

October 1, 2025

Altice France announces the successful implementation of its financial restructuring

The financial restructuring transaction contemplated by the accelerated safeguard plans of Altice France and several of its subsidiaries has been fully implemented today, together with the financial restructuring of Altice France Holding.

This marks the final implementation step of the Group's financial restructuring announced in February 2025, approved by nine decisions of the Paris Commercial Court on August 4, 2025 (the "Approving Orders") and supported by the Group's financial creditors.

By drastically reducing the Group's financial indebtedness and extending applicable maturities, this transaction is a turning point for the Group and its future.

Altice France announces today the appointment of Mr. Pierre-André de Chalendar and Mr. Nick Read as New Independent Non-Executive Directors of the Board of Altice France. They will join Altice France board, constituted by Arthur Dreyfuss as Chairman, Dennis Okhuijsen and Gerrit Jan Bakker.

**In addition, the Bankruptcy Court for the Southern District of New York rendered on September 30, 2025 an order enforcing the Approving Orders, giving full force and effect in the United States to the Approving Orders and granting related relief. No objections were filed to the request for enforcing the Approving Orders in the United States.*

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About Mr. Pierre-André de Chalendar

Pierre-André de Chalendar is a graduate of ESSEC Business School and Ecole Nationale d'Administration. A former civil servant (Inspecteur des Finances), he served as deputy to the Director General for Energy and Raw Materials within the French Ministry of Industry.

Mr. de Chalendar joined Compagnie de Saint-Gobain in 1989 as Vice-President, Corporate Planning. He was subsequently Vice-President of the Abrasives business in Europe (1992-1996), President of the Abrasives business worldwide (1996-2000) and General Delegate for the United Kingdom and the Republic of Ireland (2000-2002) before being appointed Senior Vice-President of Compagnie de Saint-Gobain in charge of the Building Distribution Sector in 2003. Appointed Chief Operating Officer of Compagnie de Saint-Gobain in 2005 and elected to the Board in 2006, he was appointed Chief Executive Officer in 2007 and Chairman and Chief Executive Officer from June 2010 to June 2021. He was Chairman of the Board of Directors (2021-2024). Since June 2024, he is Honorary Chairman of Compagnie de Saint-Gobain.

Mr. de Chalendar is also a Director at Veolia and Bpifrance and an observer at Forvia. He was a Director at BNP Paribas from 2012 until May 2024.



He has been appointed since July 2017 as co-president of *La Fabrique de l'Industrie* and Chairman of *ESSEC Business School's* Supervisory Board since February 2019. Since January 1, 2023, he is Chairman of the *Institut de l'Entreprise*.

About Mr. Nick Read

Nick Read has spent more than 16 years operating at board level, holding leadership positions across global businesses in telecoms, infrastructure, and technology. He currently holds a portfolio of board positions focused on digital infrastructure across EMEA and the U.S., including serving as Senior Advisor to Global Infrastructure Partners (now part of BlackRock), consultant to I Squared Capital, Chair of the Board with EXA Infrastructure, Chair of the Board with NLighten, and Non-Executive Director at Booking Holdings Inc., Radius Global Infrastructure, and Oak Consortium (Vantage Towers).

Previously, Mr. Read had a 22-year career at Vodafone Group, where he played a pivotal role in shaping the company's global strategy. He served as Group CEO, and was a Board Member from 2014 to 2022, leading Vodafone through a period of major business transformation, network expansion, and operational evolution. Prior to the Group CEO, he was Group CFO, CEO for the Africa/ME/Asia region, and CEO for the UK business.

Before joining Vodafone, Mr. Read held senior global finance positions at Miller Freeman Worldwide as Group CFO and at Federal Express Corporation for 10 years. A Fellow Chartered Management Accountant, Mr. Read was awarded an Honorary Doctor of Business Administration in 2022 and served as a United Nations Broadband Commissioner.