

FY 2022 Results

March 16, 2023

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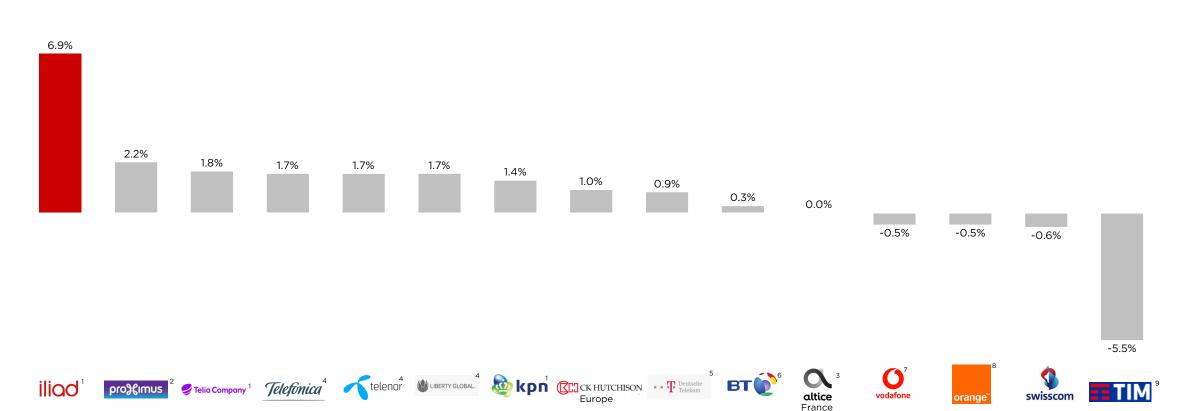
2022 Key highlights

ILIAD GROWTH LEADER IN EUROPE IN 2022 ODYSSEE PLAN 2024 MOSTLY COMPLETED 2 YEARS AHEAD ILIAD NOW FULLY CONVERGENT IN OUR 3 GEOGRAPHIES EXCEPTIONAL SALES MOMENTUM IN FRANCE ITALY NEAR OFCF BREAK-EVEN IN Q4 FAST-TRACK OF UPC INTEGRATION IN POLAND REINFORCEMENT OF OUR CAPITAL STRUCTURE



Growth leader in Europe among the 15 largest independent telecom Groups

FY 2022 YOY GROWTH EUROPEAN OPERATIONS





(1) Organic growth as reported (2) Domestic only (3) iliad estimates (organic, excluding Media) (4) iliad estimates (organic) (5) iliad estimates (excluding T-Mobile USA & "Other segments") (6) iliad estimates (excluding Global Services) (7) iliad estimates (Europe, organic) (8) iliad estimates (Europe, organic, ex AME & ICSS) (9) excluding Brazil

2024 Odyssee Plan

MOST OF THE 2024 ODYSSEE PLAN TARGETS ALREADY REACHED

MARCH 2019 - CAPITAL MARKETS DAY **Conclusion & Goals FTTH** B2B 4-5% market share in 2024 30m connectible sockets in €400-500m in revenues in 4.5m subscribers in 2024 Mobile Italy Revenues 10-12k sites in 2024 • €1.5bn in revenues in Italy in >80% of subscriber base on the long run Free Mobile Unlimited 4G Plan More than 25k sites in 2024 **Optimizing our Approach to the Market** Market share of 25% in the long term Physical Digital stores Renewing our Internet approach 1,500 SIM-card dispensers Leveraging new tools for digitalization · Densification of our More proactive and physical distribution better targeting for network with a limited cost online distribution · Repositioning our Free Centers to focus on sale Potential market share gain in rural areas **GROUP**

ACHIEVEMENTS END-2022 72% OF From 60 31.3M **MOBILE** stores in FTTH **SUBS** Q1 19 to **BASE IN** plugs 189 end-22 4G/5G c24k sites in France 4.7M >10k in **FTTH** Italy subs LQA ~€200M of revenues of €1.0bn revenues for Italy in B2B

Fast track transformation – 6th European player 2017







20.2M SUBSCRIBERS

x2.3

45.9M SUBSCRIBERS

€5.0BN REVENUES

+68%

€8.4BN REVENUES

€1.8BN EBITDAAL

+86%

€3.3BN EBITDAAL

€0.3BN OFCF

x4.6

€1.2BN OFCF

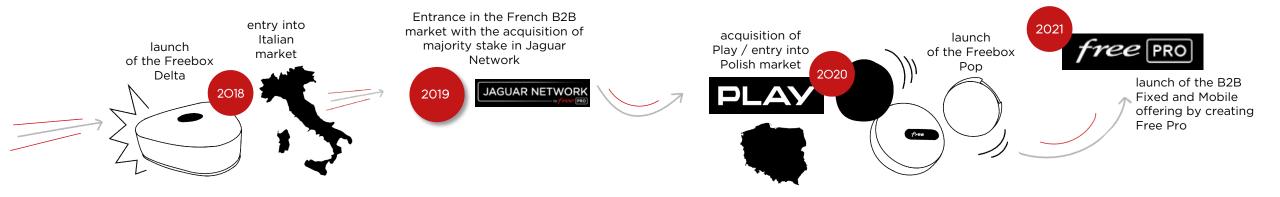
9.7K EMPLOYEES

+7.0K

16.7K EMPLOYEES



Achieving convergence everywhere in 2022





ILIAD GROUP IS NOW FULLY CONVERGENT FIXED & MOBILE IN ITS 3 COUNTRIES AND ITS FORAY INTO B2B IS ONLY AT ITS BEGINNING



Key achievements in 2022















LEADER IN BROADBAND NET ADDS³



LEADER IN MOBILE CONTRACT NET ADDS¹



(1) internal estimates / excluding M2M(2) among the 5 largest telecom operators in Italy

(3) internal estimates

2022 in a nutshell



ORGANIC REVENUES GROWTH +6.9%

ORGANIC EBITDAAL GROWTH +8.0%

OFCF GROWTH **+74.8%**

SUBSCRIBERS BASE +2.7M



The X-Factor: innovation is in our DNA

No retail distribution in Italy? our response to the challenge



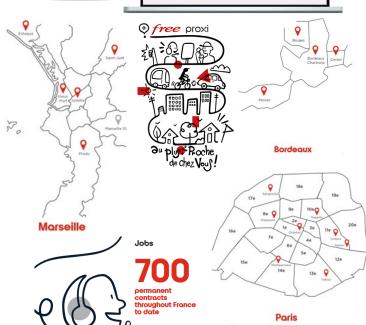
More than 2,000 SIM ATMs end-2022

Free Proxi
The subscriber support revolution

A VIP service for every one of our subscribers













Free is covering Europe's a largest 5G manufacturing site



The largest private

at a manufacturing facility in Europe

5G network deployed



~25,000 Fixed Accesses (FTTH SOHO/SMEs)

The Freebox Pro -Ultra-performing. Ultra-professional

To meet the specific needs of businesses, we've created a **brand new Freebox**, designed and manufactured purely for the R2R market

A Freebox specially created for business

The Freebox Pro has been entirely developed by Free's teams to meet the full range of a business's needs - intense use, operation in an industrial environment and resistance to the property of the property

Developed and tested using an **industrial process**, it is made out of **very robust**, **hard-wearing materials**, which increase its stability and lifespan. It can be mounted in a 19-inch rack.

The first pure-Fiber Freebox

The Freebox Pro is the first pure-Fiber Freebox.

This means it directly addresses the number one priority of businesses – top-quality, ultra-fast connectivity.



The X-Factor: innovation is in our DNA

Proposing new usages



More than 400,000 active users end-2022

Always enriching content experience





579 TV channels

Building from scratch new business : our Fintech



Simple payment solution at

low prices





Corporate activity in 2022 & early 2023

REINFORCEMENT OF OUR FINANCIAL — STRUCTURE

€5 BILLION

3 banking facilities placed end July with a pool of 23 international banks



€1.1 BILLION

Disposal of 30% stake in OTF and 10% stake in OTP to Cellnex

€1.25 BILLION

Success of our bond issuances in December 2022 & February 2023



€300 MILLION

New EIB financing line to support our FTTH investment in France M&A _____





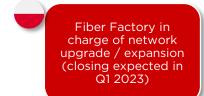
Closing of UPC Polska transaction



NETWORK INITIATIVES







ACQUISITION OF NEW EXPERTISE, DIVERSIFICATION





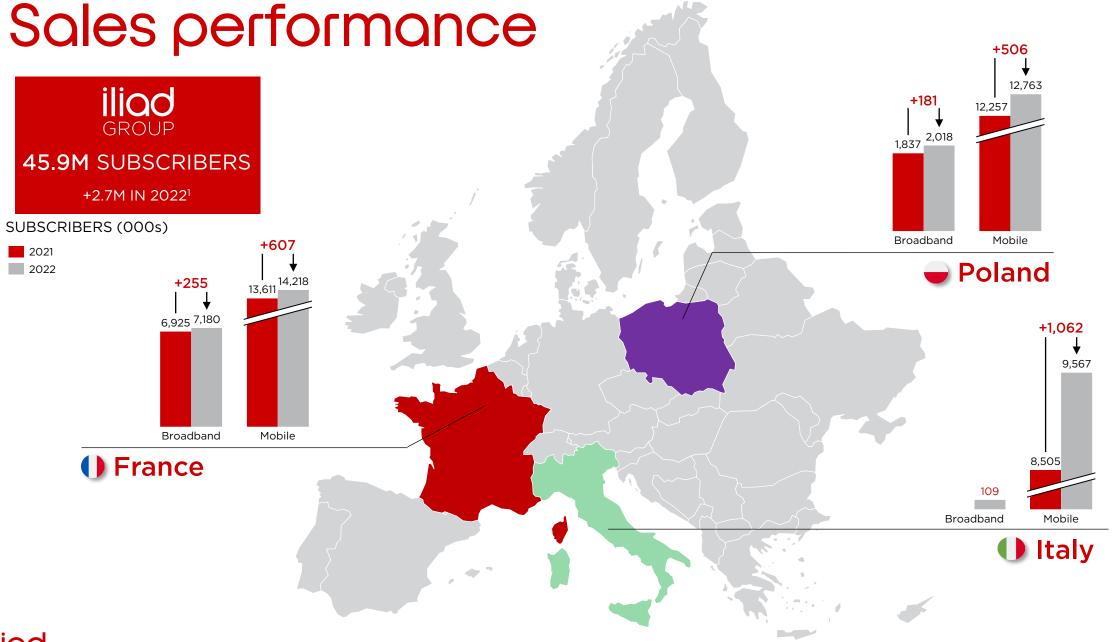




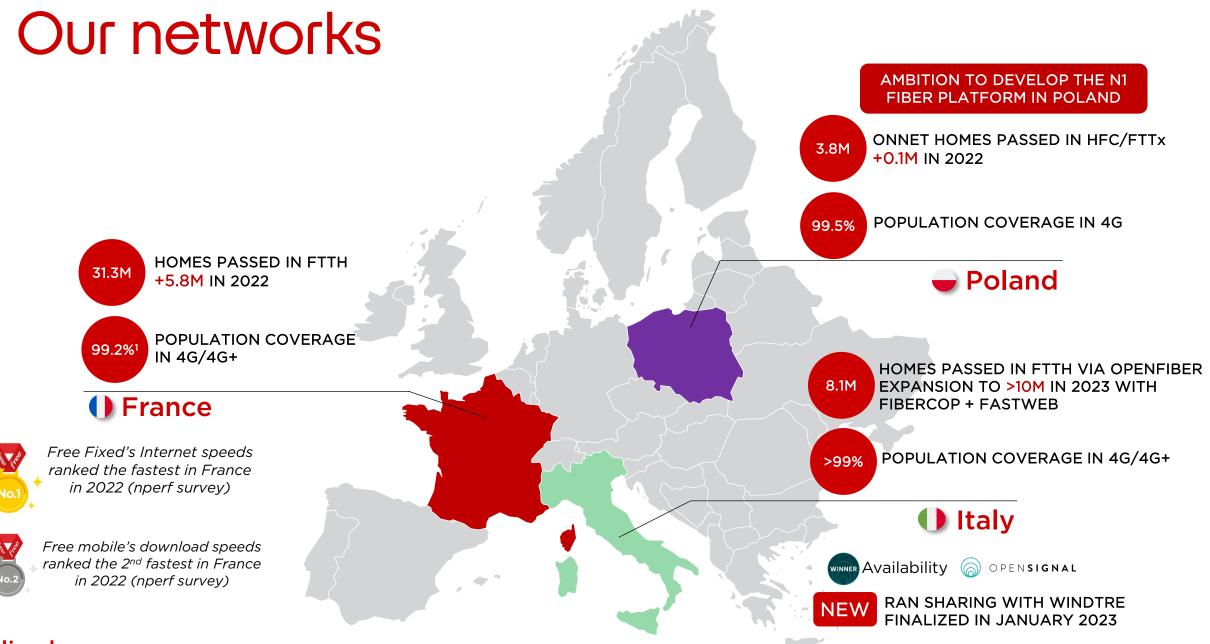
Operational review

Thomas Reynaud iliad Group CEO











Country view

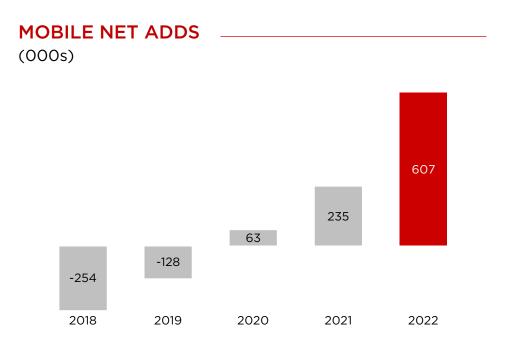


France





Reaping the fruits of our network investments

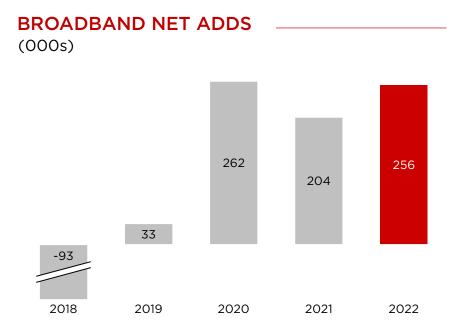


Best yearly net adds since 2017

NPS keeps improving (+2ppts in 12 months at 27)



Free mobile's download speeds ranked the 2nd fastest in France in 2022 (nperf survey)



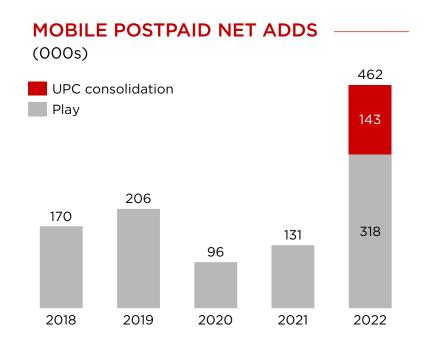
Second best year since 2016 NPS up 6ppts in 12 months at 21



Poland

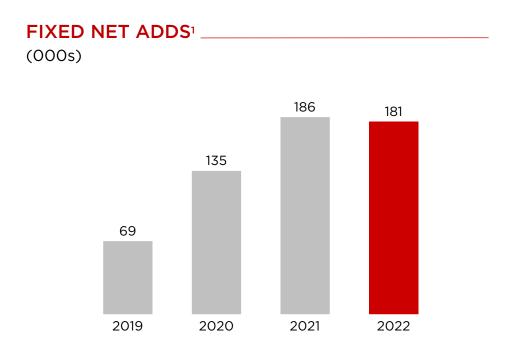


Strong performance in Mobile, Fixed ready to accelerate



Best commercial performance in postpaid over the last 5 years quarter

Market share wins with better NPS (+c3 ppts) and lower churn (-c1 pt)



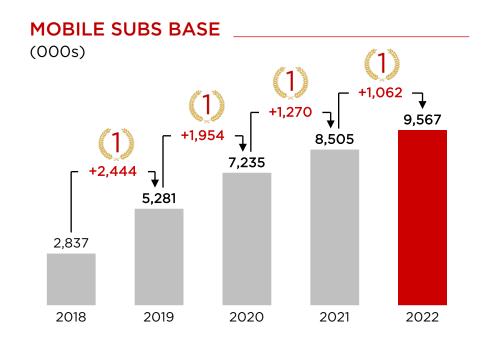
Convergence between Play & UPC just at its beginning in Fixed



Italy



Solid sales momentum in both Mobile and Fiber



5th year in a row as market leader in mobile net adds¹

iliad Italia preferred mobile brand in Q4 222



109,000 subscribers end-2022

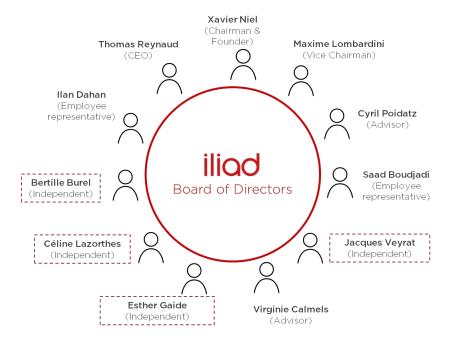
>3% market shares in FTTH only 10 months after launch



ESG update



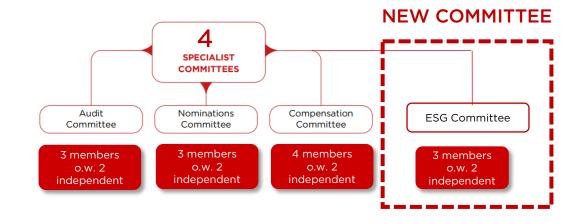
Governance



44% Proportion of independent directors(1)

44% >>> Proportion of women on the Board of Directors(1)

KEEPING A TRANSPARENT GOVERNANCE MODEL AND ADAPTING TO THE CONTEXT





Environment

EXECUTING OUR PLAN

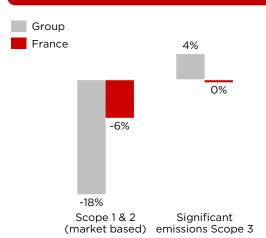


VALIDATING OUR PLAN



TASKFORCE REGROUPING FINANCE, ESG TEAM AND OPERATIONS TO SUBMIT BY END Q2 2022

EVOLUTION OF OUR SCOPES IN 2022¹



ADAPTING OUR PLAN



Our Network

- Optimizing our networks' energy consumption
- Pro-active policy of migrating subscribers from copper to fiber & optimizing our network equipment
- Ensuring our data centers have advanced environmental performance

Our Offices & stores

- **Reducing room temperatures** & the use of air conditioning
- Improving the energy performance of our buildings
- Reducing lighting times
- _ Switching off advertising & display screens
- _ Moderating the energy use of our it equipment

Our Employees & subscribers

- Raising our employees' awareness
 In-house communication campaign among our employees
- Raising our subscribers' awareness & giving them ways to reduce their energy consumption

Free's subscribers can already see an estimate of their carbon footprint in their online subscriber. We recommend easy ecofriendly habits they can adopt to reduce their daily energy consumption. The group will be sending out targeted communications to actively raise subscribers' awareness about saving energy



Social

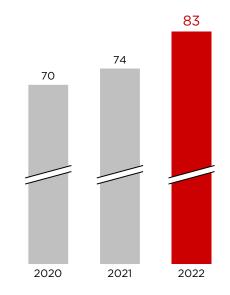
GENDER EQUALITY INDEX



GENDER EQUALITY INDEX: THE ILIAD GROUP RECORDS AN OVERALL SCORE OF 91/100

The Group's largest entities in France in terms of employee numbers, which group together occupations in network rollouts, contact centers, local support services and stores, all recorded excellent results that were either on a par with, or up on, 2021.

FRUITFUL SOCIAL DIALOG



Global satisfaction rate in the annual social barometer for iliad in France

Close to 500 net new hires in France, iliad and its JVs 2nd employer of the sector in France

IMPROVING WORKING CONDITIONS

-1.5 ppt

Total Group absenteeism rate variation over 12 months (4.5% end-2022)

-6.2 pts

Total Group occupational accident frequency rate variation over 12 months (5.9 end-2022)



Financial review

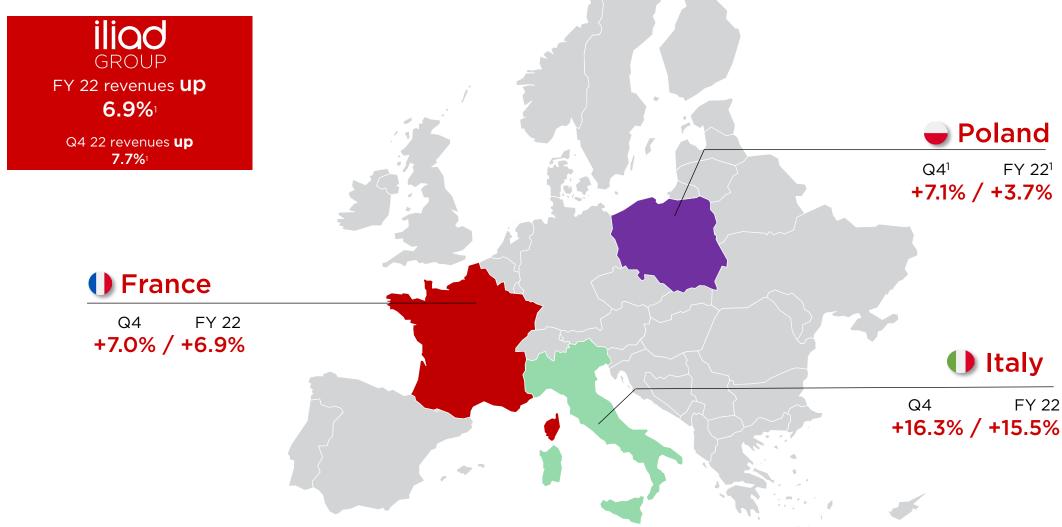
Nicolas Jaeger, iliad Group Deputy CEO - Finance





Group revenues

Still ahead of the pack on organic revenue growth



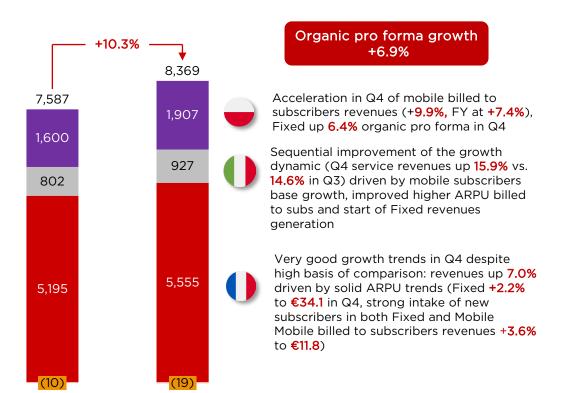


Group revenues & EBITDAaL



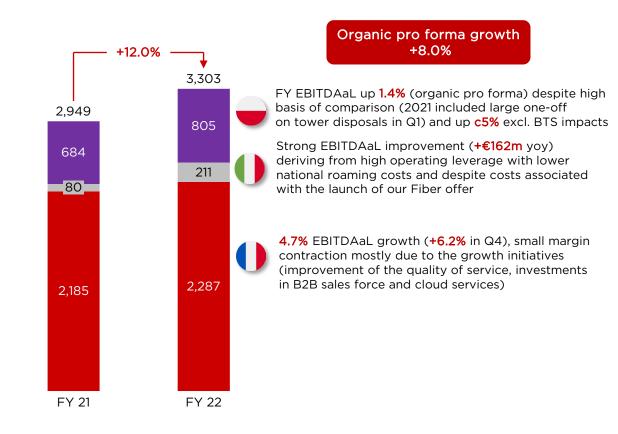
FY 2022 REVENUES -

(€m)



FY 2022 EBITDAAL _

(€m)





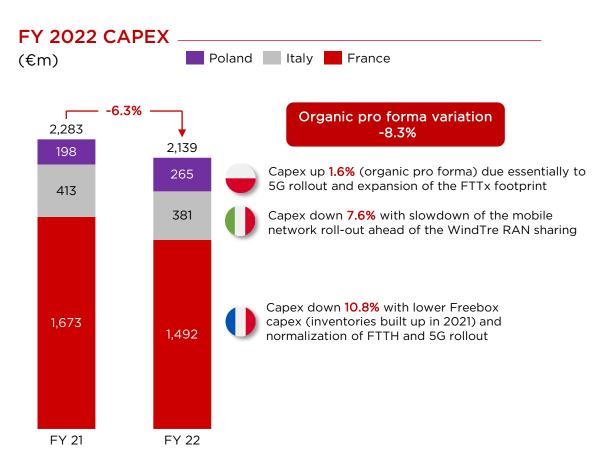
FY 21

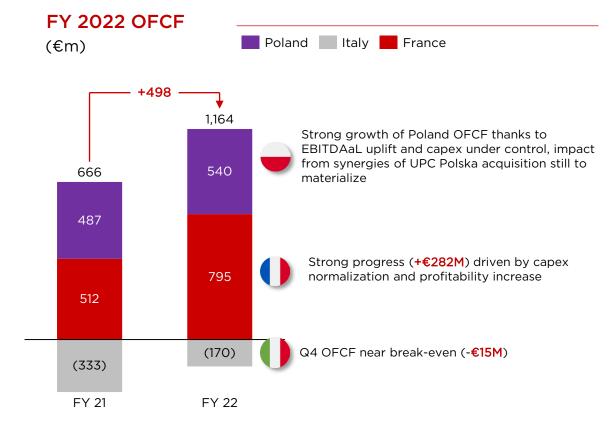
FY 22



Group capex & OFCF



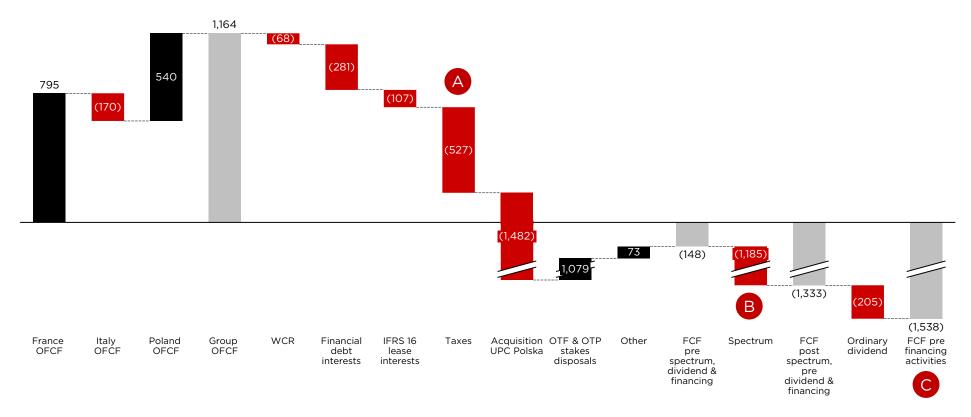






FCF iliad Group

FY 2022 FCF BRIDGE (€M)

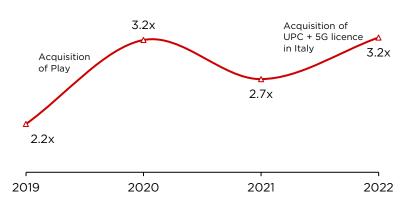


- o.w. €0.2bn cash tax on gain on sale of the 2021 Towerco deal in Poland paid in Q2 2022 (for 100% of the capital)
- B o.w. €1.0bn in Italy for the 5G spectrum
- before exceptional dividend of €1.2bn to reimburse Bridge to Bond



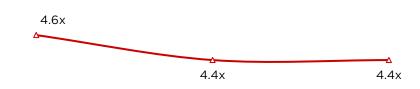
iliad Group and iliad holding capital structure

LEVERAGE ILIAD GROUP



€M	31/12/2021	31/12/2022
Gross financial debt	8,716	11,337
Cash & cash equivalents	704	521
Net debt	8,012	10,815
LTM EBITDAaL (€M)	2,949	3,346 ¹
Leverage ratio	2.7x	3.2x

LEVERAGE ILIAD HOLDING



LTM H1-2021 ⁽¹⁾	Dec-2021	2022

€M	31/12/2021	31/12/2022
Gross financial debt	13,684	15,215
Cash & cash equivalents	783	530
Net adjusted financial debt ²	12,901	14,563
LTM EBITDAaL (€M) ²	2,944	3,343
Leverage ratio	4.4x	4.4x

On a consolidated basis at iliad Holding level

- Average maturity c.4 years
 - WACD³ of 3.8%
 - 74% Fixed rates (after hedging)



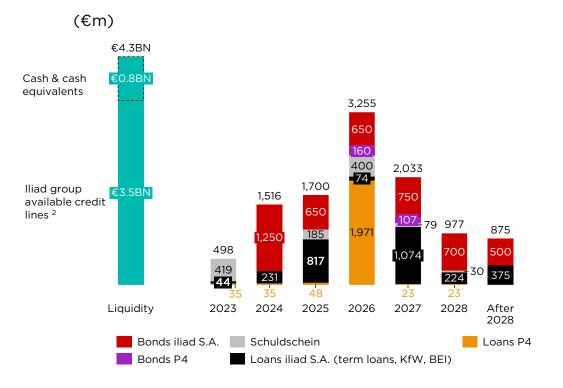


(2) Net adjusted financial debt as per the presentation in iliad Holding OM, including 12 months contribution of UPC Polska

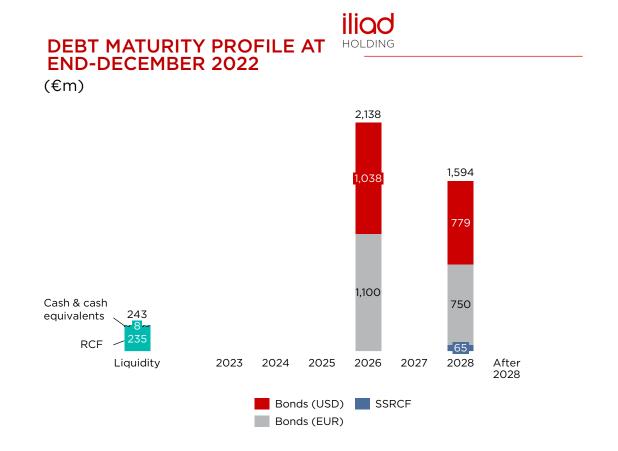
(3) Internal estimate

Liquidity profile

PRO-FORMA DEBT MATURITY IIIOO PROFILE AT END-DECEMBER GROUP 2022 1



- (1) PF of the €500M 7Y bond issuance in Feb 23 and subsquent prepayment of the mid-term facility outstanding amount of €200M
- (2) Includes €750M mid-term facility PF of the above mentioned bond issuance, €300M EIB and RCFs at Iliad SA and Play levels





Ratings

	S&P Global Ratings	MOODY'S INVESTORS SERVICE	Fitch Ratings
Corporate Family Rating	BB Stable outlook	Ba3 Stable outlook	BB Stable outlook
GROUP Stand-alone credit profile	bb+	Na	bb+

	S&P Global Ratings	MOODY'S INVESTORS SERVICE	Fitch Ratings
iliad HOLDING Bond issuances	B+	B2	BB-
iliod GROUP Bond issuances	BB	Ba2	BB

Appendix

iliad KPIs													
		20	20			20	021		2022				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
FRANCE Mobile subscribers (000s)	13,326	13,406	13,476	13,376	13,382	13,345	13.486	13,611	13,738	13,858	14,042	14,218	
o.w. 4G/5G plans	8,278	8,383	8,503	8,563	8,657	8,754	9,049	9,259	9,479	9,712	9,989	10,190	
o.w. voice plan	5,048	5,023	4,973	4,813	4,725	4,592	4,437	4,352	4,258	4,146	4,053	4,027	
Broadband subscribers (000s)	6,507	6,572	6,671	6,721	6,765	6,812	6,857	6,925	6,981	7,048	7,126	7,180	
o.w. FTTH	1,975	2,218	2,517	2,803	3,072	3,318	3,546	3,773	4,012	4,216	4,447	4,658	
% FTTH take-up	30.4%	33.7%	37.7%	42.0%	45.4%	48.7%	51.7%	54.5%	57.5%	59.8%	62.4%	64.9%	
Total subscriber base (000s)	19,833	19,978	20,147	20,097	20,147	20,157	20,343	20,537	20,719	20,906	21,168	21,398	
Broadband & Ultra Fast BB ARPU (€ per month)	32.0	31.9	31.8	32.3	32.6	32.7	33.0	33.4	33.5	33.4	33.5	34.1	
Mobile ARPU billed to subscribers (€ per month)	10.6	10.2	10.9	11.0	10.8	10.9	11.4	11.4	11.4	11.5	11.9	11.8	
Connectible FTTH sockets	15.4m	16.8m	18.2m	19.9m	21.1m	22.7m	24.0m	25.5m	27.1m	28.6m	29.8m	31.3m	
TALY													
Mobile subscribers (000s)	5,806	6,260	6,840	7,235	7,540	7,820	8,165	8,505	8,825	9,082	9,343	9,567	
Broadband subscribers (000s)									nd	68	84	109	
Fotal subscriber base (000s)	5,806	6,260	6,840	7,235	7,540	7,820	8,165	8,505	8,825	9,150	9,427	9,676	
POLAND									(UPC Polska Q1 2022)	added from			
Active mobile subscribers (000s) ex-M2M and technical SIMs	11,545	11,438	11,940	11,948	11,924	12,019	12,087	12,129	12,614	12,694	12,762	12,763	
o.w. postpaid	8,274	8,263	8,349	8,391	8,392	8,428	8,469	8,522	8,706	<i>8,7</i> 88	8,894	8,984	
o.w. prepaid	3,271	3,175	3,591	3,556	3,533	3,591	3,618	3,606	3,908	3,906	3,869	3,779	
Fixed subscribers (incl. Home products from Play) (000s)	48	60	86	126	162	198	235	267	1,875	1,916	1,970	2,018	
Total active subscriber base (000s)	11,592	11,498	12,026	12,073	12,086	12,217	12,322	12,396	14,489	14,611	14,732	14,781	
Mobile ARPU billed to subscribers (PLN per month)	27.3	27.2	27.9	27.7	27.7	28.2	29.1	28.1	28.3	29.0	29.2	29.2	
GROUP TOTAL SUBSCRIBERS BASE	37,232	37,736	39,013	39,405	39,774	40,191	40,826	41,438	44,033	44,666	45,327	45,855	



iliad Revenues

	2020						2021								2022						
	Q1	Q2	H1	Q3	9M	Q4	FY	Q1	Q2	H1	Q3	9M	Q4	FY	Q1	Q2	H1	Q3	9M	Q4	FY
Group revenues	1,382	1,402	2,784	1,420	4,205	1,666	5,871	1,846	1,875	3,722	1,912	5,633	1,954	7,587	1,934	2,090	4,024	2,150	6,173	2,195	8,369
France (€m)	1,233	1,242	2,475	1,252	3,728	1,277	5,004	1,263	1,280	2,542	1,306	3,849	1,347	5,195	1,339	1,370	2,710	1,405	4,114	1,441	5,555
Fixed services	663	672	1,336	673	2,009	686	2,695	692	712	1,405	716	2,121	739	2,860	741	759	1,500	766	2,265	781	3,046
Mobile services	527	514	1,041	537	1,578	545	2,123	529	533	1,062	550	1,612	561	2,173	548	563	1,112	576	1,688	588	2,276
o/w billed to subscribers	422	408	830	439	1,270	442	1,711	436	438	874	459	1,333	465	1,798	468	479	947	498	1,445	504	1,949
Equipment	45	58	103	44	146	48	194	43	36	79	42	121	53	174	51	50	101	64	165	84	239
Intercompany sales - France	(1)	(3)	(4)	(1)	(5)	(2)	(7)	(1)	(2)	(3)	(1)	(4)	(7)	(12)	(1)	(1)	(3)	(1)	(4)	(2)	(6)
Italy (fm)	150	162	312	171	483	192	674	188	195	383	207	590	213	802	214	228	442	238	679	247	927
Italy (€m) Service revenues	149	161	309	170	479	190	670	186	193	380	207	586	210	796	214	228	442	236	675	247	919
Service revenues	149	101	309	170	4/9	190	670	100	193	360	206	300	210	790	212	221	440	230	6/5	244	919
Poland (€m)	-	-	-	-	-	200	200	398	404	801	401	1,203	397	1,600	384	495	879	512	1,390	516	1,907
Service revenues	-	-	-	-	-	152	152	312	319	631	309	940	304	1,244	301	405	705	405	1,110	411	1,521
Poland (PLN)	1,745	1,755	3,499	1,802	5,302	1,858	7,160	1,808	1,828	3,636	1,833	5,470	1,833	7,302	1,773	2,300	4,074	2,423	6,497	2,438	8,935
Mobile billed to subscribers	943	937	1,880	977	2,858	993	3,851	991	1,013	2,004	1,052	3,056	1,019	4,075	1,045	1,087	2,133	1,117	3,249	1,118	4,368
Other service revenues	422	441	863	398	1,261	430	1,691	418	422	840	347	1,187	373	1,560	328	341	669	347	1,016	361	1,377
Fixed (previously Home)	2	3	5	4	9	6	14	8	10	18	12	30	15	44	17	454	471	459	930	469	1,400
Equipment	377	373	751	423	1,174	429	1,603	391	383	775	422	1,196	426	1,622	383	418	801	500	1,301	489	1,790
Intra-group sales	(1)	(2)	(3)	(2)	(5)	(2)	(8)	(3)	(3)	(5)	(3)	(8)	(2)	(10)	(3)	(4)	(6)	(4)	(14)	(11)	(25)



iliad Key Financial Indicators

	2018		2019		20	2020		20	021					
	H1	FY	H1	FY	H1	FY	Q1	H1	9M	FY	Q1	H1	9M	FY
Group revenues	2,404	4,891	2,607	5,332	2,784	5,871	1,846	3,722	5,633	7,587	1,934	4,024	6,174	8,369
o.w. France	2,395	4,768	2,432	4,912	2,475	5,004	1,263	2,542	3,849	5,195	1,339	2,710	4,114	5,555
o.w. Italy	9	125	177	427	312	674	188	383	590	802	214	442	679	927
o.w. Poland	-	-	-	-	-	200	398	801	1,203	1,600	384	879	1,390	1,907
EBITDA (until 2018) / EBITDAaL	866	1,755	802	1,654	876	1,957	677	1,398	2,151	2,949	714	1,577	2,421	3,303
o.w. France	894	1,807	910	1,907	960	2,021	460	1,019	1,603	2,185	493	1,091	1,669	2,287
o.w. Italy	(28)	(52)	(108)	(253)	(84)	(133)	(30)	6	10	80	40	87	147	211
o.w. Poland		-	-	-	-	70	248	373	538	684	181	399	605	805
Cash Capex (excluding frequencies)	864	1,816	940	1,976	845	1,858	713	1,036	1,773	2,283	465	1,020	1,598	2,139
o.w. France	773	1,555	779	1,607	622	1,312	603	771	1,371	1,673	332	716	1,115	1,492
o.w. Italy	91	261	161	369	223	512	74	201	271	413	94	198	303	381
o.w. Poland		-	-	-	-	34	36	64	131	198	40	107	181	265
Net financial debt	3,257	3,983	4,610	3,609	3,733	7,747	Nd	7,380	Nd	8,012	8,067	10,031	10,732	10,815
LTM EBITDAaL		1,755	1,691	1,654	1,728	1,957	Nd	2,479	Nd	2,949	2,986	3,259	3,305	3,346

