

Altice France (SFR) Non-Deal Roadshow

September 6, 2023



Disclaimer

FORWARD-LOOKING STATEMENTS

Certain statements in this presentation constitute forward-looking statements. These forward-looking statements include, but are not limited to, all statements other than statements of historical facts contained in this presentation, including, without limitation, those regarding our intentions, beliefs or current expectations concerning, among other things: our future financial conditions and performance, results of operations and liquidity; our strategy, plans, objectives, prospects, growth, goals and targets; and future developments in the markets in which we participate or are seeking to participate. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms “believe”, “could”, “estimate”, “expect”, “forecast”, “intend”, “may”, “plan”, “project” or “will” or, in each case, their negative, or other variations or comparable terminology. Where, in any forward-looking statement, we express an expectation or belief as to future results or events, such expectation or belief is expressed in good faith and believed to have a reasonable basis, but there can be no assurance that the expectation or belief will be achieved or accomplished. To the extent that statements in this presentation are not recitations of historical fact, such statements constitute forward-looking statements, which, by definition, involve risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements including risks referred to in the Altice France Holding S.A. or Altice France S.A., as the case may be, annual and quarterly financial statements.

FINANCIAL MEASURES

SFR refers to the Altice France Holding Restricted Group. Altice France Holding S.A. is a subsidiary of Altice Luxembourg S.A. Altice France Holding S.A. holds 100% less one share of Altice France S.A. and Altice Luxembourg S.A. holds one share of Altice France S.A. The perimeter of consolidation for this presentation, the Altice France Holding Restricted Group, consists of Altice France Holding S.A., Altice France S.A. and its consolidated entities, excluding the legal entity that has been declared as an ‘unrestricted subsidiary’, SportsCoTV S.A.S, the company that houses the Altice TV activity.

This presentation contains measures and ratios (the “Non-GAAP Measures”), including Adjusted EBITDA, Capital Expenditure (“Capex”) and Operating Free Cash Flow, that are not required by, or presented in accordance with, IFRS or any other generally accepted accounting standards. We present Non-GAAP Measures because we believe that they are of interest to the investors and similar measures are widely used by certain investors, securities analysts and other interested parties as supplemental measures of performance and liquidity. The Non-GAAP Measures may not be comparable to similarly titled measures of other companies or have limitations as analytical tools and should not be considered in isolation or as a substitute for analysis of our, or any of our subsidiaries’, operating results as reported under IFRS or other generally accepted accounting standards. Non-GAAP measures such as Adjusted EBITDA are not measurements of our, or any of our subsidiaries’, performance or liquidity under IFRS or any other generally accepted accounting principles, including U.S. GAAP. In particular, you should not consider Adjusted EBITDA as an alternative to (a) operating profit or profit for the period (as determined in accordance with IFRS) as a measure of our, or any of our operating entities’, operating performance, (b) cash flows from operating, investing and financing activities as a measure of our, or any of our subsidiaries’, ability to meet its cash needs or (c) any other measures of performance under IFRS or other generally accepted accounting standards. In addition, these measures may also be defined and calculated differently than the corresponding or similar terms under the terms governing our existing debt.

Adjusted EBITDA is defined as operating profit before depreciation, amortization and impairment, other expenses and income (capital gains, non-recurring litigation, restructuring costs), share-based expenses and after operating lease expenses (i.e., straight-line recognition of the rent expense over the lease term as performed under IAS 17 *Leases for operating leases*). This may not be comparable to similarly titled measures used by other entities. Further, this measure should not be considered as an alternative for operating income as the effects of depreciation, amortization and impairment excluded from this measure do ultimately affect the operating results, which is also presented within the Altice France Holding S.A. or Altice France S.A., as the case may be, annual and quarterly financial statements in accordance with IAS 1 - *Presentation of Financial Statements*. All references to EBITDA in this presentation are to Adjusted EBITDA, as defined in this paragraph.

Capital expenditure (Capex), while measured in accordance with IFRS principles, is not a term that is defined in IFRS. However, management believes it is an important indicator as the profile varies greatly between activities:

- The fixed business has fixed Capex requirements that are mainly discretionary (network, platforms, general), and variable Capex requirements related to the connection of new customers and the purchase of Customer Premise Equipment (TV decoder, modem, etc.).
- Mobile Capex is mainly driven by investment in new mobile sites, upgrade to new mobile technology and licenses to operate; once engaged and operational, there are limited further Capex requirements.
- Other Capex: Mainly related to costs incurred in acquiring content rights.

Operating free cash flow (OpFCF) is defined as Adjusted EBITDA less Capex. This may not be comparable to similarly titled measures used by other entities. Further, this measure should not be considered as an alternative for operating cash flow as presented in the consolidated statement of cash flows in accordance with IAS 1 - *Presentation of Financial Statements*. It is simply a calculation of the two above mentioned non-GAAP measures.

Adjusted EBITDA and similar measures are used by different companies for differing purposes and are often calculated in ways that reflect the circumstances of those companies. You should exercise caution in comparing Adjusted EBITDA as reported by us to Adjusted EBITDA of other companies. Adjusted EBITDA as presented herein differs from the definition of “Consolidated Combined Adjusted EBITDA” for purposes of any of the indebtedness of the Altice France Holding Restricted Group. The financial information presented in this presentation, including but not limited to, the quarterly financial information, pro forma financial information as well as Adjusted EBITDA and OpFCF is unaudited.

France: A Highly Attractive Telecom Market

The French telecom market is characterized by a unique combination of stable competitive environment, significant consumer responsiveness to innovative telecom products and top-notch infrastructure

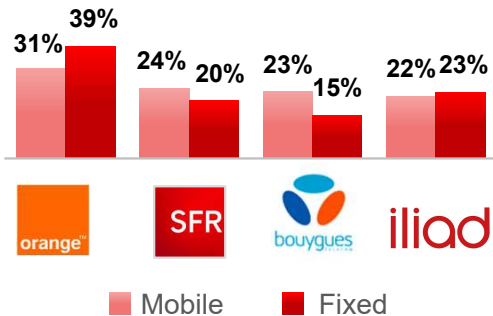
Market Structure

1 Convergent 4-player market

2 Stable market shares

3 High degree of Fixed – Mobile convergence

Market Share by Operators (% , 2022A)



Market Trends

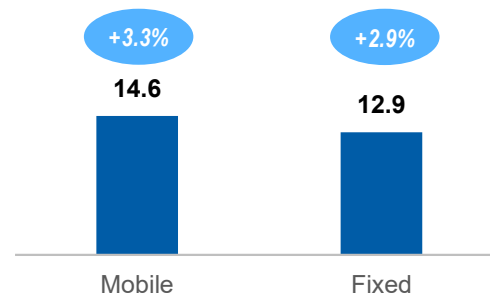
4 Penetration / volumes continue to grow

5 Market growing in value (3% p.a.)

6 High share of FTTH in broadband mix

Market Retail Service Revenues (€bn, 2022A)

19A – 22A CAGR (%)



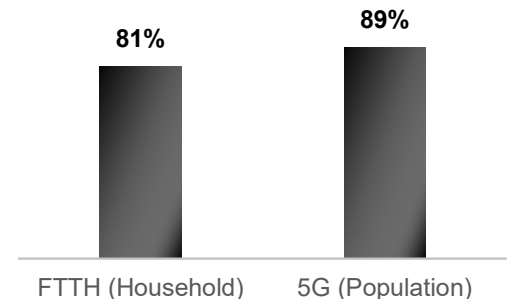
Network Infrastructure

7 High next-generation coverage

8 High coverage through mutualization and abundant spectrum

9 Exceptional FTTH infrastructure framework

FTTH and 5G Coverage (% , Mar-2023A)

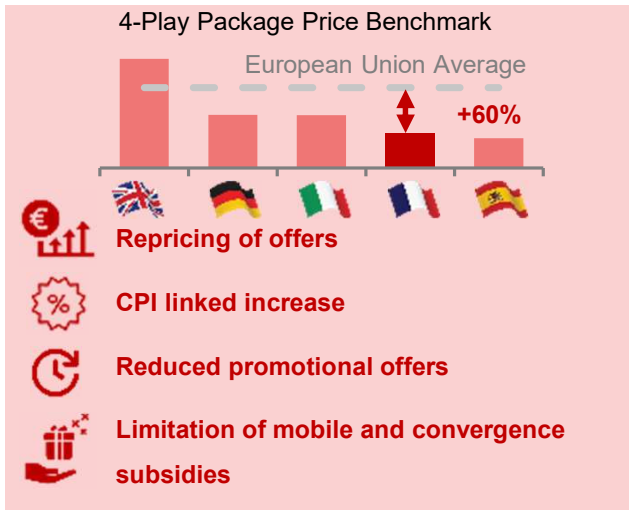


For footnotes see slide 14

With Significant Market Upside Potential

A combination of multiple factors is expected to enhance retail market conditions in the future

Ongoing Repricing



Lower Churn





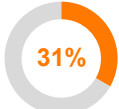



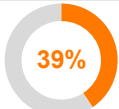

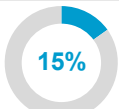

- Lower churn allowed by repricing of offers reducing incentive to switch operator
- Finalization of migration to FTTH leading to customer base overall stabilisation
- Improvement in service quality due to FTTH vs. DSL/FTTB technologies

Indirect Opportunities

- IOT
- Devices
- TV app / STB less



SFR: The #2 Convergent TelCo Player in France

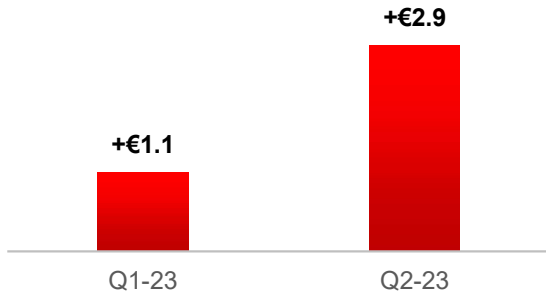
		 Public (23% French State)	 Private (Drahi)	 Private (90% Bouygues Group)	 Private (Niel)
Mobile	Number of subscribers	21.7m	20.5m	15.6m	14.5m
	Postpaid Market share	 31%	 24%	 23%	 22%
Fixed	Number of subscribers	12.4m <i>o/w 7.7m Fibre Subs.</i>	6.5m <i>o/w 4.7m Fibre Subs.</i>	4.8m <i>o/w 3.3m Fibre Subs.</i>	7.3m <i>o/w 5.1m Fibre Subs.</i>
	Market share	 39%	 20%	 15%	 23%
Fibre Addressable Footprint		35.6m	33.9m	32.1m	33.5m
2022A	Revenues	€18.0bn o/w €11.0bn Retail Services (incl. B2C & B2B), €4.9bn Wholesale (incl. copper), €2.1bn equipment sales and other	€11.3bn o/w €7.2bn residential, €3.7bn business services (incl. B2B, wholesale & construction and excl. XpFibre) and €0.3bn media	€7.5bn	€5.6bn
	EBITDA	€6.6bn	€4.1bn	€1.8bn	€2.3bn
	Capex	€3.4bn	€2.4bn	€1.4bn	€1.5bn
	EBITDA – Capex	€3.2bn	€1.7bn	€0.4bn	€0.8bn

For footnotes see slide 14

Focus on Residential Fixed Segment

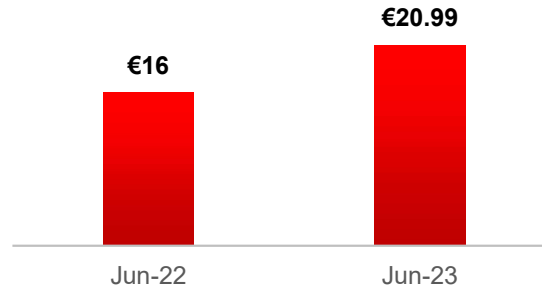
Improving gross adds ARPU

Gross add ARPU YoY



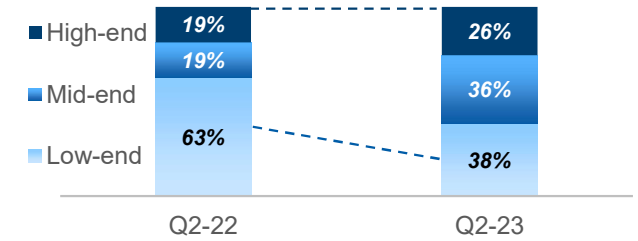
... by increasing frontbook pricing

SFR low-end offer



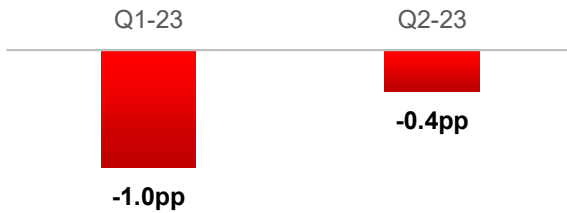
... by improving product mix...

SFR gross adds by segment



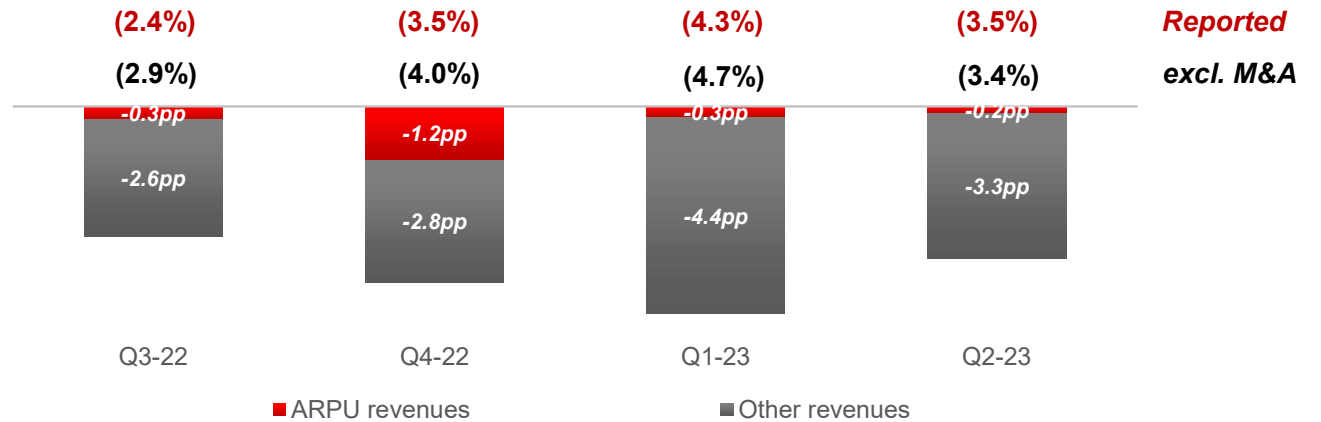
Working on churn...

Delta fixed churn YoY



... to lead to improved fixed service revenues

Residential fixed service revenue growth YoY

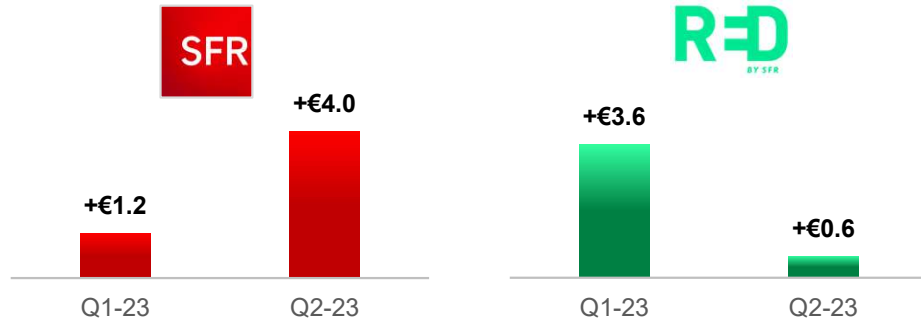


For footnotes see slide 14

Focus on Residential Mobile Segment

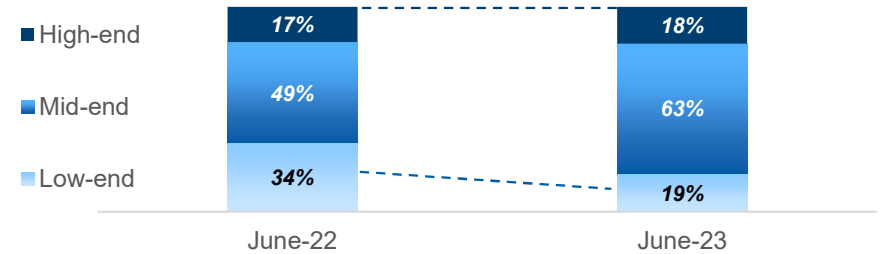
Improving gross adds ARPU

Gross add ARPU YoY



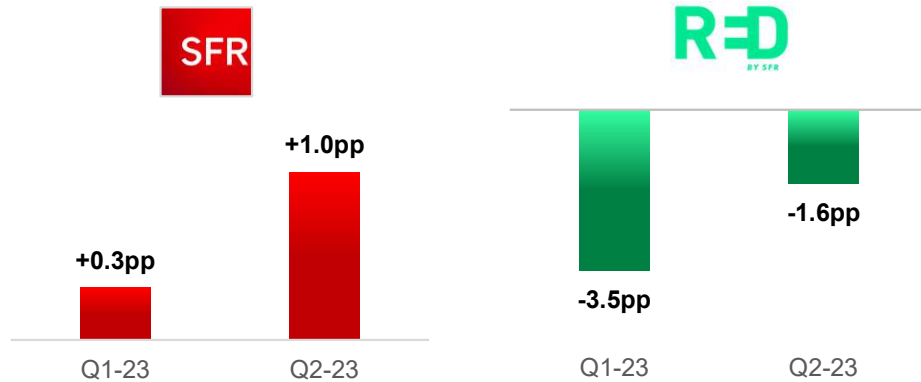
... by improving product mix

SFR gross adds by segment



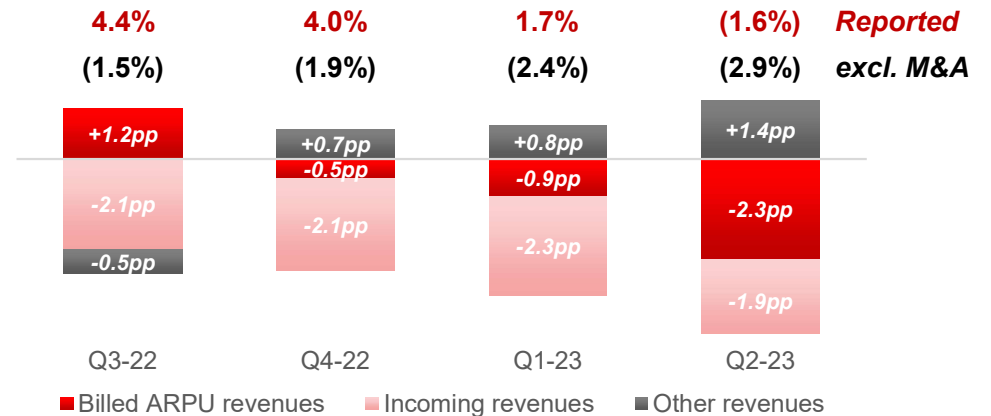
Working on churn...

Delta mobile churn YoY



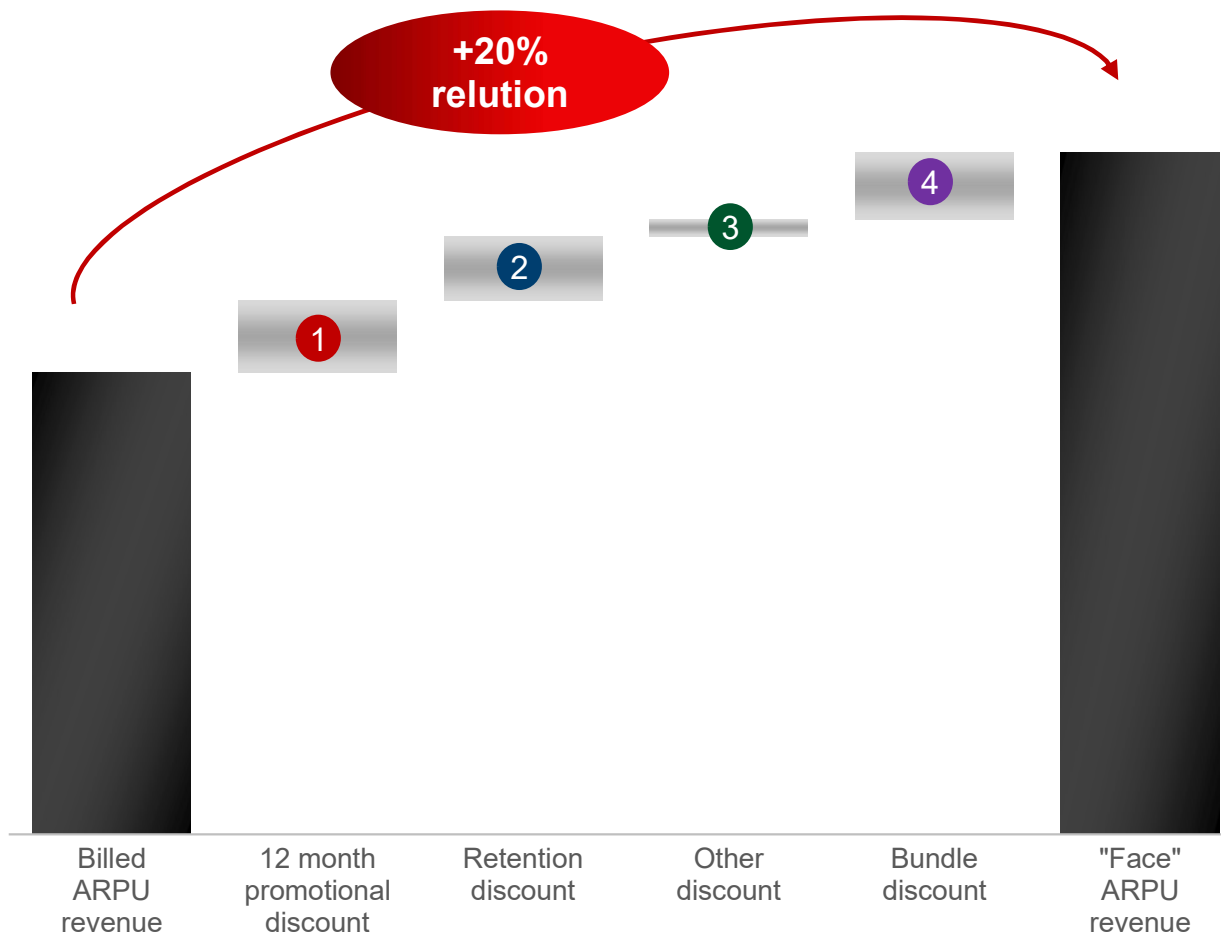
... before inverting trend on residential mobile service revenues growth

Residential mobile service revenue growth YoY



For footnotes see slide 14

Strong Value Potential to be Extracted From Current Customer Base

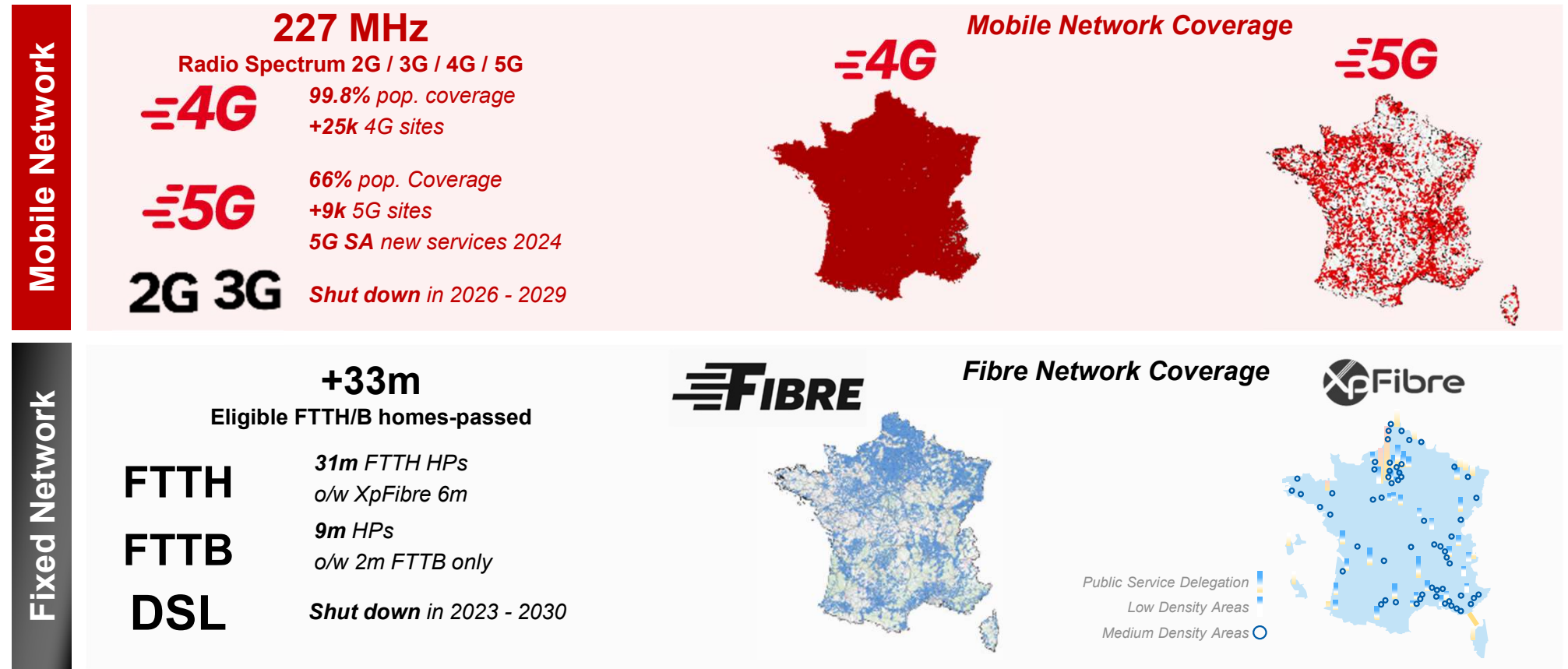


- 1 Review length of promotional period (from 12 to 6 months, from 6 to 3 months...)
- 2 Reduce 12-month retention discounts awarded to customers facing bill shock (higher frontbook prices, better QoS)
- 3 Curb one-off goodwill discounts to make up for overbilling or QoS issues
- 4 Limit convergence discounts, i.e. life-long discounts on future gross adds

**Up to €400m potential
revenues / EBITDA savings
annually**

SFR Benefits from a Fully Invested Network

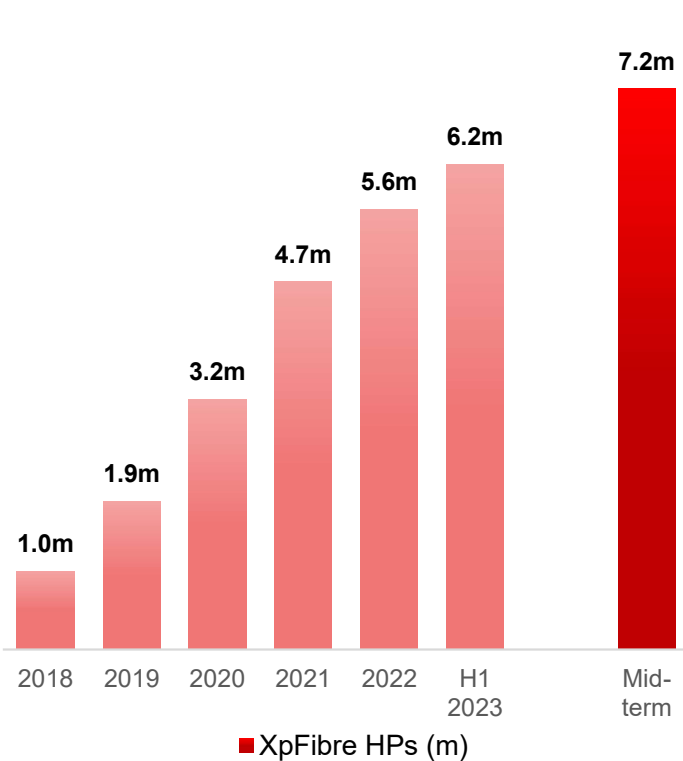
Network investment largely front-loaded: 31 million addressable FTTH footprint, >99% 4G coverage and >66% 5G coverage (spectrum auctions held in 2020)



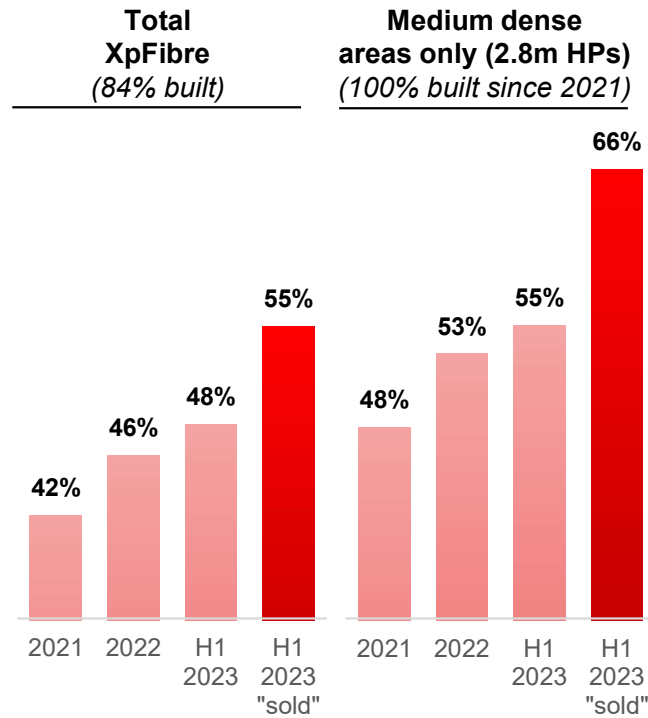
For footnotes see slide 14

Focus on XpFibre

Network rollout on track



Penetration rates



Attractive mid-term financial profile

Penetration >85%

Revenue: > €0.9bn

EBITDA: > €0.6bn

FY 2023E

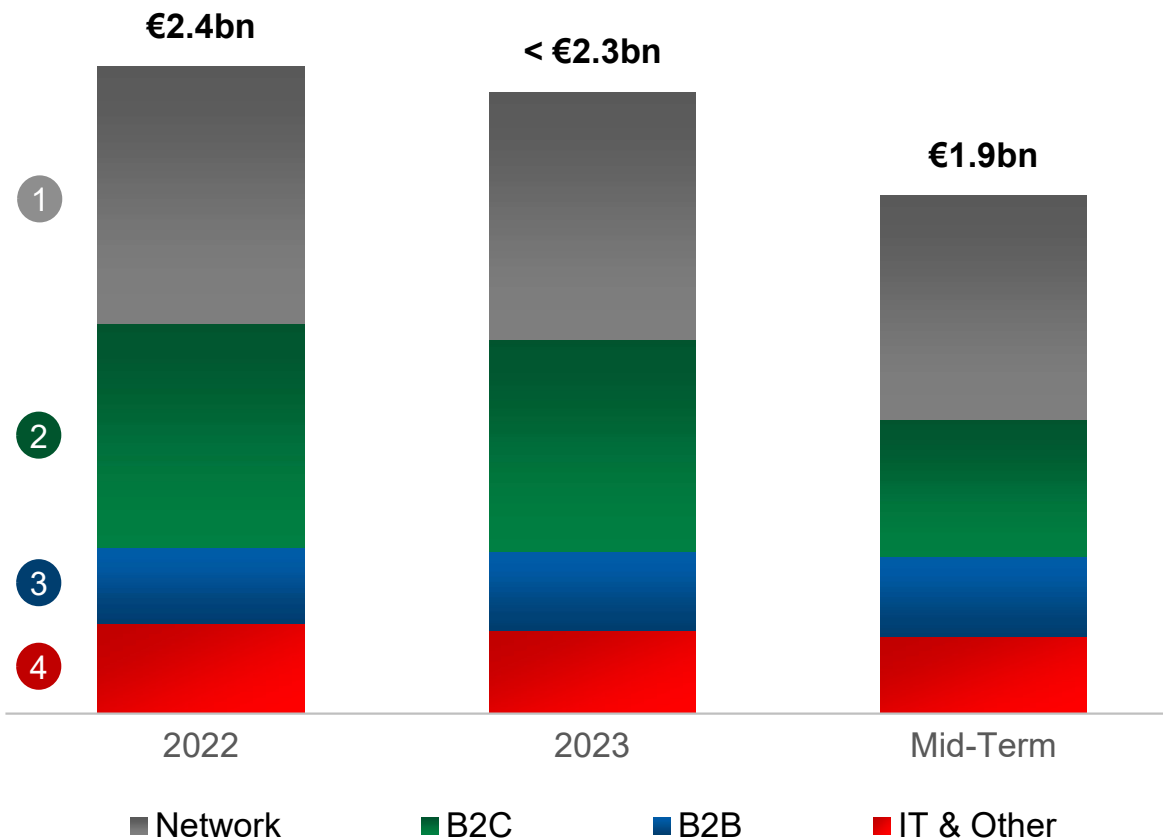
EBITDA: €0.3bn

Net debt end 2023: €2.5bn area

Not consolidated today
Path to control (call option)

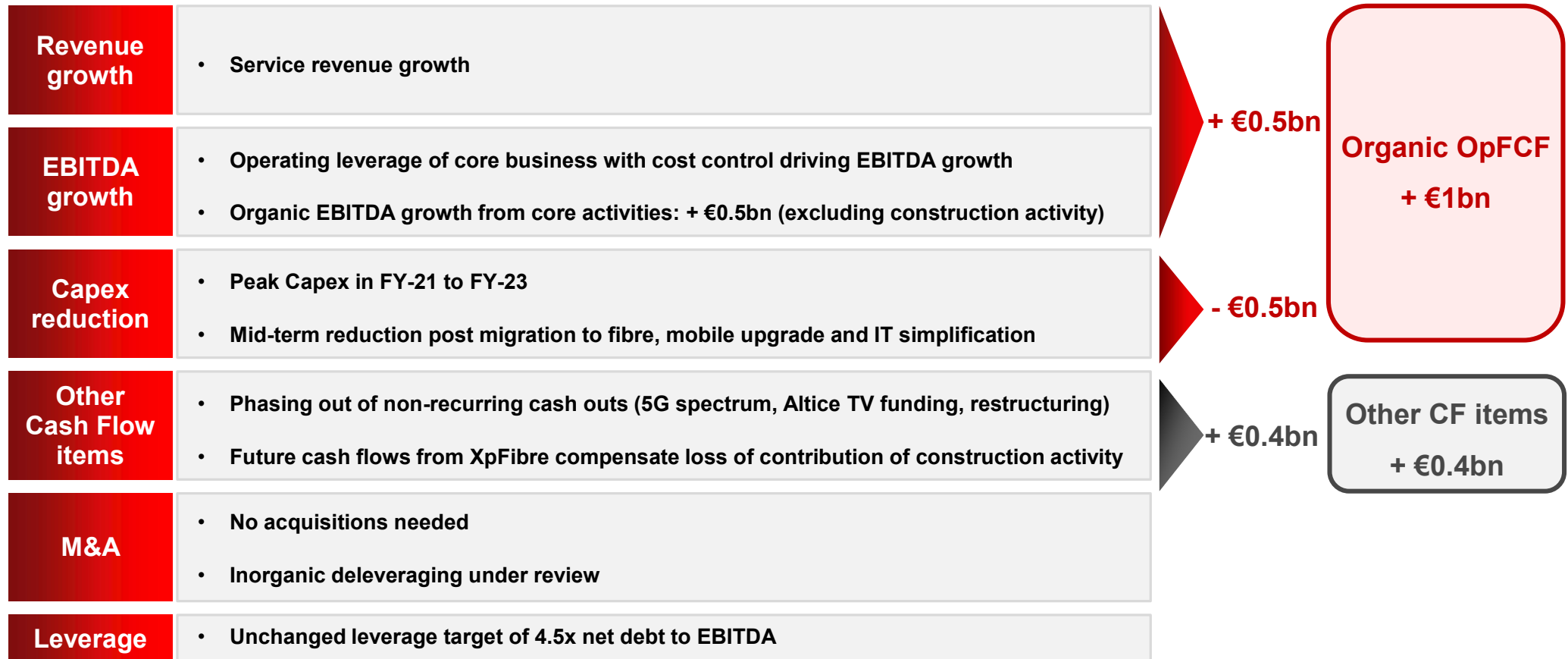
For footnotes see slide 14

Focus on Mid-term Capex Reduction



- 1 **Network capex**
 - ✓ Pursuit of mobile densification
 - ✓ End of FTTH program on third-party infrastructure
- 2 **B2C capex**
 - ✓ End of DSL / FTTB customer migration to FTTH
 - ✓ CPE refurbishing optimized
 - ✓ STB-less rollout
- 3 **B2B & wholesale capex**
 - ✓ B2B market share expansion
 - ✓ Customer-linked capex and installation fees
- 4 **IT & other capex**
 - ✓ Offer rationalization
 - ✓ State of the art software package

Mid-term Financial Objectives



For footnotes see slide 14

Q&A

Footnotes

Source external data: ARCEP and company reporting. FMC stands for Fixed-Mobile Convergence. Mobile market share reflects number of subscribers as per operators reporting, including metropole and overseas operations, including B2B subscribers and including sub-brands subscribers for SFR. Fixed market share reflects number of subscribers as per operators reporting for all technologies, including metropole and overseas operations, might include some B2B subscribers. Mobile market retail service revenues includes B2B and overseas. Fixed market retail service revenues excludes B2B and narrowband. 5G coverage reflects all frequencies.	Slide 3
Source external data: European Commission. DESI 2021 analysis based on HH17 basket (representative households pool subscribing to fixed broadband, fixed-voice, mobile, mobile broadband and TV products, based on very high-speed technology). CPI refers to Consumer Price Index.	Slide 4
Source external data: ARCEP and company reporting. KPIs as of June 30, 2023. Number of mobile subscribers as per operators reporting, including metropole and overseas operations, including B2B subscribers, including sub-brands subscribers and including prepaid for SFR. Number of fixed subscribers as per operators reporting for all technologies, including metropole and overseas operations, might include some B2B subscribers. Mobile market share is based on total market subscribers as per ARCEP (metropole and overseas), excluding B2B and prepaid subscribers. Fixed market share is based on total market subscribers as per ARCEP (metropole only), including B2B. Iliad EBITDA presented before IFRS-16 interests on lease liabilities (not reported).	Slide 5
SFR Starter offer price as presented on the slide refers to 12 months promotional price	Slide 6
SFR churn as presented on the slide excludes 2hr packages	Slide 7
All figures as of June 30, 2023	Slide 9
H1 2023 “sold” as shown reflects what the network penetration would be on the XpFibre network if we assume the existing IRU tranches already sold are fully penetrated	Slide 10
Organic growth excluding the contribution of construction activities, related to the construction of the XpFibre FTTH network. The decline in the construction contribution will be offset by the contribution of SFR’s interest in XpFibre (Altice France owns a 50.01% interest in the XpFibre joint venture, which is consolidated using the equity method in the financial statements)	Slide 12