered as confirmed when an internal investigation report concludes that acts of corruption have been substantiated. This indicator also includes confirmed incidents arising from alerts received in previous periods where the conclusion that acts of corruption occurred was reached during year N.

Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents (units): this corresponds to the number of confirmed incidents during period N for which sanctions relating to acts of corruption were taken against employees. An incident is considered confirmed and a sanction taken when an internal investigation report concludes that acts of corruption have been substantiated and sanctions have been formally recorded in that report.

Summary of key performance indicators

Key performance indicators are presented in tables reflecting the groupings of companies described in the section "General information" of the report. Historical data for the Altice France Group is presented only where the scope covered by the indicator is identical to that of 2025.

The following symbols are used in the tables in this appendix:

- "-" is indicated when the indicator history is not presented at Group level or when data is unavailable at subsidiary level.
- "N/A"is indicated when the indicator is not applicable to the scope in question.
- Certain indicators in the section "2. Social key performance indicators" are presented with a breakdown between genders. In such cases, the column "F" presents data relating to females and the column "M" presents data relating to males.

Finally, where relevant, a more specific breakdown by entity is provided, notably to distinguish SFR Distribution, whose employee population works primarily in retail stores and is exposed to specific health and safety risks.

1. Environmental key performance indicators

1.1-Key performance indicators related to climate and energy

- 1.1.1 Key performance indicators related to energy

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Electricity consumption - buildings and electric vehicles (MWh) ☑						
2025	**839,423**	799,352	24,129	2,006	N/A	13,935
2024	**-**	759,194	21,664	-	N/A	15,980
Energy intensity of revenue (MWh per € million of revenue)						
2025	**97**	99	145	129	N/A	61
2024	**-**	88	128	-	N/A	72
Percentage of renewable electricity in building electricity consumption (%) ☑						
2025	**24%**	26%	0%	0%	N/A	1%
2024	**-**	18%[298]	0%	-	N/A	0%
Energy consumption related to interurban networks (MWh)						
2025	**471**	442	N/A	N/A	N/A	29
2024	**541**	541	N/A	N/A	N/A	0
Natural gas consumption (MWh LHV)						
2025	**519**	476	N/A	44	N/A	N/A
2024	**595**	529	N/A	66	N/A	N/A
Fuel consumption linked to building operations (L)						
2025	**1,732,983**	1,630,476	8,850	N/A	N/A	93,657
2024	**2,124,910**	1,987,947	35,299	N/A	N/A	101,664
Fuel consumption of fleet vehicles (L) ☑						
2025	**7,234,529**	3,112,156	50,153	3,855,355	N/A	216,865
2024	**7,377,433**	3,146,486	45,025	3,989,810	N/A	196,113

[298] The 2024 data has been corrected due to the purchase of guarantees of origin for 2024, which took place after the data used for the 2024 Non-financial performance statement had been finalised.

Intelcia's energy intensity decreased in 2025, mainly due to a drop in electricity consumption compared to 2024.
SFR's share of renewable electricity increased significantly in 2025 due to the purchase of electricity from renewable sources in order to reach the 25% renewable electricity target for 2025.
Since 2025, Intelcia has been disclosing energy consumption related to interurban networks following improved accounting of energy consumption relating to its activities in Portugal.
ATS's natural gas consumption decreased in 2025, as one of its sites did not consume gas during the year.
Fuel consumption related to building operations of the Altice France Group decreased by 18%. This change is mainly due to improvements in methodology and data sources for the SFR and SFR Réunion perimeters.

1.1.2 Key performance indicators related to greenhouse gas emissions

Unit: Tonnes of CO_2 equivalent	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Emissions intensity per employee – location-based						
2025	**21**	51	126	18	188	3
2024	**26**	68	118	28	152	3
Emissions intensity per employee – market-based						
2025	**21**	50	126	18	188	3
2024	**25**	67	118	28	152	3
Emissions intensity per € million of revenue – location-based						
2025	**73**	54	222	3,766[299]	255	210
2024	**-**	68	218	9,800	188	-
Emissions intensity per € million of revenue – market-based						
2025	**72**	53	222	3,766	255	210
2024	**-**	67	218	9,800	188	-
Total scopes 1, 2, 3 – location-based ✓						
2025	**634,274**	438,699	36,936	58,654	51,981	48,004
2024	**825,033**	588,181	36,841	101,705	44,432	53,941
Total scopes 1, 2, 3 – market-based ✓						
2025	**627,096**	431,521	36,936	58,654	51,981	48,004
2024	**819,917**	583,065	36,841	101,705	44,432	53,941
Scope 1 ✓						
2025	**26,004**	14,271	154	9,340	N/A	2,238
2024	**28,942**	16,098	226	9,928	N/A	2,690
Poste 1.1. Stationary combustion – 2025	**4,704**	4,295	28	8	N/A	374
Poste 1.2. Mobile combustion – 2025	**17,234**	6,861	111	9,320	N/A	942
Poste 1.3. Process emissions – 2025	**N/A**	N/A	N/A	N/A	N/A	N/A
Poste 1.4. Fugitive emissions – 2025	**4,066**	3,115	16	12	N/A	922
Poste 1.5. Direct emissions from land use, land-use change, and forestry	**N/A**	N/A	N/A	-	N/A	N/A

[299] ATS's consolidated revenue is very low compared to the other subsidiaries of the Altice France Group, considering its subcontracting activities for the Group's telecom subsidiaries, which impacts the greenhouse gas emissions per million euros of revenue ratio.

Unit: Tonnes of CO_2 equivalent	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Scope 2 – location-based ☑						
2025	**54,964**	30,654	16,906	68	N/A	7,336
2024	**51,787**	28,219	15,179	66	N/A	8,389
Scope 2 – market-based ☑						
2025	**47,786**	23,475	16,906	68	N/A	7,336
2024	**46,671**	23,103	15,179	66	N/A	8,389
Poste 2.1. location-based – Electricity – 2025	**54,924**	30,614	16,906	68	N/A	7,336
Poste 2.1. market-based – Electricity – 2025	**47,746**	23,436	16,906	68	N/A	7,336
Poste 2.2. Emissions from purchased heat, steam, and cooling – 2025	**40**	40	N/A	N/A	N/A	N/A
Scope 3 ☑						
2025	**553,306**	393,774	19,876	49,245	51,981	38,430
2024	**744,304**	543,863	21,436	91,710	44,432	42,862
Poste 3.1. Emissions related to goods and services – 2025	**388,836**	319,932	8,956	39,836	6,148	13,965
Poste 3.2. Emissions related to capital goods – 2025	**12,243**	7,691	1,571	599	28	2,354
Poste 3.3. – Upstream energy – 2025	**23,224**	16,270	1,936	2,307	N/A	2,711
Poste 3.4. Upstream transportation and distribution – 2025	**5,371**	4,423	659	289	-	-
Poste 3.5. Waste – 2025	**1,146**	632	161	270	N/A	83
Poste 3.6. Business travel – 2025	**5,178**	1,086	538	512	0	3,041
Poste 3.7. Employee commuting – 2025	**23,006**	4,753	286	1,629	82	16,255
Poste 3.8. Upstream leased assets – 2025	**3,756**	-	-	3,756	-	-
Poste 3.9. Downstream transportation and distribution – 2025	**2,001**	1,821	160	N/A	N/A	20
Poste 3.10. Processing of sold products – 2025	**N/A**	N/A	N/A	N/A	N/A	N/A
Poste 3.11 Use of sold products – 2025	**86,152**	34,874	5,555	N/A	45,723	N/A
Poste 3.12. End-of-life treatment of sold products – 2025	**2,393**	2,292	54	47	N/A	N/A
Poste 3.13. Downstream leased assets – 2025	**N/A**	N/A	N/A	N/A	N/A	N/A
Poste 3.14. Franchises – 2025	**-**	-	N/A	N/A	N/A	N/A
Poste 3.15. Investments – 2025	**-**	-	-	-	-	-

Greenhouse gas emission reductions are mainly attributable to emissions category “3.1. Emissions related to goods and services” within the SFR perimeter. This reduction is primarily due to the optimization of the Group's purchasing strategy in 2025. At subsidiary level, ATS’s scope 3 emissions decreased significantly due to reduced activity following the completion of fibre deployment. Conversely, MVNO Scope 3 emissions increased, largely due to growth in customer numbers and usage, resulting in higher data consumption.
The variations in greenhouse gas emissions described above for SFR, ATS, and the MVNOs between 2024 and 2025 also impact the indicators “Emissions intensity per € million of revenue – location-based” and “Emissions intensity per € million of revenue – market-based”.

1.2-Key performance indicators related to water

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Water consumption (m^3)						
2025	**117,257**	30,963	5,852	6,586	N/A	73,856
2024	**-**	40,471	6,062	-	N/A	87,535
Water consumption per employee (m^3)						
2025	**4**	4	20	2	N/A	4
2024	**-**	5	19	-	N/A	4

The reduction in water consumption at SFR in 2025 is mainly due to a methodological change enabling more accurate allocation of water consumption at a site shared with a third party.

For Intelcia, the reduction is notably linked to the closure of several sites (particularly in Morocco and Senegal).

1.3-Key performance indicators related to circular economy

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Percentage of refurbished boxes and decoders supplied to customers (%)						
2025	**66%**	66%	83%	N/A	-	N/A
2024	**-**	63%	-	N/A	-	N/A
Percentage of refurbished smartphones in total sales (%) ✓						
2025	**3%**	3%	5%	N/A	-	N/A
2024	**2%**	2%	2%	N/A	-	N/A
Percentage of reused EEE (%)						
2025	**51%**	52%	16%	12%	N/A	-
2024	**50%**	50%	34%	39%	N/A	-
Percentage of recovered waste EEE (%)						
2025	**98%**	99%	33%	100%	N/A	-
2024	**98%**	99%	68%	100%	N/A	-

The percentage of refurbished smartphones in total sales increased by nearly 90% in 2025 as a result of the actions described in the section "Circular economy".

ATS's percentage of reused EEE decreased in 2025. However, the volume of equipment reused increased, supported by the implementation of a policy to extend equipment lifespan. The decrease translated in the key performance indicator is explained by a significant increase in equipment sales to brokers in 2025, with transactions covering both 2024 and 2025.

The decrease in SFR Réunion's percentage of reused EEE and recovered waste EEE is attributable to changes in the fleet of boxes and decoders, including obsolete models collected in 2024, the end-of-life processing of which was carried out in 2025.

2. Social key performance indicators

2.1 Key performance indicators related to own workforce

- 2.1.1 Key performance indicators related to the Altice France Group's workforce, its breakdown and changes

	Altice France Group		
	Toal	F	H
Workforce at end of period (units)			
2025	29,975	14,093	15,882
2024	32,347	-	-
Number of employees under 30 years old in 2025 (units)	9,154	5,115	4,039
Number of employees between 30 and 50 years old in 2025 (units)	16,461	7,426	9,035
Number of employees over 50 years old in 2025 (units)	4,359	1,552	2,807
Rate of employee turnover in 2025 (%)	29%		

	SFR			SFR Réunion			ATS			MVNOs			Intelcia		
	Total	**F**	**M**	**Total**	**F**	**M**	**Total**	**F**	**M**	**Total**	**F**	**M**	**Total**	**F**	**M**
Workforce at end of period (units)															
2025	8,584	2,989	5,595	294	113	181	3,256	731	2,525	277	130	147	17,564	10,130	7,434
2024	8,650	3,003	5,647	311	119	192	3,590	-	-	292	146	146	19,503	11,147	8,356
2023	8,512	2,974	5,538	297	118	179	-	-	-	-	-	-	18,361	10,288	8,073
Number of employees under 30 years old (units)															
2025	1,755	698	1,057	40	14	26	719	227	492	32	16	16	6,608	4,160	2,448
2024	1,866	743	1,123	49	18	31	-	-	-	42	21	21	-	-	-
2023	1,776	720	1,056	45	17	28	-	-	-	-	-	-	-	-	-
Number of employees between 30 and 50 years old (units)															
2025	4,057	1,428	2,629	201	79	122	2,043	416	1,627	174	79	95	9,986	5,424	4,562
2024	4,237	1,473	2,764	219	83	136	-	-	-	181	94	87	-	-	-
2023	4,438	1,572	2,866	214	84	130	-	-	-	-	-	-	-	-	-
Number of employees over 50 years old (units)															
2025	2,772	863	1,909	53	20	33	494	88	406	71	35	36	969	546	423
2024	2,547	787	1,760	43	18	25	-	-	-	69	31	38	-	-	-
2023	2,298	682	1,616	38	17	21	-	-	-	-	-	-	-	-	-
Rate of employee turnover (%)															
2025	20%			18%			16%			19%			35%		
2024	20%			15%			-			28%			-		
2023	29%			20%			-			-			-		

Workforce at the end of the period did not change significantly in 2025 for the Altice France Group. However, variations are observable in certain subsidiaries in terms of workforce age distribution, which can be explained notably by a return to a more traditional recruitment dynamic, following previously particularly dynamic periods.

The increase in the rate of employee turnover for SFR Réunion is not significant in volume terms.
The decrease in the rate of employee turnover for MVNOs is explained by stabilisation of workforce, with fewer departures in 2025 than in 2024.

2.1.2 Key performance indicators related to social dialogue

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Percentage of employees covered by collective bargaining agreements (%)						
2025	**57%**	N/D	100%	100%	100%	26%
2024	**55%**	100%	100%	100%	100%	25%
2023	-	100%	-	-	-	22%
Percentage of employees in the European Economic Area covered by collective bargaining agreements in 2025 (%)	**95%**	100%	100%	100%	100%	81%
Percentage of employees outside the European Economic Area covered by collective bargaining agreements in 2025 (%)	**6%**	100%	N/A	N/A	N/A	6%
Percentage of employees working in establishments with employee representatives (%)						
2025	**96%**	100%	100%	100%	89%	94%
2024	**-**	100%	100%	100%	89%	-
2023	-	100%	100%	-	-	-
Percentage of employees in the European Economic Area working in establishments with employee representatives in 2025 (%)	**95%**	100%	100%	100%	89%	81%
Percentage of employees outside the European Economic Area working in establishments with employee representatives in 2025 (%)	**99%**	N/A	N/A	N/A	N/A	99%

2.1.3 Key performance indicator related to talent attraction

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Number of hires under permanent contracts (units) ☑						
2025	**4,749**	713	12	148	37	3,839
2024	**-**	958	16	-	59	5,085
2023	-	963	8	-	-	6,802

The reduction in the number of hires under permanent contracts for each subsidiary is explained as follows:

- SFR: The reduction is due to a one-point decrease in the voluntary departure rate, representing 100 fewer departures in 2025 compared with 2024, and thus led to a lower recruitment need. Alongside this, there was a return to a more traditional recruitment dynamic, following previously particularly dynamic periods.
- SFR Réunion: Number of hires decreased in 2025 compared with 2024 due to particularly high recruitment volumes in 2024.
- MVNOs: The reduction in hires is mainly attributable to the Coriolis perimeter, the main contributor to this indicator.
- Intelcia: Workforce needs decreased in 2025, notably due to lower production activity.
- du régime de production.

2.1.4 Key performance indicators related to skills development

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Percentage of employees who have completed at least one training course during the year (%)						
2025	**63%**	85%	99%	63%	15%	53%
2024	**-**	72%	92%	-	29%	54%
2023	-	68%	76%	-	-	-
Average number of training hours per employee (units)						
2025	**37**	16	24	9	3	52
2024	**-**	15	23	-	5	56
2023	-	16	20	-	-	-
Percentage of employees that participated in regular performance and career development reviews (%)						
2025	**96%**	97%	100%	100%	-	96%[300]
2024	**-**	98%	100%	-	-	-
2023	-	97%	99%	-	-	-
Percentage of employees who have been made aware at least once of at least one sustainable development issue over the past 3 years (%)						
2025	**92%**	92%	97%	-	-	-
2024	**75%**	75%	88%	-	-	-
Percentage of employees who have been made aware at least once of cybersecurity issues over the past 3 years (%)						
2025	**79%**	79%	91%	-	-	-
2024	**66%**	65%	83%	-	-	-
Percentage of employees who have been made aware at least once of environmental issues over the past three years in 2025 (%)	**51%**	50%	87%	-	-	-

Thanks to the training initiatives described in the section "Own workforce", the percentage of SFR employees completing at least one training session increased significantly in 2025. Similarly, the various awareness actions described in the report contributed to an increase in the percentage of employees trained in sustainable development and cybersecurity at SFR and SFR Réunion in 2025.
The decrease in the percentage of employees completing at least one training course and in the average number of training hours among MVNOs is explained by fewer training sessions in 2025 compared with 2024.

[265] Due to a methodological discrepancy, Intelcia is not included in the indicator consolidated at Group level. Further details are available in the "Methodological Note" appendix.

2.1.5 Key performance indicators related to diversity and equal treatment

- Key performance indicators related to gender equality

	Altice France Group		
	Total	F	M
Breakdown within Top management (units)			
2025	169	78	91
2024	-	-	-
2023	-	-	-
Breakdown within Top management (%)			
2025	100%	46%	54%
2024	-	-	-
2023	-	-	-
Breakdown within promotions awarded to employees on permanent contracts (%)			
2025	100%	45%	55%
2024	100%	40%	60%
2023	-	-	-

	SFR			SFR Réunion			ATS			MVNOs			Intelcia		
	Total	**F**	**M**	**Total**	**F**	**M**	**Total**	**F**	**M**	**Total**	**F**	**M**	**Total**	**F**	**M**
Breakdown within Top management (units)															
2025	63	16	47	6	3	3	13	1	12	1	0	1	86	58	28
2024	67	18	49	7	3	4	13	2	11	1	0	1	-	-	-
2023	59	16	43	8	4	4	-	-	-	-	-	-	-	-	-
Breakdown within Top management (%)															
2025	100%	25%	75%	100%	50%	50%	100%	8%	92%	100%	0%	100%	100%	67%	33%
2024	100%	27%	73%	100%	43%	57%	100%	15%	85%	100%	0%	100%	-	-	-
2023	100%	27%	73%	100%	50%	50%	-	-	-	-	-	-	-	-	-
Breakdown within promotions awarded to employees on permanent contracts (%)															
2025	100%	45%	55%	100%	29%	71%	100%	34%	66%	100%	67%	33%	100%	50%	50%
2024	100%	29%	71%	100%	17%	83%	100%	20%	80%	100%	100%	0%	100%	52%	48%
2023	100%	33%	67%	100%	25%	75%	-	-	-	-	-	-	100%	54%	46%

The perimeters for which the female-male distribution within top management significantly changed proportionally between 2024 and 2025 show, however, a small variation in volume.
For perimeters observing a significant increase in the proportion of promotions awarded to women, this variation reflects the Altice France Group's commitment to promoting women across the Group's various professions.
Variations in the gender distribution of promotions among MVNOs are not significant in volume terms.

	Altice France Group	SFR	SFR Réunion	ATS	MVNO	Intelcia
Gender pay gap (%) ☑						
2025	**7,7%**	14%	17%	1%	-	-
2024	**-**	14%	17%	-	-	-
2023	-	-	14%	-	-	-

- Key performance indicator related to disability ☑

	Altice France Group	SFR excluding SFR Distribution	SFR Distribution	SFR Réunion	ATS	MVNOs	Intelcia
Percentage of employees with disabilities (%)							
2025	**6%**	6%	3%	6%	4%	3%	8%
2024	**5%**	5%	2%	5%	3%	3%	6%
2023	-	4%	2%	6%	-	-	5%

The increase in the percentage of employees with disabilities in 2025 is attributable to the actions implemented by the Group in this regard, as described in the "Own Workforce" section.

- Key performance indicator related to diversity and professional integration

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Percentage of people who are distant from the labour market among new hires in 2025 (%)	**25%**	-	-	-	-	25%

- Key performance indicators related to OHS

	Altice France Group	SFR excluding SFR Distribution	SFR Distribution	SFR Réunion	ATS	MVNOs	Intelcia
Frequency rate of work-related accidents (Number of work-related accidents per million hours worked)							
2025	**6.90**	2.19	19.81	8.48	18.27	1.92	4.68
2024	**-**	1.81	21.02	2.08	10.23	-	-
2023	-	2.05	17.12	4.33	-	-	-
Severity rate of work-related accidents (Number of days lost due to work-related accidents per thousand hours worked) ☑							
2025	**0,36**	0.10	1.23	0.091	0.70	0.06	0.28
2024	**-**	0.05	1.30	0.002	-	-	0.09
2023	-	0.03	0.87	0.004	-	-	-
Absenteeism rate due to illness or work-related accidents (%)							
2025	**4%**	3%	8%	3%	4%	6%	5%
2024	**5%**	3%	8%	4%	5%	8%	5%
2023	-	3%	8%	5%	-	-	-
Number of days lost to work-related injuries, recordable work-related accidents and work-related ill health (units)							
2025	**24 976**	2,219	18,648	40	4,069	-	-
2024	**-**	2,000	16,358	1	-	-	-
2023	-	946	14,179	3	-	-	-
Number of occupational disease cases during the year (%)							
2025	**36**	1	1	0	33	1	-
2024	**-**	1	1	0	-	0	-
2023	-	5	0	0	-	-	-
Number of fatalities resulting from work-related activities (%)							
2025	**0**	0	0	0	0	0	-
2024	**-**	0	0	0	-	0	-
2023	-	0	0	1	-	-	-

2025 variations observed in indicators relating to occupational accidents are not attributable to specific factors. For SFR Réunion and MVNOs perimeters, the low volume of accidents results in significant year-on-year variations.

Similarly, significant variations in absenteeism rates and the number of occupational illnesses should be interpreted cautiously due to low underlying volumes.

- Key performance indicator related to QLWC

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Voluntary departure rate (%)						
2025	**16%**	5%	5%	6%	7%	23%
2024	**21%**	6%	6%	7%	14%	30%
2023	-	15%	9%	-	-	33%

Where notable variations in voluntary departure rates have been observed, this downward trend occurs from an initially low base, which limits its impact.
The significant reduction in Intelcia's voluntary departure rate in 2025 is attributable to the Human Resources Department's rollout of a turnover reduction action plan.
The decrease in the MVNO voluntary departure rate is explained by workforce stabilisation, with fewer departures in 2025 than in 2024.

2.2-Key performance indicators related to engagement and societal impact

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Budget allocated to the SFR Foundation for supporting partner associations (€)						
2025	**1M**	1M	N/A	N/A	N/A	N/A
2024	**1M**	1M	N/A	N/A	N/A	N/A
2023	1M	1M	N/A	N/A	N/A	N/A

3. Governance key performance indicators related to ethics and compliance ☑

	Altice France Group	SFR	SFR Réunion	ATS	MVNOs	Intelcia
Number of anti-corruption training programmes targeting own workers in functions-at-risk since 2024 (units)	**1,093**	1,093	-	-	-	-
Number of convictions for violation of anti-corruption and anti-bribery laws (units)	**0**	0	0	0	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws (€)	**0€**	0€	0€	0€	0€	0€
Number of confirmed incidents of corruption or bribery (units)	**0**	0	0	0	0	0
Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents (units)	**0**	0	0	0	0	0

UN SDGs correspondence table

The United Nations (UN) Sustainable Development Goals (SDGs)[301] have formed the definition of the three ambitions underpinning the Altice France Group's sustainability strategy[302], as well as the action plans derived from these ambitions. The correspondence table presented below makes it possible to identify, within the ESG report, the sections detailing the Altice France Group's contributions to the various SDGs and to the relevant associated targets, among those defined by the UN.

Due to its sector of activity, the Group does not contribute to the following SDGs: "No poverty" (SDG 1), "Zero hunger" (SDG 2), "Clean water and sanitation" (SDG 6), "Sustainable cities and communities" (SDG 11) and "Life below water" (SDG 14). These SDGs are therefore not presented in the table below.

SDG	Group contribution to the goal	ESG report sections
Good health and well-being	The actions and initiatives implemented by the Group contribute to providing access to social protection schemes and to effective, quality and affordable essential health-care services, while also promoting health and safety at work. These actions and initiatives may, at their level, contribute to the achievement of SDG target 3.8.	**Own workforce** 7.3 Social protection (p. 58) 8. Occupational health and safety (p. 58) **Engagement and societal impact** 2.3 Examples of projects supported in 2025 (p. 81)
Quality education	The actions and initiatives implemented by the Group contribute to the acquisition of relevant skills for the employment of young people and adults, in particular through training and apprenticeship schemes. These actions and initiatives may, at their level, contribute to the achievement of SDG target 4.4.	**Own workforce** 4. Talent attraction (p. 44) 5. Skills development (p. 46) **Engagement and societal impact** 2.2 Flagship projects in 2025 (p. 80)
Gender equality	The actions and initiatives implemented by the Group contribute to equal treatment of women and men (remuneration, access to management positions, etc.). These actions and initiatives may, at their level, contribute to the achievement of SDG target 5.5.	**Own workforce** 4. Talent attraction (p. 44) 5. Skills development (p. 46) 6. Diversity and equal treatment (p. 50) **Engagement and societal impact** 2.2 Flagship projects in 2025 (p. 80) 2.3 Examples of projects supported in 2025 (p. 81)
Affordable and clean energy	The Group has set objectives related to renewable energy and thus contributes, at its level, to the achievement of SDG target 7.2.	**Climate and energy** 4. Climate and energy targets (p. 24)
Decent work and economic growth	The actions and initiatives implemented by the Group contribute to the development of decent employment both within its subsidiaries and among its various business partners. These actions and initiatives may, at their level, contribute to the achievement of SDG targets 8.5, 8.7 and 8.8.	**Own workforce** (p. 39) **Ethics and compliance** 2.2 Vigilance Plan (p. 84) 3.2 Management of ethics and compliance risks (p. 85) **Responsible purchasing** 1. Responsible purchasing policies (p. 88)

[301] https://www.un.org/sustainabledevelopment/fr/objectifs-de-developpement-durable/.
[302] See the section "2.2.2 Sustainability strategy".

SDG	Group contribution to the goal	ESG report sections
Industry, innovation and infrastructure	The actions and initiatives implemented by the Group contribute to the creation and the continuity of quality, reliable and resilient infrastructure. These actions and initiatives may, at their level, contribute to the achievement of SDG target 9.1.	**Service quality and customer satisfaction** (p. 64) **Innovations related to artificial intelligence** (p. 74) **Business continuity** (p. 92) **Cybersecurity** (p. 95)
Reduced inequalities	The actions and initiatives implemented by the Group contribute to reducing inequalities. These actions notably target its own staff members, its customers and the various local communities, particularly through its partnerships with associations. These actions and initiatives may, at their level, contribute to the achievement of SDG targets 10.2 and 10.4.	**Own workforce** 1. Social strategy and policy (p. 40) 4. Talent attraction (p. 44) 5. Skills development (p. 46) 6. Diversity and equal treatment (p. 50) **Accessibility of products and services** (p. 70) **Engagement and societal impact** (p. 78)
Responsible consumption and production	The actions and initiatives implemented by the Group contribute to a sustainable and sound management of natural resources, which allows in particular for reducing waste generation. These actions and initiatives may, at their level, contribute to the achievement of SDG targets 12.2, 12.4 and 12.5.	**Circular economy** (p. 32) **Responsible purchasing** (p. 88)
Climate action	The actions and initiatives implemented by the Group contribute to reducing greenhouse gas emissions and strengthening adaptive capacity to climate-related hazards. They also promote training and awareness-raising among its employees on these topics. These actions and initiatives may, at their level, contribute to the achievement of SDG targets 13.1, 13.2 and 13.3.	**Climate and energy** (p. 18) **Circular economy** (p. 32)
Life on land	The actions and initiatives implemented by the Group promote consideration of impacts and dependencies on ecosystems and biodiversity. These actions and initiatives may, at their level, contribute to the achievement of SDG targets 15.1 and 15.9.	**Biodiversity and water** (p. 28)
Peace, justice and strong institutions	The actions and initiatives implemented by the Group contribute to the development of ethical governance systems and business conduct practices. These actions and initiatives may, at their level, contribute to the achievement of SDG targets 16.5, 16.6 and 16.7.	**Own workforce** 2. Social dialogue (p. 41) 3. Staff member concern reporting mechanisms (p. 43) **Ethics and compliance** (p. 84)
Partnerships for the goals	The actions and initiatives implemented by the Group, cited for the previous SDGs, rely on collaboration with numerous public and non-profit stakeholders. In this respect, the Group contributes, at its level, to SDG targets 17.14 and 17.17.	**General information** 4. Stakeholders relations (p. 14) **Climate and energy** 1.5 Cooperation with public bodies and regulatory authorities (p. 19) **Engagement and societal impact** (p. 78) **Business continuity** 1.3 Cooperation with public bodies and regulatory authorities (p. 92) **Cybersecurity** 1.6 Cooperation with public bodies and regulatory authorities (p. 96)

GRI correspondence table

The Altice France Group reports with reference to the Global Reporting Initiative (GRI)[303] standards. The table presented below is based on the "GRI 1: Foundation 2021" standard. For each applicable requirement, it indicates the location of the corresponding information in this report. All of the indicators presented, as well as their methodology, can be found respectively in the "Summary of key performance indicators" and "Methodological note" sections of this report.

The Altice France Group has reported the information cited in this GRI content index for the period from January 1, to 31 December 2025 with reference to the GRI Standards.

GRI Standard	Disclosure	Location	Omission
GRI 2: General Disclosures 2021	2-1 Organisational details	**General information** 3.1.1 Main activities of the Altice France Group (p. 7) Altice France Group Registered office: 16 rue du Général Alain de Boissieu CS 68217 75741 Paris Cedex 15	-
	2-2 Entities included in the organisation's sustainability reporting	**General information** 1.1 Reporting scope (p. 5)	-
	2-3 Reporting period, frequency and contact point	**General information** 1.1 Reporting scope (p. 5) Contact: perrine.chretien@sfr.com	-
	2-4 Restatements of information	Any information revised from the previous reporting period is noted directly in this report.	-
	2-5 External assurance	**Appendices** ITPO report (p. 135)	-
	2-6 Activities, value chain and other business relationships	**General information** 3.1 Business model (p. 7)	-
	2-7 Employees	**Own workforce** Tables relating to the Altice France Group's workforce, its breakdown and changes (p. 39)	The Altice France Group intends to publish further information in future versions of its report.
	2-8 Workers who are not employees	-	The Altice France Group intends to publish this information in future versions of its report.
	2-9 Governance structure and composition	**General information** 2. Governance (p. 6)	-
	2-10 Nomination and selection of the highest governance body	-	The Altice France Group intends to publish this information in future versions of its report.
	2-12 Role of the highest governance body in overseeing the management of impacts	-	The Altice France Group intends to publish this information in future versions of its report.
	2-13 Delegation of responsibility for managing impacts	**General information** 2.1 ESG governance bodies (p. 6)	-

[303] https://www.globalreporting.org/.

GRI Standard	Disclosure	Location	Omission
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	**General information** 2.2 Risk management related to ESG information and associated internal controls (p. 6)	-
	2-15 Conflicts of interest	**Ethics and compliance** 2.5 Conflict of interest prevention policy (p. 85)	-
	2-16 Communication of critical concerns	**Own workforce** 2. Social dialogue (p. 41) 3. Staff member concern reporting mechanisms (p. 43) **Ethics and compliance** 3.3 Whistleblower protection (p. 85)	The Altice France Group intends to publish this information in future versions of its report.
	2-17 Collective knowledge of the highest governance body	-	The Altice France Group intends to publish this information in future versions of its report.
	2-18 Evaluation of the performance of the highest governance body	-	The Altice France Group intends to publish this information in future versions of its report.
	2-19 Remuneration policies	-	Confidential information.
	2-20 Process to determine remuneration	**Own workforce** 7. Work organisation and remuneration (p. 57)	Any information not included in this section is confidential.
	2-21 Annual total compensation ratio	-	Confidential information.
	2-22 Statement on sustainable development strategy	**Editorial** (p. 3)	-
	2-23 Policy commitments	The Altice France Group has put in place a set of policies presented in the following pages: 18, 32, 40, 44, 46, 50, 58, 78, 84, 88	-
	2-24 Embedding policy commitments	The Altice France Group has put in place a set of policies presented in the following pages: 18, 32, 40, 44, 46, 50, 58, 78, 84, 88	-
	2-25 Processes to remediate negative impacts	**Own workforce** 3.1 Alert and reporting mechanism for specific social concerns (p. 43) **Ethics and compliance** 3.3 Whistleblower protection (p. 85)	The Altice France Group intends to publish further information in future versions of its report.
	2-26 Mechanisms for seeking advice and raising concerns	**Own workforce** 3.1 Alert and reporting mechanism for specific social concerns (p. 43) **Ethics and compliance** 3.3 Whistleblower protection (p. 85)	-
	2-27 Compliance with laws and regulations	**Ethics and compliance** 3.1 Anti-corruption (p. 85)	Any information not included in this section is confidential.
	2-28 Membership associations	**General information** 4. Stakeholder relations (p. 14) **Political influence and lobbying activities** (p. 91)	-
	2-29 Approach to stakeholder engagement	**General information** 4. Stakeholder relations (p. 14)	-
	2-30 Collective bargaining agreements	**Own workforce** 2.4 Indicators related to social dialogue (p. 42)	-

GRI Standard	Disclosure	Location	Omission
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	**Climate and energy** See section "SFR's contribution to the preservation of carbon sinks and customer awareness". (p. 22) **Biodiversity and water** 2. Actions (p. 31)	-
	101-4 Identification of biodiversity impacts	**Biodiversity and water** 1. Mapping of impacts and dependencies (p. 28)	-
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	**Climate and energy** 1. Climate and energy policies (p. 18) 3. Actions related to climate change mitigation (p. 19)	The Altice France Group intends to publish further information in future versions of its report.
	102-2 Climate change adaptation plan	**Climate and energy** 3. Climate change adaptation (p. 22)	The Altice France Group intends to publish this information in future versions of its report.
	102-4 GHG emissions reduction targets and progress	**Climate and energy** 4.1 Climate change mitigation targets (p. 25)	The Altice France Group intends to publish further information in future versions of its report.
	102-5 Scope 1 GHG emissions	**Climate and energy** 5.2 Greenhouse gas emissions (p. 27) **Appendices** Methodological note (p. 105)	The Altice France Group intends to publish further information in future versions of its report.
	102-6 Scope 2 GHG emissions	**Climate and energy** 5.2 Greenhouse gas emissions (p. 27) **Appendices** Methodological note (p. 105)	The Altice France Group intends to publish further information in future versions of its report.
	102-7 Scope 3 GHG emissions	**Climate and energy** 5.2 Greenhouse gas emissions (p. 27) **Appendices** Methodological note (p. 105)	The Altice France Group intends to publish further information in future versions of its report.
	102-8 GHG emissions intensity	**Climate and energy** 5.2 Greenhouse gas emissions (p. 27) **Appendices** Methodological note (p. 105)	-
GRI 103: Energy 2025	103-1 Energy policies and commitments	**Climate and energy** 1. Climate and energy policies (p. 18) 3. Climate change mitigation (p. 22)	-
	103-2 Energy consumption and self-generation within the organisation	**Climate and energy** 5.1 Energy consumption (p. 26) **Appendices** Methodological note (p. 105)	The Altice France Group intends to publish further information in future versions of its report.
	103-4 Energy intensity	**Climate and energy** 5.1 Energy consumption (p. 26) **Appendices** Methodological note (p. 105)	-
	103-5 Reduction in energy consumption	**Climate and energy** 2.2 Energy sobriety (p. 19) 4.2 Energy-related targets (p. 25) 5.1 Energy consumption (p. 26) **Appendices** Methodological note (p. 105)	-

GRI Standard	Disclosure	Location	Omission
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	**General information** 3.1.2 Resources mobilised and value created (p. 9)	Any information not included in this section is confidential.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	**Engagement and societal impact** (p. 78)	-
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	**Ethics and compliance** 3.4 Training and awareness programmes (p. 86) 4. Indicators related to ethics and compliance (p. 87)	Any information not included in this section is confidential.
	205-3 Confirmed incidents of corruption and actions taken	**Ethics and compliance** 4. Indicators related to ethics and compliance (p. 87)	Any information not included in this section is confidential.
GRI 301: Materials 2016	301-2 Recycled input materials used	**Circular economy** 3.1.3 Eco-design of internet boxes and video decoders (p. 33)	The Altice France Group intends to publish further information in future versions of its report.
	301-3 Reclaimed products and their packaging materials	**Circular economy** 5. Circular economy indicators (p. 37) **Appendices** Methodological note (p. 105)	The Altice France Group intends to publish further information in future versions of its report.
GRI 303: Water and Effluents 2018	303-5 Water consumption	**Biodiversity and water** 2.2 Water consumption (p. 31) **Appendices** Methodological note (p. 105)	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	**Circular economy** 1.3 Resource outflows – waste from own operations (p. 32)	-
	306-2 Management of significant waste-related impacts	**Circular economy** (p. 32) **Responsible purchaising** 2.1 Partnerships with engaged suppliers (p. 88)	The Altice France Group intends to publish further information in future versions of its report.
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	**Responsible purchaising** 4. ESG supplier assessment (p. 89)	The Altice France Group intends to publish further information in future versions of its report.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	**Own workforce** Tables relating to the Altice France Group's workforce, its breakdown and changes (p. 39) 4.4 Indicators related to talent attraction (p. 46) 6.4 Indicators related to diversity and equal treatment (p. 56)	The Altice France Group intends to publish further his information in future versions of its report.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	**Own workforce** 7. Work organisation and remuneration (p. 57)	The Altice France Group intends to publish further information in future versions of its report.
	401-3 Parental leave	**Own workforce** 6.2.1 Gender equality (p. 50) 7.1 Working time organisation and leave (p. 57)	The Altice France Group intends to publish further information in future versions of its report.

GRI Standard	Disclosure	Location	Omission
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	**Own workforce** 8.1 Strategy and policies on occupational health and safety (p. 58)	-
	403-2 Hazard identification, risk assessment, and incident investigation	**Own workforce** 8.2 OHS actions (p. 59)	-
	403-3 Occupational health services	**Own workforce** 8.1 Strategy and policies on occupational health and safety (p. 58) 8.2 OHS actions (p. 59) **Data protection** (p. 100)	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	**Own workforce** 8.1 Strategy and policies on occupational health and safety (p. 58)	-
	403-5 Worker training on occupational health and safety	**Own workforce** 8.2 OHS actions (p. 59) 8.3 OHS-related objectives (p. 61)	-
	403-6 Promotion of worker health	**Own workforce** 7.3 Social protection (p. 58) 9. Quality of life and working conditions (p. 62)	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**Own workforce** 8.2 OHS actions (p. 59)	-
	403-9 Work-related injuries	**Own workforce** 8.4 OHS-related indicators (p. 62) **Appendices** Methodological note (p. 105)	Any information not included in this section is confidential.
	403-10 Work-related ill health	**Own workforce** 8.4 OHS-related indicators (p. 62) **Appendices** Methodological note (p. 105)	Any information not included in this section is confidential.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	**Own workforce** 5.4 Indicators related to skills development (p. 49)	-
	404-2 Programs for upgrading employee skills and transition assistance programs	**Own workforce** 5. Skills development (p. 46)	-
	404-3 Percentage of employees receiving regular performance and career development reviews	**Own workforce** 5.4 Indicators related to skills development (p. 49)	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	**Own workforce** 6.3 Objectives related to diversity and equal treatment (p. 54) 6.4 Indicators related to diversity and equal treatment (p. 56)	-
	405-2 Ratio of basic salary and remuneration of women to men	**Own workforce** 6.4 Indicators related to diversity and equal treatment (p. 56)	Any information not included in this section is confidential.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	**Own workforce** 3.1 Alert and reporting mechanism for specific social concerns (p. 43) **Ethics and compliance** 3.3 Whistleblower protection (p. 85)	Any information not included in this section is confidential.

GRI Standard	Disclosure	Location	Omission
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	**Engagement and societal impact** (p. 78)	-
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	**Responsible purchasing** 4. ESG supplier assessment (p. 89)	-
GRI 415: Public Policy 2016	415-1 Political contributions	**Political influence and lobbying activities** (p. 91)	-

ITPO Report

Altice France S.A.S.
16, rue du Général Alain de Boissieu, 75015, Paris

Limited assurance report of one of the statutory auditors on a selection of ESG information

December 31st 2025

To the annual general meeting,

In our capacity as Statutory Auditor of your company we have undertaken a limited assurance engagement on a selection of ESG information (hereinafter the "Information") determined and established voluntary by Altice France[304] (hereinafter the "Entity"), prepared in accordance with the Entity's procedures (hereinafter the "Guidelines") for the year ended December 31st (hereinafter the "Information") and identified by the symbol ☑ in the Entity ESG Report (hereinafter the "ESG Report").

Limited assurance Conclusion
Based on the work we performed, as described under the "Nature and scope of procedures" paragraph, and the evidence we obtained, nothing has come to our attention that causes us to believe that the Information selected by the Entity and identified by the symbol ☑ in the ESG Report, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Preparation of the Information
The absence of a commonly used and generally accepted reporting framework or of a significant body of established practices on which to draw to assess and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time. Consequently, the Information need to be read and understood together with the available Guidelines, summarized in the ESG Report.

Responsibility of the Entity
The Information have been established under the responsibility of the Entity's Group ESG Department, and it is his responsibility to:

- selecting or establishing suitable criteria for preparing the Information (i.e. the Guidelines),
- preparing the Information by applying the entity's "Guidelines", and
- designing, implementing, and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

Responsibility of the Statutory Auditor
Our responsibility is to:

- planning and performing the work, to express a limited assurance conclusion on the fair presentation of the Information, in all material respects, in accordance with the Guidelines and is free from material misstatement, whether due to fraud or error;
- formulate an independent conclusion based on the work we have performed and the evidence we have gathered;
- communicate our conclusion to the Entity's Group ESG Department.

As we are engaged to form an independent conclusion on the Information as prepared by the Group ESG Department, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

Doctrine and applicable professional guidance
We performed our limited assurance engagement in accordance with the professional guidance issued by the French Institute of statutory auditors (Compagnie nationale des commissaires aux comptes "CNCC") applicable to such engagement and the international standard ISAE 3000 (revised)Assurance Engagements other than Audits or Reviews of Historical Financial Information published by the IAASB (International Auditing and Assurance Standards Board).
They do not constitute an audit or a limited review within the terms of the professional standards applicable in France. Neither do they constitute certification in accordance with the guidelines of the Haute Autorité de l'Audit (H2A).

Our independence and quality control
Our independence is defined by the provisions of Article L. 821-28 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (Code de déontologie) of our profession as well as by the IESBA Code of Ethics (International Code of Ethics for Professional Accountants (including Independence Standards)). This code is based on compliance with the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professional behavior.
In addition, we apply the International Standard on Quality Management 1 and consequently we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and

[304] See the information selected by the Entity in Appendix 1.

the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

Nature and scope of procedures

We are required to plan and perform our work, described hereafter, to address the areas where we have identified that a material misstatement of the Information is likely to arise.

As part of our limited assurance engagement and based on our professional judgement, we have:

- updated our knowledge of the Entity, its environment, including elements of internal control relevant to the preparation of the Information;
- assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector,
- obtained an understanding of internal control procedures the entity implemented, ensuring the fairness of the Information with the Guidelines,
- assessed whether the methods used by the Entity to prepare the Information are appropriate in light of the Guidelines and, where applicable, assessed the relevance of changes in methods and assumptions,
- verified that the Information has been prepared within the scope indicated in the Guidelines,
- for the Information verified, we have:
  - implemented analytical procedures to verify the consistency of any changes in those data, and asked ESG Group Direction, where appropriate, explanations regarding any unusual items identified.
  - performed tests of details, using sampling techniques, to verify the proper application of calculation methods and assumptions described in the Guidelines and reconcile the underlying data with supporting documents. For qualitative information, we consulted documentary sources and conducted interviews to corroborate them.
- assessed the overall consistency of the information in relation to our knowledge of the Entity.

We believe that the information we have gathered is sufficient and appropriate to draw our conclusion. The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) and the international standard ISAE 3000 (revised) and the international standard ISAE 3000 (revised), a higher level of assurance would have required us to carry out more extensive procedures.

This report is governed by French law. The French courts shall have exclusive jurisdiction to hear any dispute, claim or controversy that may arise from our engagement letter or this report, or any matter related thereby.

Paris la Défense, April 28th, 2026

KPMG S.A.

Nicolas Piofret
Partner

Raffaele Gambino
ESG Expert

Appendix 1

Qualitative information
Personal data protection
Cybersecurity

Key performance indicators and other quantitative results
Workforce at end of period
Number of hires under permanent contracts
Percentage of employees with disabilities
Rate of employee turnover
Gender pay gap
Severity rate of work-related accidents
Percentage of employees who have been made aware at least once of at least one Sustainable Development issue over the past 3 years
Percentage of employees who have been made aware at least once of Cybersecurity issues over the past 3 years
Greenhouse gas emissions (scope 1, 2, 3)
Percentage of renewable electricity in building electricity consumption
Percentage of refurbished smartphones in total sales
Number of anti-corruption training programmes targeting own workers in functions-at-risk since 2024
Number of confirmed incidents of corruption or bribery
Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents
Number of convictions for violation of anti-corruption and anti-bribery laws
Amount of fines for violation of anti-corruption and anti-bribery laws