2023 CSR Report

iliad
GROUP

Introduction by Thomas

Thomas Reynaud,
Chief Executive Officer
of the iliad Group

2023 was another year of walking the talk for the iliad Group. In each of our three geographies, we continued to go all out, as we always do, to do things right – not only for our subscribers but also for our employees, for society as a whole and for the environment.

Our Group employs over 17,700 people in a wide variety of professions – network technicians, subscriber relations advisors in-store and in contact centers, R&D teams, support staff, and many more – and we strive every day to make sure they feel happy and fulfilled in their jobs. From its very beginnings, Free has brought together people who are passionate about what they do, uniting them around a shared entrepreneurial project. And for us, as a group that's constantly growing, it's very important that our people keep their desire to push boundaries and shake up the status quo and that they continue to experience the enjoyment of working as a team. In 2023, we carried out further initiatives based on the three overall objectives that have shaped our HR policy from the outset: helping our employees build their own career paths through training, continuous learning, mobility and internal promotion; fostering ever-greater equality and inclusion; and ensuring the wellbeing of our teams on a daily basis by taking care of their health and safety and providing them with a pleasant working environment.

The iliad Group is also a group that has always defended consumer rights, both in terms of ensuring they pay a fair price for telecom services and that their personal data is protected. Right from the start, this approach has made us real social campaigners, which today is clearly reflected in our commitment not to touch the prices of our mobile plans in France before 2027, as well as in our determination to roll out our networks nationwide so that everyone can have access to digital, and in the sharing and caring attitude that's in the DNA of all of our entities. During 2023, our teams therefore pursued and reinforced the Group's community outreach programs in all three of our geographies.

Lastly, the Group is resolutely committed to becoming "greener", through its Climate Plan launched in January 2021. It's important to point out that we're the telco with the highest growth rate in Europe and in 2023, we added 2.7 million new subscribers. This growth and the changes in the Group's structure explain the increase in our CO_2 emissions in absolute terms. In today's context of rapidly increasing mobile traffic, the rollout of 5G and our investment in latest-generation network equipment mean that we can significantly reduce our energy needs per gigabyte transported. And we don't intend to stop there, as we showed in early 2024 when we announced that we'd signed three new renewable energy power purchase agreements in the three countries where we operate, and that the Science Based Targets initiative (SBTi) had validated our carbon reduction pathway.

I would like to thank all of our teams for their hard work on these sustainability issues, and I hope you find this report interesting and informative.

Contents

CSR Report (based on 2023 data)

Mathias
R&D mechanical engineer
Free

01 Overview of the iliad Group

The iliad Group is a major player in the European telecoms sector, with over 17,700 employees serving 48.5 million subscribers.

Key facts and figures*

Market-leading brands

free
One of the 50 most valued brands in France[1]

iliad
The favorite telecoms brand in Italy[2]

PLAY
The favorite telecoms brand in Poland[3]

1 Source: Brand Finance / 2 Source: BVA Doxa / 3 Source: Forbes

Our telecom networks

France

94.7% 5G population coverage
26,000 base stations
35.3m marketable Fiber sockets

Italy

99.6% 5G population coverage
17,000 base stations
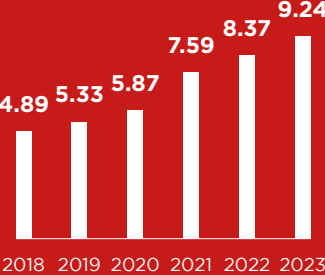**13.7m** addressable households in the Fixed-line market

Poland

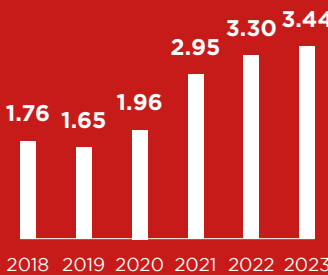**99.6%** 5G population coverage
11,600 base stations
7.5 m addressable households in the Fixed-line market
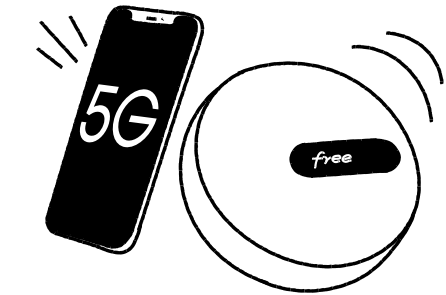
A growing Group

Revenues (in €bn)

2018	2019	2020	2021	2022	2023
4.89	5.33	5.87	7.59	8.37	9.24

EBITDAaL (in €bn)

2018	2019	2020	2021	2022	2023
1.76	1.65	1.96	2.95	3.30	3.44

17,700 employees

48.5m subscribers, o/w:

38.8m Mobile subscribers

9.7m Fixed-line subscribers

€9.24bn in consolidated revenues

8.2% like-for-like growth

€2bn total full-year capex

A Group that's
100% independent

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01 Overview of the iliad Group

A vision and a mission

Right from the start of the iliad Group's epic story, we intuitively knew that the digital revolution was going to change the world. And for over 20 years now, from our invention of the world's first triple-play box to our entry into the Italian and Polish markets, we have both driven and partnered this revolution, with a clear underlying objective: to bring digital technologies within everyone's reach.

1999 the year the iliad Group was created

▶ Free – revolutionizing telecoms

The Internet is an innovation like no other. It has unlocked the doors to universal access to information and has completely changed both how we communicate and our attitudes to knowledge. Right from the outset, the founders of the iliad Group strongly believed that everyone should be able to access the Internet, in the same way as other essential services. Building on this conviction, they founded Free in France, revolutionizing Internet access and the telecoms market.

The Free revolution subsequently forged the identity of the iliad Group, which went on to expand into Europe. This revolution was based on three fundamentals:

▶ **Straightforward and accessible offerings.**
We invent solutions that allow everyone to access digital technologies easily and at affordable prices. We firmly believe that the basic tariffs of these offerings must be as fair as possible for consumers, that there should be no strings attached, and that our products should be innovative and easy to use.

Our triple-play boxes and our prices were game-changers for the French telecoms market.

▶ **Latest-generation networks nationwide.**
We believe that everyone should have access to our communication technologies regardless of where they are. That's why we've chosen to invest heavily in deploying latest-generation Fixed and Mobile infrastructure throughout the countries where we operate, in urban and rural areas alike. And our plans and prices are the same everywhere.

▶ **An organization underpinned by diversity and openness.** We see digital as a universal language and the Internet as a way of bringing people together. This vision is embodied in the incredible diversity of our teams. We also make sure that everyone finds their place at iliad, by favoring autonomy and empowerment rather than rigid hierarchical structures.

► Bringing digital technologies within everyone's reach

The digital revolution that started with the Internet has spread rapidly, shaking up usages, business models and even the structures of society. At iliad, we firmly believe that these profound changes will help everyone move forward.

Over the past 20 years, we have both driven and partnered this revolution throughout France. By inventing the Freebox – the world's first triple-play box – we've given many households easy access to both the Internet and an unlimited quantity of content, particularly audiovisual.

And with our value-for-money, no-contract Mobile plans, we've also helped bring mobile usage within everyone's reach. Our mission is still the same today.
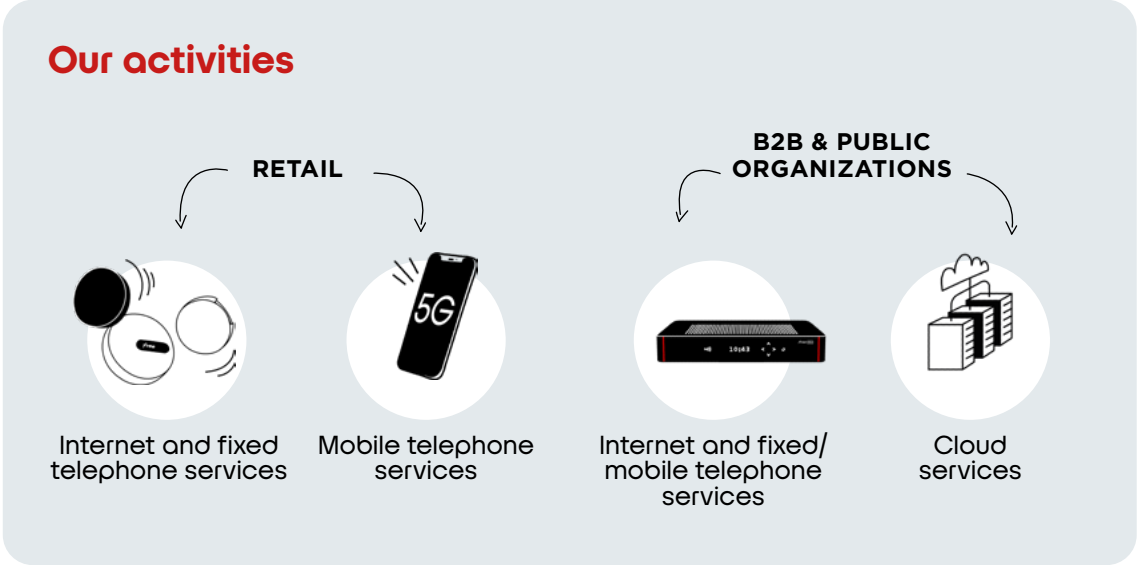
Thanks to the rollout of our Fiber networks, which began in 2006, as well as 5G, our subscribers now have easy access to Ultra-Fast Fixed and Mobile Broadband and to the highest-performance services for their usages.

We've developed all of our activities based on this unwavering vision. In 2018, we launched iliad Italia with the same credo: digital revolution for everyone. Then in 2020 we acquired Play, the largest mobile operator in Poland, because its DNA is similar to ours. And in 2022 we purchased the fixed-line operator UPC Polska, to go even further by becoming a convergence leader in Poland.

Lastly, our simple and accessible B2B offers are helping to accelerate the digital transformation of small businesses in France and Italy, which themselves are playing an important role in revolutionizing usages everywhere.

Over the past few years, the climate crisis and changes in society's expectations have transformed the world we live in.

We need to rise to these new challenges and be prepared to adjust our course, to ensure that in the coming decade the digital revolution will be inclusive, cohesive and environmentally friendly.

Our activities

RETAIL

B2B & PUBLIC ORGANIZATIONS

Internet and fixed telephone services

Mobile telephone services

Internet and fixed/ mobile telephone services

Cloud services

Our values

The iliad Group was created when we invented the world's first triple-play box – technological innovation is in our DNA. But our innovation is always put to the service of three fundamental values that underpin all of our business activities and organizational processes.

► Liberty

Driven by a resolute belief in consumer freedom, we shook up the French telecoms market right from the outset with our no-contract plans. For us, liberty involves defending consumer rights, and we've always fought against monopolies and dominant positions which restrict consumer choices. And liberty is also about having high-quality connectivity, which frees up usages. Thanks to fiber, 4G and 5G, we're shaping a world where everyone can be connected, anywhere, at any time, and with no barriers.

► Honesty

We've always campaigned for fair prices in the telecoms sector, and we were the first operator to bring unlimited calls and text messages within everyone's reach thanks to our Free Mobile Plan costing less than €20 a month. We invest massively in our infrastructure to be able to deliver our services at the best possible price. Honesty also means clearly stating how our business impacts the environment and constantly doing everything we can to minimize those impacts. And we're relentlessly pursuing our efforts in this area.
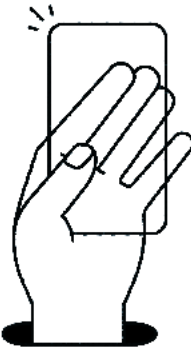
► Simplicity

Our products are at the cutting edge of technological innovation, but we've always sought to make them easy to use. Our plans and packages are ultra-clear and straightforward, such as our 2 hours-for-€2 plan. This simplicity doesn't come out of the blue – it's a direct reflection of how our Group is organized. We don't like heavy hierarchical structures that complicate decision-making – instead we much prefer flexibility, agility and empowerment.

Our history

Since 1999, the iliad Group has been on an amazing entrepreneurial adventure. We've grown a lot in the last 20 years, but we've never lost our unique Free spirit that has always driven us to do things our own way.

1999
Creation of Free and telecom license awarded

2000
Start of the rollout of the Free network

2002
Launch of unlimited Broadband

2006
Announcement of the Fiber-to-the home rollout plan

2004
IPO

2003
Launch of the Freebox, the world's 1st triple-play offer

Application for France's 4th mobile license

2007

2008
Acquisition of Alice France

2010
Launch of the Freebox Revolution

2012
Launch of Free Mobile

2015
Launch of the Freebox mini 4K

2020
Launch of the Freebox Pop Acquisition of Play

2019
Announcement of the Odyssey 2024 plan and the strategic partnership with Cellnex

2018
Launch of the Freebox Delta Launch of iliad Italia

2021
Launch of Free Pro Delisting

2022
Acquisition of UPC Polska

2023
Strategic investments in artificial intelligence, including the creation of the Kyutai research lab

Xavier Niel at the launch of the Freebox Revolution in 2010

January 10, 2012: the mobile revolution begins!

The Freebox Delta, a hub of technological innovation launched in 2018

The latest little gem – the Freebox Pop – was launched in July 2020

2018: iliad enters the Italian mobile market

2020: the iliad Group acquires the Polish mobile operator Play

2022: the Polish fixed-line operator UPC Polska joins the iliad Group

In May 2023, iliad Italia celebrated its 5th anniversary and passed the milestone of 10 million subscribers

On November 17, 2023, at the first edition of the ai-Pulse conference organized and hosted by our subsidiary Scaleway, there was the official launch of Kyutai – the AI open-science research lab co-founded by the Group

A European Group

The iliad Group is a major player in the European telecoms sector.
Present in France, Italy and Poland, we employ over 17,700 people serving 48.5 million subscribers – 38.8 million Mobile subscribers and 9.7 million Fixed-line subscribers.
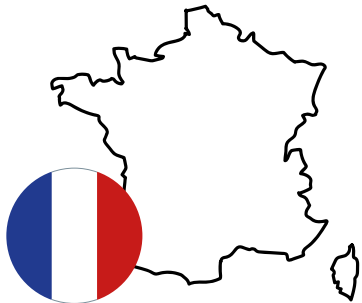We are Europe's sixth-largest mobile operator by number of subscribers*.

Excluding M2M

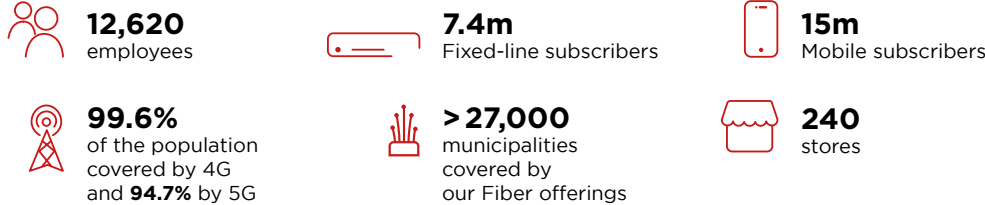## In France

ACTIVITIES

▸ Fixed-line operator
▸ Mobile operator
▸ Cloud and Cybersecurity solutions provider

KEY FIGURES

12,620 employees

7.4m Fixed-line subscribers

15m Mobile subscribers

99.6% of the population covered by 4G and **94.7%** by 5G

>27,000 municipalities covered by our Fiber offerings

240 stores

BRANDS

free Created in 1999

Scaleway Created in 1999

free PRO Created in 2021

Stancer Created in 2022

OPCORE Created in 2023

In Poland

ACTIVITIES

▸ Fixed-line operator
▸ Mobile operator

BRANDS

PLAY Created in 2004 and acquired in 2021
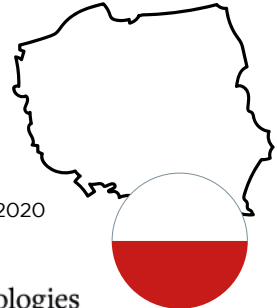
Virgin mobile Created in 2012 and acquired in 2020

upc Created in 1989 and acquired in 2022

Redge Technologies Created in 2007 and acquired in 2022

KEY FIGURES

4,209 employees

2m Fixed-line subscribers

13.09m Mobile subscribers

99.6% of the population covered by 4G and **58.8%** by 5G

>14,000 municipalities covered by our Fixed-line offerings

700 stores

In Italy

ACTIVITIES

▸ Fixed-line operator
▸ Mobile operator

BRAND

iliad Created in 2018

KEY FIGURES

1,043 employees

207k Fixed-line subscribers

10.7m Mobile subscribers

>99% of the population covered by 4G

>3,400 municipalities covered by our Fiber offerings

57 stores
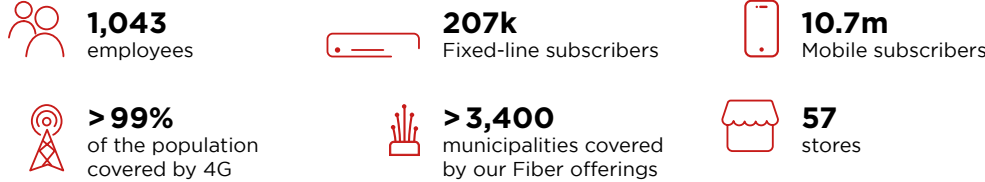
Lorenzo
Software
Engineering Manager
iliad Italia

02 Doing things right

As our Group grows in Europe, we're all fully embracing our social and environmental responsibility and we're committed to working together every day to make sure we always do things right.

A Board of Directors' Committee specifically dedicated to CSR

⊕ Towards the end of 2022, the iliad Group set up a CSR Committee within its Board of Directors. This Committee's role is to oversee the Group's ESG objectives, action plans and performance. It comprises three directors: Bertile Burel, Virginie Calmels and Jacques Veyrat (Chair).

From top to bottom:
*Bertile Burel, Virginie Calmels, Jacques Veyrat.*

Materiality analysis: identification of priority issues

⊕ At the end of 2021 the Group launched its first materiality analysis, the results of which were published in late 2022. A materiality analysis is a process used by a company to identify CSR issues in terms of their importance to its performance and to stakeholder expectations. It is a key tool for businesses to assess their corporate social responsibility and their contribution to the United Nations' Sustainable Development Goals (SDGs).

The five consensus priority issues identified for the iliad Group are:
▸ carbon neutrality and respecting our climate pledges
▸ ethical business conduct and commercial practices
▸ cybersecurity, the fight against external attacks, and network resilience
▸ network quality, regional coverage, and service proximity
▸ health, safety and workplace wellbeing

Materiality analysis

Legend: ● Environment ● Business offerings ● HR ● Society

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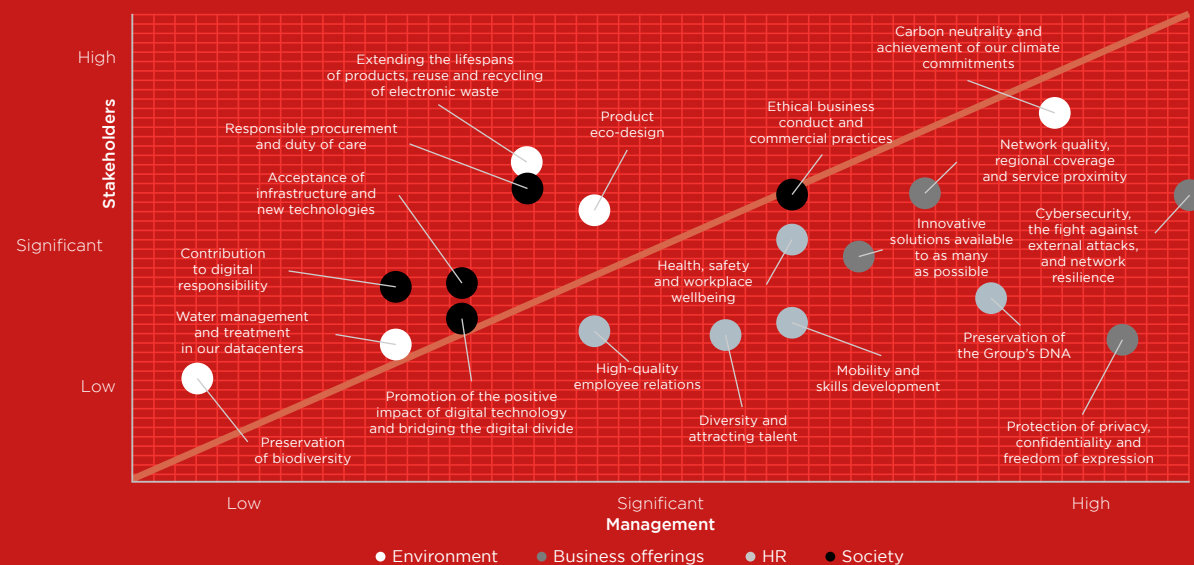
02 Doing things right

Our CSR policy

For the iliad Group, being a good corporate citizen means doing things right. It's our way of meeting the environmental challenges and legitimate demands of today's society, in the same way as we meet the expectations of our subscribers every day in our business.

8
priority
Sustainable
Development
Goals (SDGs)

We've built up the iliad Group in less than 30 years. You can't build a group like ours in such a short space of time if you don't do things right.

From the very outset we've always aimed for technical excellence, best-in-class service quality and ultra-competitive prices. Every day, all of our teams work hard to provide the best possible service to all of our subscribers, and there's no mistaking our commitment to doing things right.

We've never assumed that to do things right, all it takes is to focus on performance and efficiency. For us, it also means acting responsibly towards our employees, the environment, the regions we work in, and society as a whole.

The vision underlying our entrepreneurial venture has never wavered, and today it drives all of our teams in France, Italy and Poland:
▸ **To give everyone, everywhere, equal access** to digital technologies.
▸ **To limit telecom costs for households** by billing them at a fair price.
▸ **To build a group that is outward-looking**, where each and every one of our employees can find their place.

For many years now, we've incorporated a new dimension into our socially responsible approach: reducing the environmental footprint of our activities.

This resulted in the announcement in January 2021 of our Climate Strategy, which aims to drastically reduce our greenhouse gas emissions in order to contribute to global carbon neutrality.

As our Group grows in Europe, we're all fully embracing our corporate social responsibility and we're committed to working together every day to make sure we always do things right.

⊕ In 2021, the iliad Group joined the United Nations' Global Compact, the starting point for any company seeking to align itself with the UN's Sustainable Development Goals (SDGs). Out of the overall 17 SDGs adopted by the United Nations in order to create a better and more sustainable future for everyone, we consider eight to be priorities for us.

A few words from our executives

In 2023, Free kept up its strategy of protecting consumers by not touching the prices of its €2 and €19.99 mobile plans despite the high level of inflation during the year. This once again demonstrates that we're first and foremost a telco that's absolutely committed to defending purchasing power in France.

At the same time, the results of our 2023 employee survey confirmed that we're also a company that constantly focuses on the wellbeing of its people. 90% of the respondents said they like their job and the work assigned to them, testifying to how we give a sense of meaning to the work our people do.

Free also pursued its measures to contain its environmental impact in 2023, taking a range of energy-saving actions such as compacting our DSLAMs, putting certain frequencies on standby at night, continuing to roll out fiber, and optimizing our network sites. We also signed a new PPA to purchase the electricity produced by a solar farm in the Charente-Maritime region, which will have an estimated annual production of over 34.5 GWh, representing 8,000 tonnes of CO_2 avoided per year.

Two other environmental milestones for us in 2023 were topping the mark of 200 electric vehicles in our fleet, and signing a partnership agreement with a specialist in smart EV charging infrastructure to install charging stations at our main sites and at the homes of employees who need them.

Lastly, we've set up a network of CSR ambassadors in our subsidiaries to help us deploy social and environmental strategies adapted to the specific challenges and issues faced by each entity. And all of our teams have fully taken on board how crucial these issues are to ensuring the sustainable development of our business.

Nicolas Thomas,
CEO of Free

Environmental transition requires transformational changes in the way companies operate – from their business models to their supply chains – by choosing more environmentally friendly materials and using renewable energy. We are aware that we have a role to modestly play in this overall process.

At Free Pro, the commitment of our people is vital for ensuring that everyone is fully on board to achieve our sustainability goals. Training and awareness-raising among our teams is therefore essential. In 2023 we appointed a CSR officer to lead our social and environmental initiatives and drive our strategy forward.

In each of the locations where we're based, we're actively involved in the regional economy and we create local employment.

A particular highlight for us in 2023 was our decision to move our head office to an HQE-certified building in a new eco-district in the heart of Marseille. This clearly illustrates how social and environmental responsibility is of central importance to us, starting with our offices.

Denis Planat,
CEO of Free Pro

Each year is a new beginning for Scaleway, and 2023 was no exception, packed with exciting new developments! One of the year's key events was the sale of our data center activity under the name OpCore, which led to significant changes in our reporting, particularly for emissions.

In 2023, Scaleway became the European cloud services provider offering the continent's largest AI computing capacity, with growth projected for 2024 and beyond. Our AI cluster, which is hosted in OpCore's DC5 data center, doesn't use air conditioning for cooling and boasts one of the lowest levels of water consumption in the world. We have also industrialized our Transformers program, with its server refurbishing capacity set to double by 2025. And in 2024, our teams will be launching our very first environmental calculator, which will let customers know the precise global impact of their cloud activities (emissions, water consumption, LCA, etc.).

Scaleway also organized 2tonnes and Climate Fresk training workshops for its employees in 2023, and made further headway in diversity, with women now making up a quarter of our workforce – a record in our industry. And finally, our customer satisfaction rate hit a high in 2023, reaching one of the best levels seen in recent years.

Damien Lucas,
CEO of Scaleway

Jean-Marc Harion,
CEO of Play and UPC Polska

2023 was an important year for Play. We achieved all of our financial and commercial objectives, which are closely linked to our sustainability commitments.

The goal we've set ourselves of giving people the "Freedom of Choice" has become a vehicle for creating innovations and designing original, competitive offerings. Just one example of this is New Generation Television – an original concept we've launched that combines channel packages with streaming services.

By offering freedom of choice we're also stimulating Poland's economic growth, thanks to our huge investment in the country's telecommunications infrastructure and the massive take-up of our digital services nationwide. We're also the first telco to have opened up its entire Fixed infrastructure to other players, which is helping to optimize investment in the sector and increase access to Ultra-Fast Broadband.

Another highlight of 2023 was the creation of our "Freedom of Choice" corporate foundation with a view to supporting educational projects and contributing to the development of digital skills in Poland. In particular, the Foundation is a partner of the new 42 Warsaw coding school that opened in September 2023.

And last but by no means least, we're wholly committed to actively protecting the planet and reducing our carbon footprint. In December 2023 we signed a long-term PPA to purchase solar power, and we continued to implement energy-saving solutions for our network during the year thanks to an AI-based energy optimization system. This has enabled us to cut our electricity consumption per GB from 0.190 kWh in 2017 to 0.095 kWh at the end of 2023.

Benedetto Levi,
CEO of iliad Italia

Since we entered the Italian market six years ago we've worked hard to create solid foundations on which to build our business sustainably.

In 2023 we carried out an in-depth analysis and definition of our governance, which allowed us to work on our sustainability profile by pinpointing the sustainability issues on which we want to focus our efforts and commitments in the near term.

We also set up an ESG committee during the year, made up of representatives from various departments in the company, who bring to the committee diverse complementary skills and who work together in synergy to ensure that sustainability forms an integral part of our daily business.

Throughout the course of 2023 we pursued our projects that promote inclusion and innovation, ranging from the investments we've made to extend our mobile network, through to the pledges we have given to combat educational poverty and develop the skills required for rising to the challenges of the future.
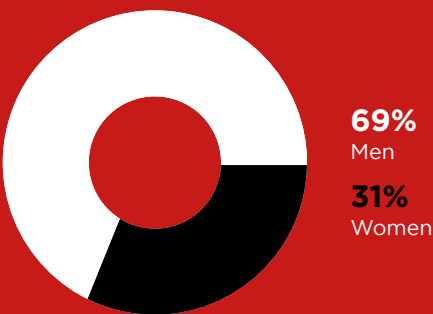
Elodie
Store Manager
Free

03 For our people

The iliad Group employs over 17,700 people working in a wide variety of jobs – network technicians, subscriber relations advisors in-store and in contact centers, R&D teams, support staff, and many more – and we strive every day to make sure they feel happy and fulfilled in their jobs.
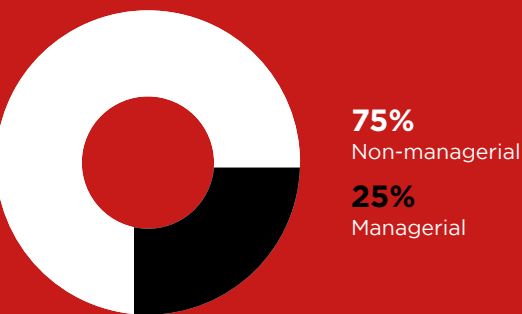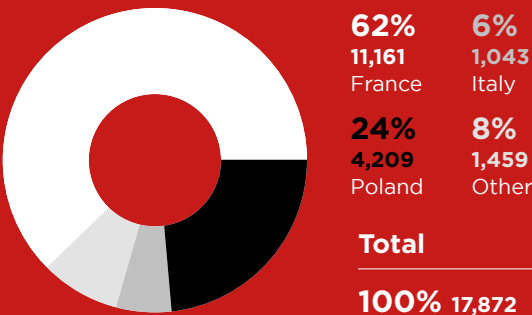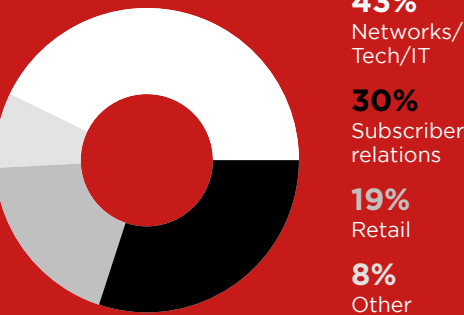
Key facts and figures*

Breakdown by gender

69% Men

31% Women

Breakdown by category

75% Non-managerial

25% Managerial

Breakdown by country

62% **11,161** France

6% **1,043** Italy

24% **4,209** Poland

8% **1,459** Other

Total

100% **17,872**

Breakdown by job-type

43% Networks/ Tech/IT

30% Subscriber relations

19% Retail

8% Other

Breakdown by age

Total **17,872**

Age	Count
< 20	61
21-25	1,873
26-30	3,256
31-35	3,601
36-40	3,413
41-45	2,666
46-50	1,672
51-55	868
56-60	327
> 60	135

Headcount

Year	Headcount
2017	9,711
2018	10,076
2019	11,052
2020	14,722
2021	15,079
2022	16,724
2023	17,872
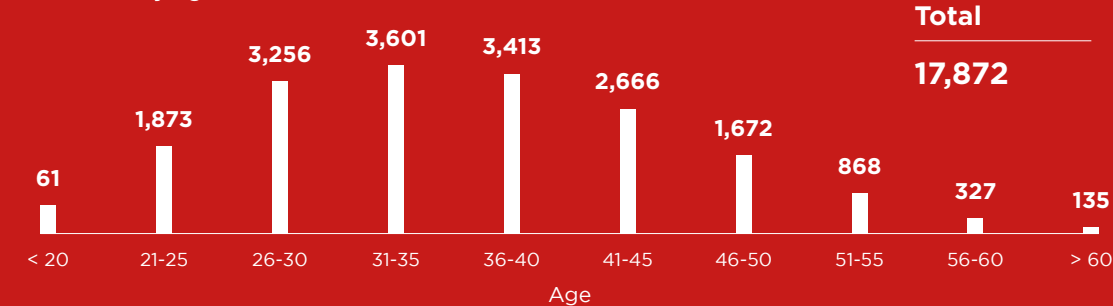
At end-2023.

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03 For our people

Enabling our people to take charge of their career

91% of our jobs are permanent positions

When our people join us at the iliad Group, they embark on an entrepreneurial adventure on a European scale, enjoying unique freedom to learn continuously and map out their own career paths.

▶ Freeing up potential through internal mobility

At the iliad Group, freedom is the very essence of our corporate culture and guides our overall approach to talent management.

We are a major employer in our industry, hiring more than 4,500 new people and creating 1,127 net jobs in 2023 across our three geographies. The vast majority of our staff are on permanent contracts, in line with our stated aim of giving a long-term commitment to our people and providing them with a stable situation. In 2023, 91% of our posts were permanent positions. We also offer a very wide range of professions, with no fewer than 200 different job-types available.

Internal mobility is a key aspect of our vision for career development, embodying our focus on creating personalized career paths. In 2023, there were more than 1,500 job moves within the Group, representing some 25% of our overall recruitment for the year. These moves were due to organizational changes (the merger between UPC and Play in Poland), the creation of new areas of business (OpCore in France), and general job changes to another field of work within the Group.

We firmly believe in the idea of a career ladder, and that everyone should be able to reinvent themselves, which is why we create unique pathways. As a result, promotion from within is an integral part of our corporate identity.

Promotion from within – a key element of our corporate culture

➕ Many managers within the Group started out lower down in the organization. In France for example, over half of the directors of our subscriber relations centers began as contact center agents. A total of 1,032 employees were promoted across the Group in 2023, including 174 to managerial positions. This promotion from within is a clear demonstration of the important role that knowledge transfer plays in our corporate culture.
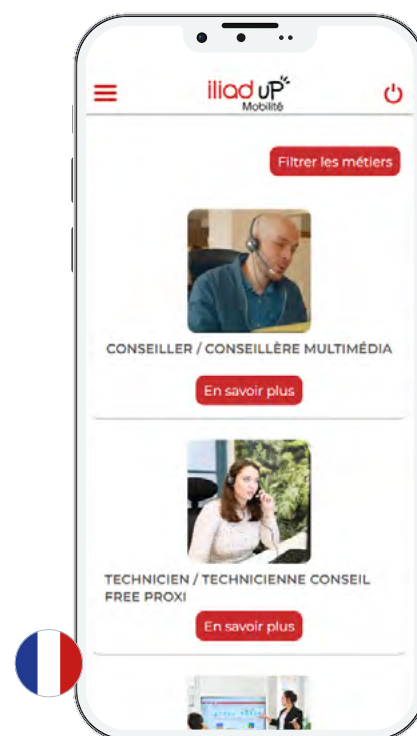
⊕ In 2023, iliad Italia continued its career development programs, organizing eight classes made up of 25 participants each in the first half of the year. In the second half, a new project based on the Objectives and Key Results (OKR) methodology was launched, involving regular meetings to develop non-technical skills. Forty iliad Italia employees took part in this project, with four meetings held during the year, and it will be continued in 2024.

⊕ In France, with a view to enhancing access to internal opportunities we've introduced a platform called iliad UP Mobilité, which lets people play an active role in managing their career development by finding out more about the Group's various businesses and job-types, and then directly applying for in-house posts that match their aspirations.

iliad inside #4 : Stancer

⊕ In France, in 2022 we also launched iliad Inside – a program of in-house meet-ups for finding out more about the range of jobs we offer. These events give employees from different teams the opportunity to share information and talk to others within the Group about their daily work, expertise and challenges.
In 2023, we got the chance to meet the teams from Stancer, the Group's subsidiary that offers innovative payment solutions for merchants.

" I joined Free in 2022 as an Android mobile developer and took part in developing two apps. My role evolved quickly, and I went from being not just a "doer" but also a "thinker".
At Free, the Digital Team values everyone's opinions and every member has a say in how the projects are carried out.
And that makes us really happy at work!

Robert
Android mobile
developer
Free

▶ Using learning to unlock the freedom to succeed

At iliad, we believe in the power of continuous learning for forging successful career paths, and our training policy clearly reflects this. We also view freedom to learn as a fundamental right, and we do everything we can to create an environment where our people can thrive and build their skills at their own pace.

We don't believe that academic qualifications are the be-all and end-all, and we're committed to offering our new talent full induction training to guide them towards success in their jobs.

Our overall aim is to enhance the employability of our people, and to meet this objective we offer them the keys to succeed in a constantly-changing world. In 2023, 88% of the Group's employees followed at least one training course during the year.

We've also expanded the training offer for managerial staff, as we're keenly aware of the major role they play in driving the Group's performance over the long term. In particular, we've set up action plans and created tailored pathways in several of our entities to reinforce managers' leadership skills and their ability to guide our organization towards greater heights of achievement.

42 hours
of training
on average
per employee
per year

For us, training is clearly a key driver for success and the Group provided over 750,000 hours of training in 2023, the equivalent of 42 hours per employee. This clearly demonstrates how we invest in our people and the importance we place on making sure they feel fulfilled both on a professional and personal level. We see training not just as a way of acquiring skills, but also as a road to freedom, independence and self-fulfillment.

▶ Our in-house universities

Xavier Niel, Chairman of the iliad Group, is passionate about providing learning opportunities for everyone, and this is a value that's deeply embedded in our corporate culture. Over the past several years, we've created in-house universities in each of our geographies. While each one has its own specific model, they all share the same aim of giving our people the tools they need to shape both their own future and that of our Group.

The F233 University

✚ In France, the Group's F233 University is a major pillar of our training policy. It forms a bedrock for all of the work carried out by our training specialists who design, roll out and oversee cross-cutting continuous training programs, apprenticeships and work placements, as well as programs for obtaining qualifications through "validation of acquired experience" (VAE).

To date, 90% of our employees who have trained through the F233 University have obtained a diploma, compared with a national average of 42% for VAE participants in France. Our aim in offering the VAE program goes beyond just giving academic recognition – it's a way of retaining talent and helping society progress by breaking down barriers based on qualifications. Since 2018, more than 30% of the employees who've followed a VAE program have changed job and moved up within the Group.

iliad College

✚ iliad College is an in-house academy in Italy dedicated to training in-store sales advisors. And we've even opened it up to external participants! The training provided by iliad College focuses on the Group's values and sales approach, 5G technology, the user experience and relational intelligence. When they finish their classes at the College, participants join dedicated communities and attend in-depth monthly meetings. In 2023, 200 people followed the iliad College training program (with half of this cohort coming from outside the Group), clearly illustrating our commitment to continuous learning.

Academy of Technology

✚ Our Academy of Technology in Poland is a blended conference for employees, organized in conjunction with technological partners. During these events, sales, technology and marketing experts from within the Group give detailed presentations about their jobs, and representatives from our partner technology companies give demos and talks about the latest tech that is or will soon be available at Play.

Equality and inclusion: putting our commitments into action

At iliad, diversity isn't just a policy – it's in our DNA. Since its beginnings, the Group has been built up through a fusion of talent from all backgrounds, driven by a shared passion for technological innovation.

86
different nationalities within the Group

▶ Diversity – our watchword

We promote a culture of inclusion and diversity within the Group, with motivation and personality being the priorities for recruitment. As a result, our workforce is exceptionally diverse, made up of 86 different nationalities. This wide variety of backgrounds, outlooks and experience enriches our working environment by stimulating creativity and innovation.

We're determined to keep our working environment free from any prejudice or discrimination, where talent and skills take precedence over any other criteria, respecting everyone's rights and freedoms. To help us ensure we constantly comply with this principle, we have a whistle-blowing system so that employees can report, in total confidentiality, any cases of harassment or discrimination.

At iliad, diversity is also much more than just an objective. It's a daily reality that shapes our identity and contributes to our success. We view diversity as the cornerstone of our ability to innovate and rise to the challenges of an ever-changing telecoms industry.

The whistle-blowing system

free | iliad GROUP
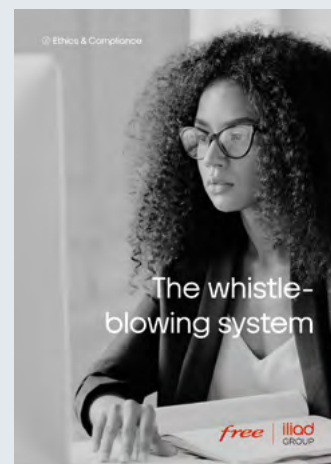
▶ Watch the video

A whistle-blowing platform that everyone can use

⊕ In 2021 the Group's whistle-blowing platform (alerteethique.iliad.fr) was updated and a communication campaign was carried out to relay information about it to all of our employees. The platform can be used in particular to report any cases of harassment or discrimination, and it provides an alternative to the traditional route of going through line management.

Webinar 1
Unconscious Bias – jak uświadomić sobie nieuświadamiane?

UNCONSCIOUS BIAS
– czyli uświadomić sobie nieuświadamiane
ANNA KOSTECKA

Nagranie   LINK   Test   LINK

⊕ A standard-setting initiative was launched by our teams in Poland in 2022 – the Fair Play Manager program, comprising a cycle of three webinars for all managerial staff, focused on diversity and inclusion. They are designed to raise managers' awareness about issues such as unconscious bias, anti-harassment policies and inclusive communication. Each session ends with a test to assess whether the participants have understood and taken on board these crucially important issues. The program was continued in 2023 for new managers.

▶ A pro-active disability inclusion policy

The Group is committed to creating employment opportunities for people with disabilities and protecting them in their jobs.

For example, in France we have company agreements, charters and targeted initiatives to help create a welcoming environment for our employees with disabilities. And we've put in place pro-active measures for supporting disabled team members and accompanying them along their career paths.

We also help our disabled employees to work from home by providing ergonomic chairs and sit-stand desks.

A look back at the 2023 European Disability Employment Week

⊕ Every year, the Group organizes a number of events during European Disability Employment Week, which is an ideal opportunity for highlighting disability issues. In 2023, we held a wide range of disability awareness activities at our various sites between November 18 and 24 in support of the Week.

At Free's head office in Paris, immersive sessions were organized using virtual reality headsets, simulating disabilities in the working environment. Similar activities were proposed in the Group's regional offices, such as in Marseille where team members participated in an experience specially designed to give them an understanding of the everyday obstacles faced by people with vision impairment.

And the teams in our Bordeaux-based subsidiary rallied together to help people with disabilities find employment by attending the "Rencontres Emploi-Handicap" job fair, in which the subsidiary has been taking part for nearly 10 years, where disabled job seekers can meet with recruiters and training organizations.

Lastly, all of our entities got involved in DuoDay in 2023. This nationwide event enables a jobseeker with a disability to spend a day working as part of a duo with a volunteer employee to find out more about their job.

Protelco: a long-standing commitment

⊕ In France, our subsidiary Protelco – dedicated to at-home technical assistance – has had a highly pro-active disability inclusion policy in place for a number of years now thanks to the signature of a State-approved agreement on the employment of people with disabilities. This inclusion policy covers a wide range of areas, including recruitment, adjustments to workstations, and people's underlying perceptions of disability, and has resulted in disability inclusion now being fully integrated into Protelco's everyday operations. At end-2023, employees with disabilities represented 6% of Protelco's overall workforce.

free

▶ Gender equality: continuous improvement

In all of our geographies, we're determined to provide our employees with a working environment where men and women are valued equally, and where their skills, responsibilities and performance are appraised on an equitable basis.

In 2023, women represented 31% of the Group's workforce. However, the percentage of women is higher in our subscriber relations and retail activities (39% and 45% respectively at December 31, 2023). The challenge of increasing the number of women in our professions is higher in technical jobs, which have historically attracted more men. Our technical subsidiaries have moved into action on this front, and the aggregate number of women in their workforces rose by 17% in 2023, with the proportion of their female employees increasing from 16% to 17%.

We've translated this commitment to gender equality into tangible actions. For example, we regularly carry out specific recruitment campaigns for women in tech and sales roles.

At Play in Poland, we're working with student communities to identify new opportunities for hiring talented women. At the same time, we've put in place a back-to-work program for women returning from maternity leave, designed to actively support the career development of our female employees.

At iliad, we believe that equality lays the foundations for success, and we intend to continue to contribute to shaping a world where everyone is judged on merit alone, irrespective of their gender. Our commitment to equality is an invitation to join us in building a more equitable and inclusive future, where everyone can achieve their full potential.

⊕ **In March 2023, the Group held its second "Workplace Equality Month" in France.** Throughout the month, we organized numerous events and actions for our teams to promote ever more diversity and inclusion. For example, they were able to take part in an escape game on stopping sexism, carry out an online self-assessment on gender stereotypes and attend an in-house talk on how the 42 coding schools in France, Italy and Poland are vehicles for getting more women into tech jobs.

Gender equality index
Score for 2022
01.03.2023

Gender Equality Index: another increase in scores

⊕ **In March 2023 in France,** the Group published its gender equality index scores for 2022. We recorded a consolidated score of 90/100 for our French entities overall, with most of them seeing a high rise in their scores.

⊕ **In 2022 and 2023, women's networks were launched in Poland and France,** aimed at fostering an inclusive environment for women within the Group, providing them with a channel for discussing the challenges they face, and finding ways of boosting their career development opportunities.

> I work in Play's Fiber Network department and I'm in charge of the deployment of Internet and TV for our subscribers. My work involves many challenges and responsibilities, which means I'm always driven, both professionally and personally. What I like most about working here is that I have a real impact on people's lives and that every day I get to be with a great team whose work isn't just a job, but a passion!

Inga
Installation and Network Service Director
Play

Ensuring the wellbeing of our employees

Our people's wellbeing is key to employee engagement and the Group's performance, and is an absolute priority at iliad. And in view of our history – an entrepreneurial adventure led by a team of people who're passionate about what they do – it's also an integral part of our identity.

▶ Cultivating innovation: a powerful component of our DNA

Within our Group, we firmly believe that the best way of nurturing innovation is to create a culture of empowerment and daring. We have a particular way of working at iliad, geared towards walking the talk and underpinned by a pro-active approach, respect for others, and seeking tangible results.

We've deliberately chosen to remain a human-scale organization, where every person is important to us, and we're determined to keep the start-up mindset that allows us to rise to the challenges of today's world.

Our Group also stands out for its competitive spirit. Our teams are always prepared to challenge themselves so they can go the extra mile. Our recipe for this comes down to our watchwords of agility and reactivity: reporting lines are short, decisions are taken quickly, and simplicity is our guiding principle.

Our managers also have a large degree of freedom in how they lead their teams, rooted in a general culture of continuous learning, feedback and the right to make mistakes. All of this gives us the ingredients to aim for excellence while cultivating a caring working environment.

iliad Italia ranked among Italy's best employers

✚ In 2023, for the second year running, iliad Italia was ranked among Italy's best employers overall, and was the number one telephone operator in the "Internet, IT and telecommunications" category. The survey – carried out by Statista in association with Corriere della Sera – asked 20,000 employees about their job satisfaction and workplace wellbeing.
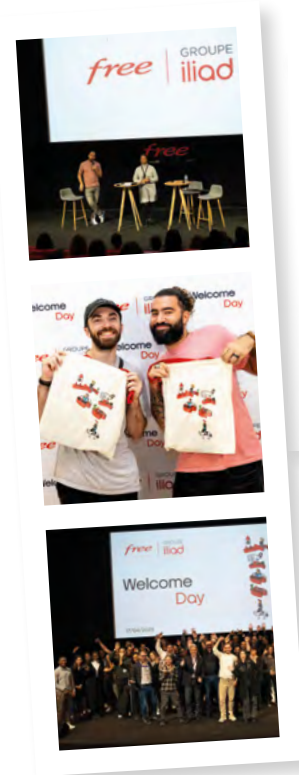
Welcome Day – an induction that epitomizes who we are

✚ Every first Monday of the month, the new hires from across all of our entities in France are invited to the Group's head office for an induction morning, giving them the opportunity to find out more about the wide range of our businesses and the diversity of our professions. They're welcomed by Xavier Niel and the Group's executives, who answer any questions they may have. This informal meet-up epitomizes who we are – an organization where it's easy to reach out to managers and where reporting relations are kept simple.
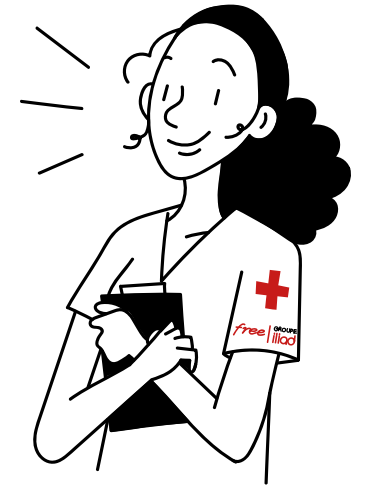
▶ Looking after our employees' health

The health of our employees is an absolute priority for us, and it has become even more so over the past few years, marked by the outbreak of the Covid pandemic. Our commitment to their wellbeing is clearly reflected in the high-quality healthcare coverage we provide and the measures we put in place to promote workplace health and safety.

As part of their salary packages, our staff in France are offered private healthcare benefits at prices that are competitive and fair for everyone, whatever their role in the organization. As well as providing a supplementary healthcare plan, we offer our people the possibility of taking out a top-up plan negotiated by the Group with high coverage levels. We've also set up a personal protection insurance plan available to all employees covering them in the event of death, disability or incapacity to work.

In addition, actions promoting workplace health and safety are regularly organized within the Group. For example, in 2023 our Polish subsidiary Play organized an in-house event aimed at promoting family health through the use of new technologies. Another initiative we've introduced in Poland is giving an extra day's paid leave for employees to be able to go to medical examinations and appointments.

Prevention: Play takes action

✚ In 2023, our Polish subsidiaries organized several prevention campaigns for their staff. In particular, they proposed a range of medical check-ups, such as cervical screening, skin examinations with dermatologists, eye tests to help with working on screen and prevent dry eyes, flu vaccines, and blood sugar and cholesterol tests plus individual consultations with a dietitian.

▶ Health and safety: constant vigilance

Ensuring the health and safety of our employees is one of the pillars of our corporate culture. We view each member of our team as a precious asset, and their wellbeing is paramount. We're determined to provide a safe working environment, particularly for those on the front line, ensuring that they can give the best of themselves in full confidence.

Our commitment to health and safety is underpinned by risk prevention. In France, our occupational health risk assessment report (*Document Unique d'Évaluation des Risques Professionnels*), which we update every year, forms the basis of our pro-active approach for preventing and managing employee health and safety risks.

In 2022, we built further on this approach by introducing risk exposure sheets for all jobs that may be prone to risks, which are signed by all the employees concerned. These sheets, which are available on our intranet, clearly illustrate our commitment to transparency in terms of health and safety. In 2023, our Italian subsidiary was awarded ISO 45001 health and safety certification for its network activities, following an audit carried out by the independent organization, BSI.

Safety at work is not just about documentation though. More than anything, it's about people. Our health and safety specialists work closely with occupational physicians and nurses to ensure that each workstation is assessed in the finest detail. They are there as well to help our employees on an individual basis, for example by adjusting their working conditions when necessary and supporting them through difficult times.

Our health and safety policy is also built on training and raising the awareness of our people from the moment they join us and throughout their career with the Group. Our training plans are developed taking into close account our teams' needs and working conditions, to ensure that they reflect the reality of the work they do and all the underlying risks. In 2023, almost 100,000 hours of health and safety training were given to Group employees.

Lastly we provide our teams with appropriate high-quality personal and collective protective equipment, such as harnesses and helmets, making sure that they have everything they need to work in total safety. In 2021, we launched an app to help manage and monitor this equipment and reinforce our commitment to safety across all of our operations.

2023 employee surveys for France and Italy

✚ The Group's efforts to ensure optimal health and safety conditions have been recognized by its employees. According to our 2023 employee surveys in France and Italy, 93% and 97% of the respondents respectively think the health and safety conditions in their work are good.

93%
think the health and safety conditions in their work are good

Nicolas:
Site supervisor at Free Mobile
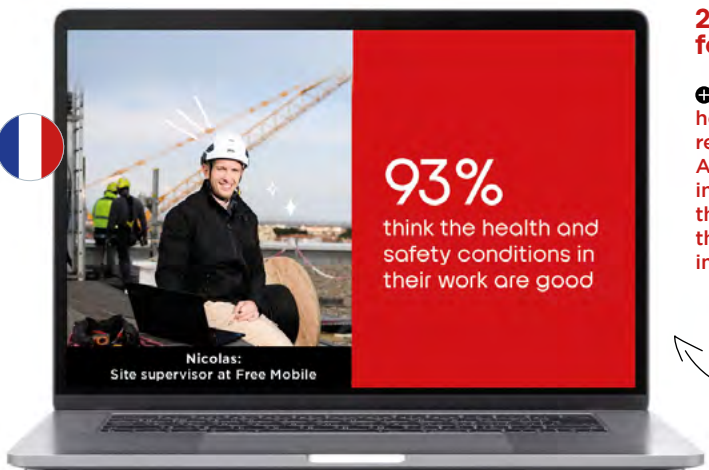
Working at height: a dedicated app for monitoring equipment

✚ In 2021, Free Réseau launched a mobile app to make it easier to monitor the safety equipment used for working at height. Not only does it facilitate the checks and follow-ups performed by managers, but it also triggers automatic orders for new equipment and requests for recycling old equipment.

First-aid: the Play Heroes program

✚ In 2023, Play set up a program to help its employees get first-aid certification. Training is provided by Play employees who have already received first-aid training themselves, which encourages discussion and interaction between the trainers and trainees during the exercises and simulations involved. 33 employees took part in the Play Heroes program in 2023.

▶ Working environments that reflect who we are

Within the iliad Group we aim to make life easier, both for our subscribers and for our employees. We seek to create working environments where everyone feels good and where there aren't any needless complications. To do this, we've adopted a pragmatic and people-focused approach designed to meet everyone's needs and foster wellbeing in the workplace.

Since 2018 we've invested each year in renovating our sites – from head office through to regional offices. And for each location, the focus is on comfort and creating warm and friendly relaxation and eating areas.

An app dedicated to employee wellbeing

⊕ Our Polish entity, Play, has recently launched the Mindgram app, a platform that gives employees access to personal development guidance as well as psychological support on request.

Worklife quality is extremely important to the Group. In France, Poland and Italy, we organize a range of in-house events involving meet-ups and interactions among our teams. We encourage flexible working arrangements, such as homeworking, and we emphasize the right to "switch off" after working hours. And we also offer our staff awareness-raising sessions about how to achieve a good work-life balance, especially in today's context when working from home has given rise to new challenges in terms of social relations.

A new standard-setting head office for Free Pro in Marseille

⊕ In early 2023, Free Pro, the iliad Group's B2B subsidiary, moved into its new head office in Marseille in the heart of Smartseille, an eco-district that is a standard-setter for sustainable urban development. In addition to its remarkable energy performance, the entire building has been designed to encourage collaborative working, creativity and communication between Free Pro's different departments. And on the seventh story there's a purpose-designed meet-up space where people can hang out together and chat.
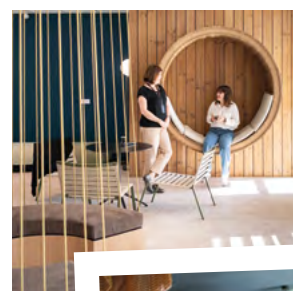
Free Proxi's premises are designed as real living spaces, with a large portion dedicated to break and eating areas so as to create a friendly and relaxing atmosphere.

In our Polish entities, Energizing Days are regularly held across our various sites so that team members can meet up together.

Getting together is in iliad Italia's DNA!

Our Freebox teams in Paris take a break…

…as do our iliad teams in Milan!

04 For
the environment

The iliad Group has been taking action for 15 years now
to limit the environmental impact of its operations.
In 2021 we decided to take this action to another level,
by drawing up and launching an ambitious Climate Strategy.
And all of our teams strive hard every day to help keep
the environmental pledges we've made.

Key facts and figures*

Our three GHG emissions scopes

Scope 1

▸ Vehicle fleet
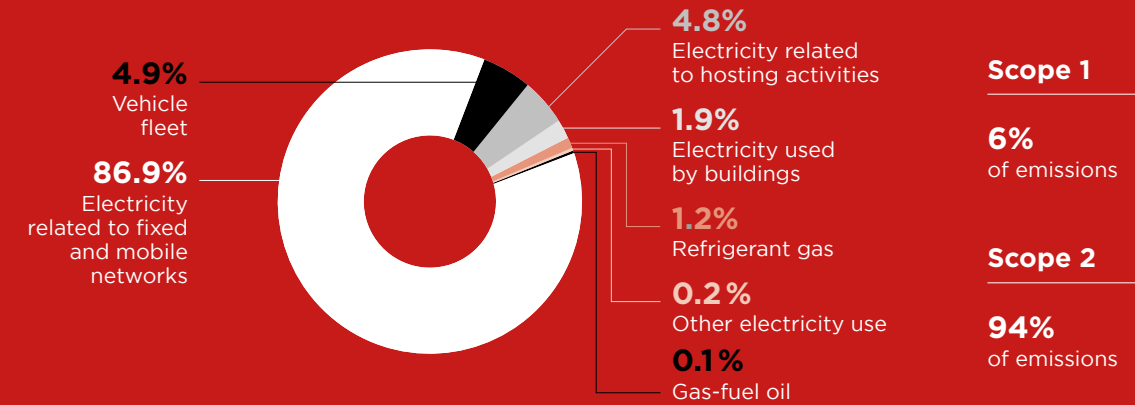▸ Air conditioning
▸ Electricity generators and refrigerant gas
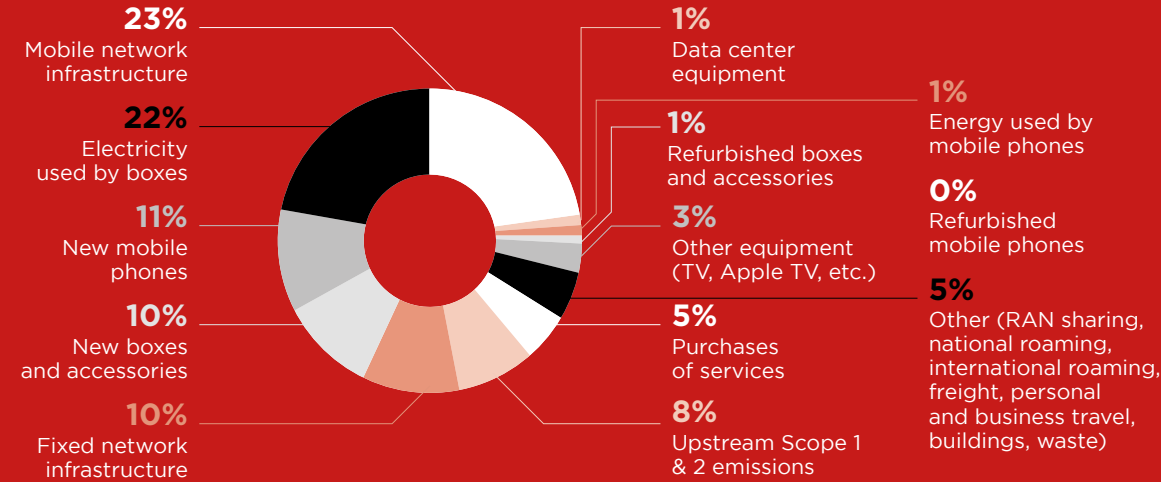
Scope 2

▸ Networks
▸ Data centers
▸ Buildings and other

Scope 3

▸ Our subscribers' Freeboxes
▸ Fixed and Mobile network equipment
▸ Our subscribers' mobile devices
▸ Transportation of Freeboxes
▸ Employee travel and commuting

Breakdown of our Scope 1 & 2 emissions**

4.9% Vehicle fleet

86.9% Electricity related to fixed and mobile networks

4.8% Electricity related to hosting activities

1.9% Electricity used by buildings

1.2% Refrigerant gas

0.2% Other electricity use

0.1% Gas-fuel oil

Scope 1
6% of emissions

Scope 2
94% of emissions

Breakdown of our Scope 3 emissions

23% Mobile network infrastructure

22% Electricity used by boxes

11% New mobile phones

10% New boxes and accessories

10% Fixed network infrastructure

1% Data center equipment

1% Refurbished boxes and accessories

3% Other equipment (TV, Apple TV, etc.)

5% Purchases of services

8% Upstream Scope 1 & 2 emissions

1% Energy used by mobile phones

0% Refurbished mobile phones

5% Other (RAN sharing, national roaming, international roaming, freight, personal and business travel, buildings, waste)

* At end-2023.
** Location-based percentages of Scope 1 & 2 emissions.

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04 For the environment

An ambitious Climate Strategy

At the iliad Group, we firmly believe that our growth has to go hand in hand with taking action to address the climate emergency. That's why we've adopted an ambitious Climate Strategy aimed in particular at minimizing the carbon intensity of our networks.

▶ January 21, 2021, a key date

For many years now, the iliad Group has worked hard to reduce the environmental footprint of its activities in France, including its Fixed and Mobile networks, data centers and the logistics processes used for producing its Freeboxes. But recently we took the decision to go even further in helping fight against global warming. So on January 21, 2021, we announced our Climate Strategy – the outcome of two years' work involving some 80 employees – resulting in 10 pledges that the Group as a whole has signed up to.

Our Climate Strategy is based on three key principles:

▸ avoiding and reducing emissions linked to our activities, by increasing efficiency in terms of energy and materials throughout our value chain and involving our strategic partners;

▸ reducing the emissions associated with our energy consumption, by optimizing modes of transport and opting for low-carbon energies, such as renewable source electricity;

▸ ultimately offsetting any residual emissions.

▶ A carbon reduction pathway validated by the SBTi

Setting science-based targets is an integral part of iliad's climate roadmap. The Science Based Targets Initiative (SBTi) has become the global standard to help companies set credible objectives in order to help tackle the climate crisis. In late June 2023, the Group submitted its carbon reduction pathway and targets to the SBTi, which validated the targets in early 2024.

In the targets submitted for validation, the Group raised its objectives by undertaking to align its Scopes 1 and 2 and relevant Scope 3 emissions with a 1.5°C pathway in the short term (by 2030) and with the SBTi's Net-Zero Standard by 2050.

The Group's commitments are to:

▸ reduce absolute Scope 1 and Scope 2 GHG emissions by 60% by 2030 from a 2022 base year; reduce absolute Scope 3 GHG emissions by 46% by 2030 from a 2022 base year;

▸ reduce absolute Scope 1 and Scope 2 GHG emissions by 90% by 2050 from a 2022 base year, and reduce absolute Scope 3 GHG emissions by 90% by 2050 from a 2022 base year.

Our 10 climate pledges

Mobilize our resources

No.1 **Invest €1 billion over 15 years to meet our objectives**
‣ Draw on all necessary financial, technical and human resources

Transform our businesses

No.2 **Improve the energy efficiency of our Fixed and Mobile networks**
‣ Switch to Fiber and 5G, two energy-efficient technologies
‣ Optimize our network equipment

No.3 **Ensure our data centers have advanced environmental performance**
‣ Extend the lifespans of our equipment to up to 10 years
‣ Include information about energy use and carbon emissions in our customer invoices

No.4 **Further enhance the environmental performance of our Freeboxes**
‣ Eliminate air freight from our supply chain
‣ Set up a Life Cycle Assessment process to eco-design our Freeboxes
‣ By 2025, reduce our subscriber base's energy use by at least 15%

No.5 **Deploy an environmentally-friendly sales strategy**
‣ Reject strategies that encourage replacing mobile phones before necessary
‣ Encourage drop-off of used phones in our Free stores
‣ Support non-profit organizations that collect e-waste for reuse and recycling

No.6 **Deploy a responsible procurement policy**
‣ Set up a work group with Nokia to reduce the energy consumption of our mobile equipment
‣ Work with electronic component manufacturers to limit the energy consumption of our Freeboxes

No.7 **Reduce emissions generated by our vehicle fleet**
‣ Have 25% electric vehicles by 2025
‣ Set up a fleet telematics system

Contribute to global carbon neutrality

No.8 **Help create more renewable energy capacity**
‣ By 2035, 50% of energy supplies in Italy and Poland and 20% in France provided under PPAs with renewable energy producers
‣ Support the renewable energy sector

No.9 **Invest in carbon sinks**
‣ Develop projects in France and Italy
‣ Obtain Low Carbon label for all projects in France by 2035

Communicate transparently

No.10 **Set up a climate performance tracking system**
‣ Put in place a system for communicating our climate performance, based on a set of indicators

Find out more about our 10 climate pledges

Our climate pledges
net zero emissions by 2035

free | iliad GROUP

Our 2023 carbon emissions report

The Greenhouse Gas (GHG) Protocol contains two methods of accounting for carbon emissions: the market-based method and the location-based method. The market-based method measures emissions based on the electricity that organizations have chosen to purchase. For instance, the iliad Group purchases renewable electricity with guarantees of origin for the electricity it uses directly. The location-based method calculates emissions based on the average emissions intensity of the local grids on which electricity consumption occurs. According to this method, the Group's electricity use is more carbon-emitting in Poland than in France, for example.

Group (in CO_2eq)	2020 (incl. Play over 12 months)	2021 (incl. UPC Polska over 12 months)	2022 (incl. Zefiro over 12 months)	2023	Year-on-year change
Scope 1	19,038	22,615	24,093	24,215	1%
Scope 2 (Location-based)	193,119	270,407	336,872	369,076	10%
Scope 2 (Market-based)	202,945	190,406	185,280	205,362	11%
Total 1+2 (Location-based)	**212,157**	**293,022**	**360,965**	**393,291**	**9%**
Total 1+2 (Market-based)	**221,983**	**213,021**	**209,373**	**229,577**	**10%**
Scope 3 C1. Purchased goods and services	ND	ND	ND	273,333	ND
Scope 3 C2. Capital goods	ND	ND	ND	492,866	ND
Scope 3 C3. Fuel- and energy-related activities not included in Scope 1 or Scope 2 (Location-based)*	ND	ND	ND	109,737	ND
Scope 3 C3. Fuel- and energy-related activities not included in Scope 1 or Scope 2 (Market-based)*	ND	ND	ND	75,518	ND
Scope 3 C4. Upstream transportation and distribution	ND	ND	ND	2,880	ND
Scope 3 C5. Waste	ND	ND	ND	5,886	ND
Scope 3 C6. Business travel	ND	ND	ND	1,845	ND
Scope 3 C7. Employee commuting	ND	ND	ND	12,586	ND
Scope 3 C9. Downstream transportation and distribution	ND	ND	ND	3,420	ND
Scope 3 C11. Use of sold products	ND	ND	ND	307,119	ND
Scope 3 C12. End-of-life treatment of sold products	ND	ND	ND	1,360	ND
Total scope 3 (Location-based)*	**776,537**	**979,197**	**1,009,868**	**1,211,032**	**20%**
Total scope 3 (Market-based)*	**775,282**	**953,806**	**979,569**	**1,176,813**	**20%**
Total 1 + 2 + 3 (Location-based)	**988,694**	**1,272,219**	**1,370,833**	**1,604,323**	**17%**
Total 1 + 2 + 3 (Market-based)	**997,265**	**1,166,827**	**1,188,942**	**1,406,390**	**18%**

Main Scope 3 emissions (from equipment and electricity used by subscribers' boxes and mobile devices, active fixed and mobile network equipment, and roaming), which accounted for around 90% of Scope 3 emissions in 2022, increased by just 4% in 2022 as calculated by the location-based method and by 3% using the market-based method, despite an increase in data use and growth in our subscriber base.

A responsible sales offering

What is a responsible telecom operator?
For the iliad Group, it starts by having a sales offering with a contained environmental impact.

⊙ Free Mobile – a committed operator from the outset

Ever since its launch in 2012, Free Mobile has always been against the idea of "subsidized" phones. This sales approach consists of offering customers a smartphone at a reduced price, but then linking the purchase to a mobile plan that's more expensive and longer than plans that don't include a phone – usually for 12 or 24 months. We believe that this practice encourages people to change their mobile phone more often than they need to, which therefore has an impact on the environment. Our decision not to use this system means we've stood out from France's other telcos right from the start.

In July 2021 we broke new ground by launching Free Flex, an innovative offering that enables people to purchase a mobile phone without using the "subsidized" model.

With Free Flex, our subscribers can purchase a phone by spreading out its price at no extra cost, via leasing with a purchase option, while keeping a no-contract plan. Their Free mobile plan stays at the same price and their monthly airtime payments are totally separate from the lease payments for the phone. They can purchase their phone at any time. And after 24 months they can choose to either return their phone or buy it at that stage.

The price of the phone is spread over 24 months at no extra cost, and if the subscriber decides to purchase it, they won't end up paying more than if they'd bought it up front. All phones that are returned are reused or recycled via our circular economy partners. So with Free Flex, subscribers are not encouraged to get a new phone before they need to, as the price of their plan stays the same with or without a phone.

⊙ Fixed-line business: products made to last and which are increasingly energy-efficient

The products designed and marketed by the iliad Group in France and Italy are made to last. All of our boxes are designed in-house by our own R&D teams, which means that we can control and optimize the entire manufacturing process. For example, we choose the best plastics for the boxes' casings to guarantee their durability. As a result, our Freeboxes have a minimum lifespan of ten years. The boxes returned to us by our customers are checked, repaired and restored to as good as new before being reintroduced into our production and sales circuits. There's no programmed obsolescence in our Group!

Free Flex, a responsible offer with no hidden costs

⊕ Since July 2021, the Free Flex offer has freed people from having to replace their mobile phone before they need to.

From one version of a box to the next, we work on reducing their energy consumption. In our Climate Strategy, we pledged to reduce the electricity consumption of our subscribers' Freeboxes by at least 15% by 2025 (between 2022 and 2023 this consumption was reduced by 4%).

Our teams also give our subscribers ways to more effectively manage their use of electricity, which helps us to minimize the indirect environmental impact of our products. For example, using the Freebox Connect app in France and the iliadbox Connect app in Italy, in just a few clicks they can set custom schedules to switch off WiFi at certain times.

⊙ A strict policy for packaging

In all of our three geographies, we have put in place a strict policy for product packaging.

Our Freebox teams, in charge of designing and making Freeboxes for France and the iliadbox for Italy, work hard to radically reduce the amount of single-use plastic packaging deployed in the supply chain. Our manufacturing centers are instructed to systematically reuse plastic packaging and we also actively encourage our suppliers to deliver their components in as little plastic wrapping as possible.

The same responsible policy is applied to the packaging for our boxes. For instance, for the Freebox Pop and the iliadbox, our teams have worked to reduce the size and quantity of the boxes' packaging. For their outer cardboard packaging and inner cushioning components, we use recyclable products with only moderate amounts of ink and finishing coats.

In Poland, Play has been working on a complete overhaul of its packaging since 2022, based on five steps:

▸ identifying environmentally damaging packaging that can be easily replaced;
▸ maximizing the use of bulk packaging and cushioning materials so they can be re-used;
▸ redesigning the packaging used for e-commerce so that the equipment is custom-packed, which optimizes transportation;

The outer cardboard packaging of the Freebox Pop.

The outer cardboard packaging of the iliadbox.

Play's new cardboard packaging.

▸ replacing plastic packaging tape by paper tape;
▸ sorting unused cardboard and putting it in baler machines in order for it to be turned into recycled paper.

Improving our energy efficiency

The majority of our Scope 1 & 2 emissions derive from the operation of our telecom networks (86.9%) and our data centers (4.8%). Increasing the energy efficiency of our infrastructures – which entails reducing their electricity consumption – is therefore a priority for us.

91.7%
Proportion of our Scope 1 & 2 emissions that derive from our networks and data centers

● Fixed network: focus on fiber

Regarding our Fixed network, we are working hard to accelerate fiber take-up in each of our three geographies, in view of the fact that an FTTH (Fiber To The Home) line uses four times less energy than an ADSL (Asymmetric Digital Subscriber Line).

In France, the Group systematically encourages all eligible subscribers to switch to fiber, at no extra cost to them, and over 70% of our subscriber base is now fiber-connected. At end-2022, the Group had the highest fiber take-up rate of all of France's telcos. At the same time, we're calling for the copper network to be switched off more quickly than currently planned, and in view of the upcoming shut-down of ADSL networks, we're working to optimize the electricity consumption of the equipment we have in place, notably by disconnecting and miniaturizing DSLAMs (Digital Subscriber Line Access Multiplexers).
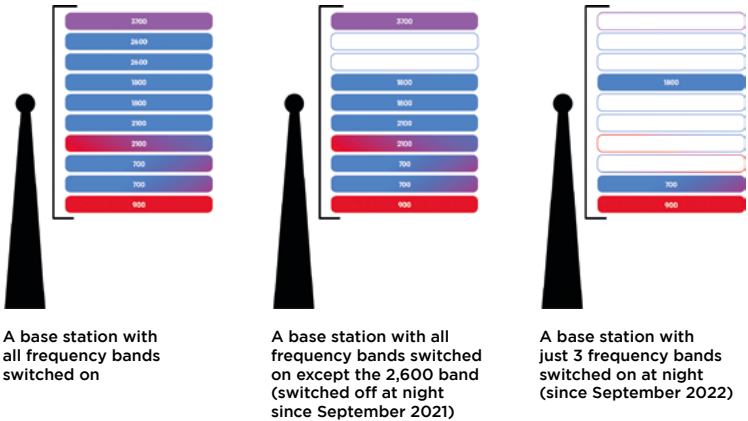
When we launched our Fixed-line business in Italy in January 2022, we chose to only offer fiber technology. And in Poland, following our acquisition of the fixed-line operator UPC Polska, we set up a FiberCo with a view to becoming the country's largest fiber operator.

● Mobile network: an innovative new initiative

In France, Free Mobile uses latest-generation radioelectric equipment, which is much less energy hungry than the previous generation. This allows us to contain the energy consumption of our networks despite the high growth in traffic on our 4G and 5G networks. And we're following the same strategy in Italy and Poland.

In parallel, our French mobile teams have put in place an innovative solution to significantly reduce the amount of electricity used by the network. Since September 2021, we've put the 2,600 MHz frequency on standby at night in order to reduce the network's energy consumption. And since end-2022, we've gone even further by putting the 2,100 MHz 3G/4G frequency and the 3.5 GHz 5G frequency on standby at night as well. This initiative has been successfully repeated in Italy.

For the frequencies that remain switched on at night, our teams in France and Italy are reducing the number of simultaneous transmitters on the same band (MIMO reduction), which means that the amplifiers can be cut on the bands concerned. The Group is also beginning to use artificial intelligence for managing frequencies, with tests carried out in Poland in 2023.

A base station with all frequency bands switched on

A base station with all frequency bands switched on except the 2,600 band (switched off at night since September 2021)

A base station with just 3 frequency bands switched on at night (since September 2022)

Mobile networks: energy consumption reduced at night

3G
4G
5G

⊕ The cells put on standby come back on automatically if needed in order to maintain optimal quality of service*

* Based on data published by the telcos as at July 17, 2023.

> "
> For our mobile network in Italy we applied the "night switch off" solution created by our Free radio engineering teams in France so as to significantly reduce energy consumption while maintaining the same service quality. This sharing of best practices between countries is a real strength of our Group!
>
> **Emanuele**
> **Head of Radio Network Engineering**
> **iliad Italia**

● Data centers: Sustainable management of natural resources

At end-2023, the iliad Group operated 15 data centers: eight in France via its subsidiaries Scaleway and Free Pro and seven in Poland via its subsidiary 3S. Having signed up to the European Code of Conduct for Data Centers back in 2012, in its Climate Strategy the Group pledged to ensure that its data centers have advanced environmental performance (pledge No. 3). We therefore gave the teams in our hosting subsidiaries full information about the environmental issues to be addressed and set them the objective of maximizing the energy efficiency of all of our data centers.

In France, the hosting business of our subsidiary, Scaleway – which accounts for most of the electricity used by the Group's data centers – is ISO 50001 certified. This certification, which recognizes the quality of our data centers' energy management system, was renewed in 2021, testifying to the effectiveness of our continuous improvement measures.

In addition, Scaleway has set itself an ambitious PUE[1] target for 2025, namely to have a PUE ratio of less than 1.2 for its data centers with an adiabatic cooling process, and less than 1.35 for those with a traditional cooling system. This represents an incremental efficiency gain of 30% compared with the weighted industry average of 1.55[2]. In order to meet this target, our teams are working on continuously improving cooling systems and upgrading primary infrastructure through the use of highly energy-efficient equipment.

Target:

30%

reduction in our data centers' PUE[1] ratio

Water consumption: a crucial indicator

⊕ Energy use is not the only indicator that needs to be taken into account to sustainably manage a data center. The centers' cooling systems use large quantities of water – a natural resource that is increasingly becoming a precious commodity in today's context of global warming. That's why the Group has begun using the WUE (Water Usage Effectiveness) indicator for its data centers, which is measured by dividing the amount of water used (in liters) for the cooling systems by the amount of electricity used (in kWh) for the services provided by the data center. Our current PUE targets represent an average incremental efficiency gain of up to 30% over the weighted industry average of 1.55. And we also opt for closed circuits when water is used for cooling.

Adiabatic cooling process: a unique innovation in Europe

⊕ In Saint-Ouen l'Aumône, located just outside Paris, the iliad Group has developed a data center model that is particularly efficient in terms of electricity and water usage. Called DC5, this data center has an adiabatic cooling process, which incorporates evaporative and air cooling into a single system using the evaporation of a very small quantity of water to lower the temperature inside the server room when outside air temperatures are high. Combined with the use of outside air to cool the servers, the system avoids the need for air conditioning and means the data center consumes 30%-40% less electricity compared with a traditional data center, and uses 9 to 10 times less water than systems with open cooling towers.

In order to be as transparent as possible, Scaleway publishes the energy indicators for its data centers in open data format on its website. And to raise the awareness of its customers, Scaleway states on their invoices the energy use, water use and estimated carbon emissions for each product invoiced.

In addition, in line with the Kyoto Protocol and EU Directive 2003/87/EC, Scaleway has launched a plan to gradually replace sulfur hexafluoride (SF6). This gas is currently still used in certain traditional electrical switchgear, which will be replaced by vacuum switchgear by 2026.

In Poland, the data centers operated by 3S have undertaken measures to reduce the carbon impact of their activities, mainly by working to make their equipment more energy efficient. Most of the air conditioning systems installed in the 3S data centers run on free cooling, which is a ventilation method that uses external air to cool buildings when outside temperatures are lower than those inside. The data centers' Uninterruptible Power Supply (UPS) systems, which protect data and equipment if there is a power outage, were selected for their energy efficiency and their environmental performance across their entire life cycle as stated by their suppliers. The 3S data centers have solar panels and the energy produced is used by the centers. This reduces the amount of electricity drawn from Poland's national grid, which is more carbon intensive than the grids in France and Italy.

● Our energy saving plans

In fall 2022, for the first time in decades, Europe experienced an off-the-scale energy supply crisis, and governments asked their citizens to try and save energy to face the winter months.

As a signatory of the EcoWatt charter, and having already put in place extensive measures to improve the energy efficiency of its infrastructure as part of its Climate Strategy, the Group responded to this call by publishing detailed energy saving plans in France and Italy, in which it undertook to implement extra measures in order to go further and faster.

Two additional action areas adopted voluntarily by the Group were incorporated into the plans, with immediate effect.

Optimizing energy consumption:

▸ By turning down heating by two degrees and limiting the use of air conditioning in our offices, stores and other buildings in France.

See our energy saving plan for Italy

See our energy saving plan for France

▸ By limiting exterior lighting times and the periods of time when advertising and display screens outside our stores are lit up in France and Italy.

▸ By improving the energy performance of our buildings and putting in place new tracking systems and processes to more effectively monitor energy use in our offices in France and Italy.

Raising awareness among employees and subscribers and providing subscribers with tools to control their energy use:

▸ The Group helps its employees and subscribers reduce their energy consumption by sending out targeted communications containing advice on easy eco-friendly habits they can adopt.

▸ We already provide our subscribers with several tools for reducing their energy consumption – for example they can schedule times to turn off WiFi via the Freebox Connect app in France and the iliadbox Connect app in Italy. And we're doing even more, thanks to an Energy Saving menu available on certain Freeboxes in France that helps subscribers rapidly access the settings for optimizing the electricity usage of their Freebox.

1 Power Usage Effectiveness: indicator used to measure data center energy efficiency.

2 Source: Uptime Institute's 2022 Global Data Center Survey.

Promoting the circular economy

The circular economy offers ways of rethinking our production and consumption models in order to optimize the use of natural resources and reduce waste. Repair, refurbish, recycle, refuse and reduce: we're incorporating this approach more and more into our businesses across our three geographies.

▶ Promoting refurbished mobile phones and encouraging recycling

Since the iliad Group was created, we've stood out from the competition thanks to the responsible choices we've made, and one of those was not to encourage our subscribers to replace their mobile phones before they need to.

In France, the Group has included refurbished models in its mobile phone offering for several years now. They are available online as well as in our stores, where they are displayed in working mode and can be handled by customers. The Group works closely in France with two specialists in this area, PRS and Recommerce.

As a member of the GSMA[1], in May 2023, the Group pledged that by 2030, 20% of the mobile phones purchased by its subscribers will be collected for refurbishment. This objective is in line with the partnership agreement with Certideal that we announced on June 14, 2022, which gives both existing and new Free Mobile subscribers the best prices and warranties for refurbished phones, with discounts of up to 10%. In 2023, 6% of our mobile phone sales were refurbished phones (versus 8.8% in 2022). This year-on-year contraction shows that more work needs to be done to inform the general public about the benefits of buying refurbished phones. And we also need to get the word out more among our teams so they will encourage subscribers to buy refurbished phones, for example, by reminding customers that a refurbished phone comes with a two-year warranty, just like a new one. Over 1,000 product references refurbished in France are proposed on the CertiDeal platform, all tested and certified and offering a 24-month warranty.

In Poland, our teams have recently launched a trade-in program for smartphones in good working order, with a view to refurbishing them. They've also launched a second-hand smartphone offering, and in 2023 Play teamed up with a new supplier of refurbished phones in order to enhance its second-hand product range and make it more attractive. The refurbished mobile phone market is still nascent in Poland, but the Group is spearheading changes in consumer habits and we expect to see the emergence of new demand for these products.

In parallel, to raise awareness among both our existing and prospective subscribers, we've installed drop-off boxes for used mobile

phones and accessories in all of our stores in France and Poland. The boxes are placed where people can see and access them easily.
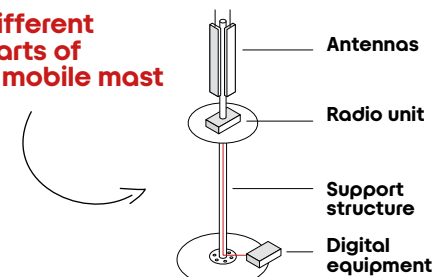
In France, when our sales advisors are given their induction training, they follow a specific module on explaining to our store visitors how they can drop off their used devices. The Free Foundation – the initiator of the project – has teamed up with Ateliers du Bocage, a non-profit organization which is a member of the Emmaüs charity network, for the dropped-off phones to be recycled or reused. Phones that are no longer in working condition or are obsolete are recycled, and those that still work are repaired and redistributed free of charge. And the system also contributes to inclusive employment, as Ateliers du Bocage employs disadvantaged jobseekers and people with disabilities.

▶ Launch of a mobile antenna refurbishment program

On March 30, 2023, Free announced that it had launched a program called *Vérification Bon Fonctionnement* (VBF) – an innovative initiative to check whether used mobile antennas are still in working order and can therefore be refurbished.

On average, a mobile mast comprises three antennas, some of which are replaced regularly to increase their capacity in phase with technological upgrades. Until now, obsolete antennas were taken down and recycled. With the VBF program, when an antenna is taken down from one of our mobile masts it's sent to our partner Amphenol Antenna Solutions to be checked, upgraded and, if necessary, repaired, before being refurbished and installed on a new mast. This delays the antennas' obsolescence and they can remain in service for two to three times longer than before.

Different parts of a mobile mast
- Antennas
- Radio unit
- Support structure
- Digital equipment

Drop-off boxes in all our stores in France and Poland

⊕ In line with our climate pledge No. 5, we have already equipped all of our stores in France and Poland with drop-off boxes for used phones and accessories. At end-2023 this corresponded to some 700 stores in Poland and 240 stores in France.

Free joins the GSMA

⊕ In February 2023, the iliad Group joined the GSMA (Global System for Mobile Communications Association), which brings together over 1,000 mobile operators and businesses across the ecosystem and related industries to advance innovation around the world. The Group is an active participant in the working groups organized by the GSMA on issues relating to reducing suppliers' carbon emissions and Scope 3 emissions, biodiversity and the circular economy.
Being a member of the GSMA means that we can adopt best practices by learning from the experience of other members and can forward-plan for new standards and market developments.
In connection with our GSMA work, in May 2023, we pledged that by 2030, 20% of the mobile phones purchased by our subscribers will be collected for refurbishment.

▶ Products: circular economy principles at the center of all our processes

97.5% of Freebox's waste is reused or recycled

The production of our Freeboxes in France and iliadboxes in Italy has always been designed and managed in-house by a dedicated entity.

Thanks to this specific way of working, which sets us clearly apart from other operators, we are able to control the design of our products and optimize each stage of the production process in order to extend their lifespans and also make it easier to refurbish or recycle the majority of their components. This also means that we get the maximum value out of components that already have significant added value.

For each new generation of our boxes, we focus on making the products more compact and reducing the quantity of materials used in their production. For example, production of the Freebox Pop needs just a quarter of the materials used for the Freebox Revolution.

Freebox also applies a modular design approach, enabling certain electronic components to be changed so that equipment can be upgraded to the latest market standards without having to completely replace it. For instance, the WiFi cards in our boxes can be taken out separately and our teams can replace them with new cards meeting the latest standards without changing the whole box. Given that WiFi standards are upgraded every two or three years, this design concept ensures that our boxes can last for more than ten years while integrating the latest performance standards.

Freebox's teams also design our boxes from the outset to make it as easy as possible for most of the components to be repaired and restored to as good as new, by choosing easily repairable materials and suitable assembly techniques. For example we avoid gluing parts together, which would make them difficult to repair.

We're also continuing our work on life cycle assessments for all Freeboxes so we can get a more precise picture of their environmental footprint and improve the eco-design of future generations of products. These assessments are conducted according to a protocol based on the main principles of ISO 14040, using the EIME tool developed by Bureau Veritas, which creates an ecopassport by product in compliance with the approach adopted by the European Commission in 2013. Life cycle assessments are used in order to apply a multi-criteria approach to analyzing the environmental impact of a product or system over its entire life cycle.

"

Helping our customers be more environmentally responsible is something that our Group can also do in store. We follow special training to propose refurbished phones to our store visitors and guide them in their choices. Our advisors can also run a phone check and test to see what condition it's in if a customer wants to trade it in via our partnership with Certideal for refurbishment or reuse.

Happy
Store Manager
Free

Freebox Crystal
iliadbox
Freebox Pop
Freebox Revolution
Freebox mini 4K

The Freebox Revolution, a textbook example

Refurbished

Used motherboards and electro-mechanical parts that still work are repaired and restored to as good as new.

Materials recovered for reuse

All plastic cases are ground down to produce new cases in a closed loop.

Recycled into raw materials

Motherboards and electro-mechanical parts that can't be repaired are recycled by a specialized provider. The components are ground down and the raw materials are recovered.

Recycled for new uses

For waste items that can't be recycled, such as the polymers in remote controls and USB connectors, our teams source specialized providers who recycle the materials for new uses (e.g., for children's play areas).

Watch the video

All repairable motherboards and electro-mechanical parts (connection cables, remote controls, power supply units, other accessories, etc.) are repaired and restored to as good as new. Our teams in France have set up partnerships with sheltered workshops which enable several hundreds of thousands of electro-mechanical accessories to be reintroduced into the production circuit each month.

Damaged motherboards and accessories that can't can't be repaired are sent to specialist providers to be recycled into raw materials. All of our specialized industrial recycling partners are based locally, in France or Belgium.

By designing products with their entire life cycle in mind, our teams are able to refurbish 90% of the boxes returned to us by subscribers. The 10% that cannot be restored are boxes that have been seriously damaged (for example those whose casing has been broken, or that have suffered water damage). Apart from these exceptional cases, as a general rule our boxes – Freeboxes and iliadboxes – can last for at least ten years, and they can be refurbished as many times as necessary for as long as they continue to feature in our commercial offers.

A structural principle: zero waste to landfill

⊕ Some materials such as foam and polymers can't be recycled to create raw materials. Our teams are committed to ensuring that none of this waste is sent to landfill. This ambitious commitment, which sets us apart in the industrial sector, means that we need to find appropriate solutions for recycling each material. Here are a few recent examples:

⊕ In 2021, our teams came up with an innovative solution to the problem of recycling eight tonnes of expanded polyethylene foam contained in returned products developed in France over ten years ago. They were recycled into synthetic football pitch underlay by a specialized partner located in the Netherlands.

⊕ In 2022, our teams picked out a French supplier that recycles elastomers into ground covering for children's play areas. Thanks to our partnership with this company, 45 tonnes of plastic waste from Freebox Revolution remote controls and USB connectors were recycled.

The Transformers and Nursery programs

RAID cards checked

Fans checked

Equipment in working order
Put back into service

Power supplies checked

Hard drives checked at the Nursery

NURSERY

Faulty equipment
sent to an e-waste recycler
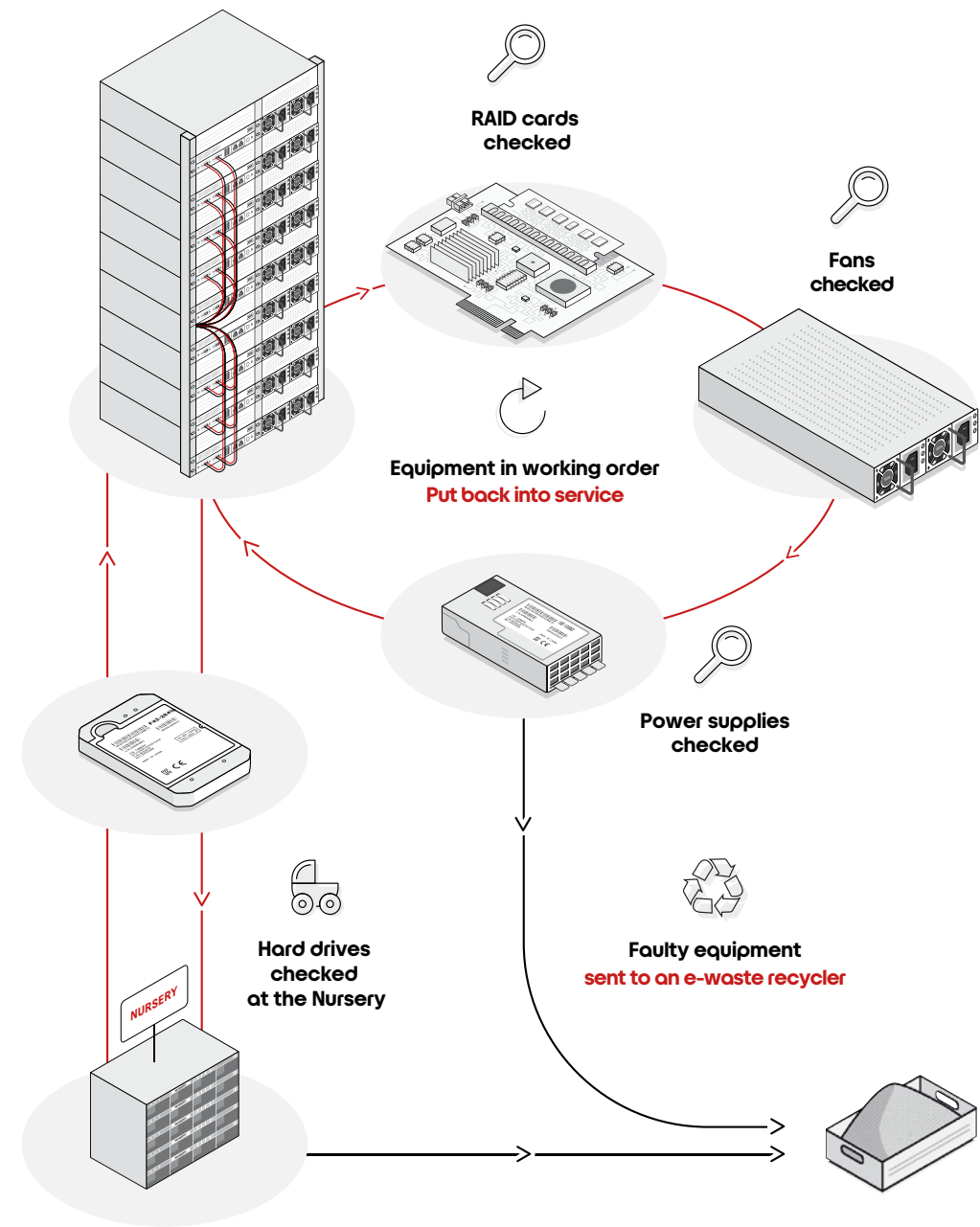
● Data centers: extending the lifespans of servers and hard drives

Scaleway, our entity dedicated to Cloud offerings, has developed two circular economy programs to extend the lifespans of servers and hard drives. The manufacture and use of servers have a significant impact on the environment[1].

In 2019, the "Nursery" program was launched in order to maximize the lifespan of hard drives. Thanks to a special machine and software designed by our teams, each hard drive's wear and tear is checked, which acts as a sorting process. Hard drives in good condition are wiped in a fully secure way to avoid any data leaks; and the others are destroyed and sent for recycling by a specialized service provider.

On average, 50% of our hard drives can be reused after their first life cycle. In 2023, this program was rolled out on a large scale, tripling the volume of hard drives processed and increasing the number refurbished to almost 29,000.

In 2021, following the release of the Group's Climate Strategy, we launched the "Transformers" project for Dedibox, Scaleway's long-standing offer of dedicated servers. We stepped up this program in 2023, rolling it out on a mass scale.

The Dedibox servers are taken apart, their hard drives removed, and their different components (power supply, fans and RAID cards) checked. All equipment in good working order is then put back into service and faulty equipment is sent to an approved e-waste recycler.

Some 10,000 servers went through this process in 2023. With this program, Scaleway is able to extend the lifespan of its servers to up to ten years, whereas they're usually thrown away after three or four years. The Transformers program has also been launched for other Scaleway Cloud offerings.

While reusing hard drives is already a widespread best practice among Cloud players, refurbishing servers is purely a Scaleway initiative, with no equivalent in its sector.

Almost 29,000 hard drives refurbished in 2023

1 Based on a joint ADEME-ARCEP study dated January 19, 2022, which estimates that data centers represent between 4 and 20% of the environmental impact of the digital sector. This study highlights the "predominant impact of servers", both in terms of their manufacture (accounting for an estimated 15 to 30% of their carbon footprint) and their use.

Contributing to global carbon neutrality

The iliad Group is working hard to contribute as much as it can to global carbon neutrality. Our efforts to achieve this include purchasing renewable electricity with guarantees of origin, reducing the emissions generated by our vehicle fleet and supply chain, and investing in carbon sinks and new renewable energy capacity.

100%
of the electricity purchased by the Group has been from renewable sources since 2022

▶ Target: 100% renewable energy

Since 2017, the Group has sought to optimize the carbon footprint of its data centers by using renewable energy entirely covered by guarantees of origin.

Since 2021, 100% of the direct electricity used by the Group in France and Italy is from renewable sources, covered by guarantee of origin certificates. For Play, in Poland, this proportion was 50% in 2021 and 100% in 2022. In 2023, we reached our target of all of the Group's electricity supplies being from renewable sources.

But that's not all. We're going the extra mile by applying exacting and rigorous sustainability criteria, such as:

▸ Only working with local electricity production units, located as close as possible to the points of consumption in France, Italy and Poland.

▸ Supporting, in priority, recent equipment brought into service after 2015, and only using solar and wind power, enabling us to contribute to energy transition in France and the rest of Europe.

▸ Relying on the international not-for-profit energy ecolabel, EKOenergy, so we can minimize our impact on biodiversity and take part in new green energy projects worldwide.

By keeping this 100% green energy pledge, the Group has already significantly reduced its Scope 2 emissions. In 2023, 1,095 GWh of guaranteed renewable origin electricity was supplied to the Group.

▶ PPAs in our 3 geographies

In order to focus investments on the projects with the greatest impact and to diversify its sources of supply, the Group has entered into Power Purchase Agreements (PPAs) in all three of the countries where it operates.

Our objective is to source at least 50% of our electricity through PPAs by 2035 in Italy and Poland, where the electricity mix is more carbon-intensive than in France. In France, where the energy mix is already lower-carbon, we are aiming for 20% of our electricity to be covered by PPAs by 2035.

Announced in February 2023, the Group's first PPA signed in France with ENGIE provides for a 15-year commitment by iliad to purchase the electricity generated by the Labrit solar farm located in the Landes region in south-west France. With 60,000 solar panels, it's estimated that the Labrit solar farm will produce more than 20 GWh of electricity per year.

The Labrit project is a long-term sustainable and environmentally-friendly project on several counts. From its creation through to its decommissioning, the solar farm will meet the criteria of the TED label (*Transition Energétique Durable*, meaning Sustainable Energy Transition), designed jointly by ENGIE and Bureau Veritas. This label is based on a framework of transparent commitments for deploying renewable energy production facilities that are integrated into their regional environments.

The facilities' end of life is already planned. The duration of the PPA is 15 years, but the lifespan of the solar panels is much longer: 95% of a silicon solar panel can be recycled and will be recycled at the end of its life.

The Labrit solar farm will also form part of an overall program launched by ENGIE in the Landes region to work with local shepherds on ways they can rear sheep on its solar farms, and with local bee-keepers on setting up hives there.

In late 2023, the Group signed three other PPAs, in France, Italy and Poland, representing total installed energy capacity of 89.5 MW. These PPAs meet strict requirements, including physical and additional criteria, and the energy produced is certified by the EKOenergy label.

⊕ **Since 2021, the iliad Group has disclosed the carbon pathways of its three geographies to independent organizations, such as the Carbon Disclosure Project (CDP). These organizations are the guarantors of our climate action.**

CDP DISCLOSER 2023

▶ 3 new PPAs signed in 2023

In late 2023, the Group finalized three new Power Purchase Agreements (PPAs) –with ENGIE and Statkraft – in its three geographies.

⊕ **Under the terms of the agreement signed in France, for 15 years as from April 1, 2025, the Group will purchase from ENGIE the electricity generated by a new solar power farm, located in Sainte-Gemme in the Charente-Maritime region. It's estimated that this solar farm will generate more than 34.5 GWh of electricity annually, which represents 8,000 tonnes of CO_2 avoided each year[2]. From its creation to its decommissioning, the solar plant will meet the criteria of the TED label (*Transition Energétique Durable*, meaning Sustainable Energy Transition) designed jointly by ENGIE and Bureau Veritas. The TED method is based on a foundation of commitment and transparency for deploying renewable energy production facilities that are integrated into their regional environments.**

⊕ **In Italy, iliad Italia signed its first PPA, with Statkraft – Europe's largest generator of renewable energy. Under this agreement, for 10 years as from January 1, 2025, iliad Italia will purchase the electricity produced by a solar power farm located in Latina in the Latium region. With a nominal capacity of 27.9 MW, the solar farm will generate 48 GWh of 100% renewable source electricity per year, i.e., the equivalent of the annual energy consumption of 18,000 four-person households in Italy. The electricity purchased under the PPA will avoid around 11,800 tonnes of CO_2 emissions each year[3].**

⊕ **In Poland, Play has also teamed up with Statkraft, signing its first PPA, covering electricity generated by a solar power farm located in the town of Resko. Under this agreement, for 10 years as from January 1, 2025, Statkraft will supply Play with an annual 34.2 GWh of renewable source electricity, representing 20,820 tonnes of CO_2 avoided per year[4]. The local energy supply market in Poland is still dominated by fossil fuels, so Play's signature of this PPA sends out a noteworthy message. By taking tangible action to reduce the carbon emissions related to its operations, Play is also helping to transform the overall Polish energy mix.**

2 Producer data. / 3 Producer data. / 4 In-house estimate.

▶ Vehicle fleet: a key lever

Our vehicle fleet represents the main lever for reducing our Scope 1 emissions.

In order to meet our climate pledges, we're aiming to reduce the emissions generated by the fleet Group-wide (calculated in grams of CO_2eq/km).

The first step to achieving this objective was to limit increases in the size of the fleet as far as possible in all three of our geographies. As a result, despite our business growth in Europe, the number of vehicles in our fleet remained stable in 2023, and at the year-end we had a total of 5,855 vehicles (combustion engine and electric) across the Group as a whole.

We intend to continue this optimization strategy in 2024, particularly when renewing our fleet. In France, we recently replaced a large portion of the fleet, selecting vehicles with engines that emit fewer fine particles (NOx). We're also adding more

5,855
vehicles
(combustion
engine
and electric)

and more electric vehicles, with EVs totaling 220 in France at end-2023 (representing 4.7% of the fleet versus 2.7% in 2021). In Poland, Play has begun to switch to a greener vehicle fleet and had some 150 hybrid cars at end-2022. For emissions generated by non-electric vehicles, we've set a cap of 140g CO_2eq/km. As stated in 2021 in our climate pledge No. 7, our objective is for electric vehicles to make up 25% of the Group's fleet by 2025.

Installing Qovoltis charging stations at the Group's sites over the next 3 years

⊕ In 2023, the Group launched a call for tenders seeking a company to equip its sites in France with EV charging stations over the following three years and selected Qovoltis – a specialist in smart charging infrastructure for electric vehicles. Installed and managed by Qovoltis, these stations will enable our employers to optimize their charging time and energy consumption. Qovoltis smart charging stations are compatible with the V2G (Vehicle-to-grid) and Plug&Charge standards, and are unrivaled technological leaders in their domain.

A virtuous supply chain

Our in-house teams design all of our Internet boxes for the French and Italian markets and then oversee their production from A to Z. Each step in our supply chain has been thought out to minimize our carbon emissions, and we are pursuing our efforts to make continuous improvements in this area.

Watch the video

A commitment to eliminating air freight

⊕ Our boxes and electronic components and cards are transported by ship from Asia to France. As a Group we've decided to eliminate air freight from our supply chain, except when absolutely necessary, such as in 2020/2021 when we had to use it to a limited extent because of the Covid-19 pandemic. This decision is a real commitment for us because alternative freight solutions are often more expensive and take longer. But we've built up strong expertise in this domain and now have the capability to optimize our loads shipped from Asia.
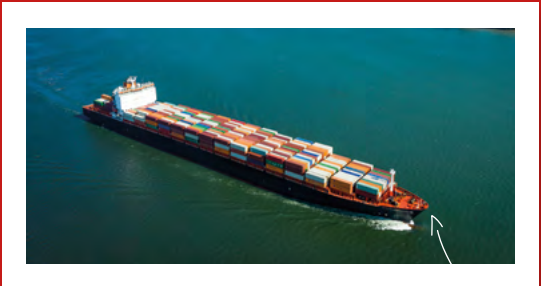
Priority given to river and rail transportation

⊕ Containers arrive at the port of Le Havre in northern France and are transported to our warehouses either along the river Seine or by goods trains. Once again, this is a deliberate choice we've made, namely to reduce road freight and the carbon emissions it generates. A barge can carry as much freight as 120 trucks and a train as much as 50 trucks.

Optimized loads for road transportation

⊕ When we absolutely need to use road transportation, trucks and pallets are loaded to full capacity so as to optimize each journey. We also make sure we use packaging suppliers located as close as possible to Free's warehouses and production sites in order to minimize truck mileage. These measures help us save thousands of miles a year.
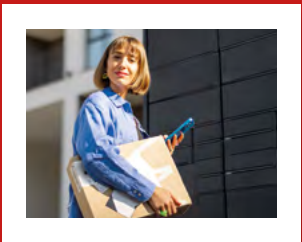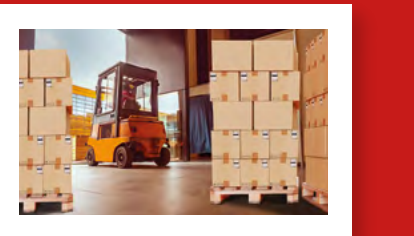
Last mile delivery

⊕ For the last mile delivery of Freeboxes to subscribers in France, our preferred suppliers are transport companies that use mainly low-carbon vehicles, and we encourage the most carbon-saving delivery solutions, such as pick-up points in urban areas.

Raising our employees' awareness

With more than 17,700 employees in Europe, the iliad Group has a major role to play in raising awareness among its people. Climate and environment issues are now a key focus of our in-house communication and the events we organize within our subsidiaries and the Group as a whole.

Almost
10%
of our workforce mobilized for the 2023 Sustainable Development Week

In 2023, our entities in France, Poland and Italy once again organized a whole range of events to raise awareness about sustainability and encourage their teams to take action for the environment.

In France, since 2021, every year we use the European Sustainable Development Week as an opportunity for raising awareness and communicating about the headway we've made on our Climate Strategy.

Employees are invited to take part in climate awareness sessions with a view to getting everyone involved in the Group's environmental action. An in-house conference takes place at the end of the week to present the carbon-reduction measures put in place within our various businesses.

▶ Watch the video

SUSTAINABLE DEVELOPMENT WEEK 2023

A look back at the events held in France for the 2023 European Sustainable Development Week

⊕ We organized a full array of events in France during 2023 for the European Sustainable Development Week (ESDW). Our employees were invited to take part in a range of activities, on their own or in teams, and in person or remotely, including:

- The 2tonnes "serious game" with over 100 employees taking up the challenge launched by our in-house ambassadors to reduce their emissions to 2 tonnes of CO_2 per year per person by 2050.
- Climate Fresk workshops: these fun, collaborative workshops, organized both in-house and externally, were also attended by about 100 employees, and six of our people were given training to become workshop leaders.
- Digital Collage workshops, which were held for the first time at iliad and gave their participants an insight into the environmental issues associated with digital technology.

Challenges were also launched for employees through the Energic app in a variety of areas such as climate change, carbon footprint, the impact of digital and the importance of environmental action. In addition, over 800 books were collected and given to Lucie, a non-profit we support that sells books for a modest or token amount and passes on the proceeds to charities.

⊕ On World Environment Day on June 5, 2023, the Group officially launched its first network of Environment Ambassadors. These employees, who come from different Group entities, have undertaken to support the Group's environmental objectives and help put them into practice within our various businesses.

m'illumino di meno
16 FEBBRAIO
Giornata Nazionale del Risparmio Energetico e degli Stili di Vita Sostenibili
Legge 27 aprile 2022, n. 34

"ILIAD "S'ILLUMINA DI MENO": SWITCH OFF NOTTURNO DELLE FREQUENZE E DELLE VETRINE PER PRENDERE PARTE AL CAMBIAMENTO

Taking part in Italy's national energy-saving day

⊕ On February 16, 2023, iliad Italia took part in *"M'illumino di meno"*, a national energy-saving day in Italy when everyone is encouraged to make small changes in their daily lives to reduce their energy consumption. In line with its Energy Saving Plan, which it launched in 2022, iliad Italia reaffirmed its undertaking to switch off the lights in its stores when they're closed and to put some of the frequency bands of its mobile masts on standby at night.

⊕ For the European Sustainable Development Week, Play shared an educational video with its employees highlighting the environmental impact of digital technology and the issues of electronic waste, recycling and reasonable consumption of electronic devices. An eco-activity contest was also launched, encouraging Play's teams to adopt daily ecological practices. And lastly, healthy cocktails were organized in the kitchens of Play's offices in Warsaw and Katowice, so people could get together and at the same time learn more about the importance of having a balanced diet.

✚ During the 2023 European Sustainable Development Week, iliad Italia's management team took part in a Climate Fresk workshop in order to understand more about climate change and what action can be taken. This exercise was so successful that iliad Italia decided to invite all of its employees to take part in a workshop between 2024 and 2025.
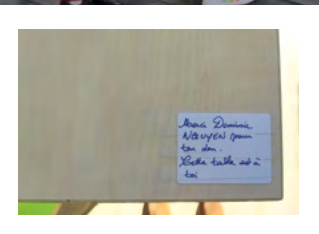
✚ In Bordeaux, Equaline launched the "Equatroc" swap shop, for people to pass on things they no longer want in exchange for something they need, in return for a donation to charity. Several different swap shops were held during the year in support of Prima, a charity that helps reduce social, psychological and educational isolation for sick children in hospital by providing them with PCs, tablets, Internet access, games consoles and online learning. One of these events involved offering Equaline's employees the tables and chairs previously used in its cafeteria, which they could take away so as to give them a second life in return for a donation to Prima. We also organized a seed and plant swap shop to celebrate spring as well as a clothes and bric-a-brac swap.

"
At iliad italia, we seek to make everyone aware of the importance of becoming actively involved in our climate strategy so that together, we can build a more sustainable future.

Flavio
Environmental Officer
& Sustainability Coordinator
iliad Italia

Sarah
Sales advisor
Free Pro

05 For society

We've always defended access to digital for everyone and consumer rights, whether it's setting fair prices for telecom bills or protecting personal data.
This approach naturally led us to take up pro-active social outreach programs, which we've carried out in France since 2006 through the Free Foundation.

Inflation à 2 chiffres ? Forfait à 2€.

ça bouge pas.
free

Françaises, Français, mes chers compotes.

Watch the video

No price increases: a promise by our Chairman

⊕ On January 10, 2022, in a video parody filmed to mark the tenth anniversary of Free Mobile, Xavier Niel renewed the Group's promise not to touch the price of our €2 and €19.99 mobile plans for five years. Our *"ça bouge pas"* ("it's staying where it is") campaign reminded subscribers in France of Free's commitment to defending their purchasing power against rampant inflation.

iliad

FIDATI. Di chi ce l'ha.

### Full steam ahead with the #Rivoluzioneiliad!

⊕ In Italy, since iliad's launch in the Mobile market in 2018, the brand has stood out for its straightforward, generous and transparent offers. iliad is the only Italian operator to offer the same plans across all sales channels, with no hidden costs, no nasty surprises and no unilateral changes to contract terms.

już od 30 zł mies. dla klientów Play

SUPERSZYBKI ŚWIATŁOWÓD

NETFLIX na 2 mies. w prezencie

Router Play B∎X NET

Play focuses on freedom of choice

⊕ With the acquisition of UPC Polska, Play is aiming to become the leader in Fixed-Mobile convergence in Poland. Following the same route as the iliad Group, with its new Fiber plans offering speeds of up to 5 Gbps and new generation TV, Play is setting a new standard in the Polish market, combining best-in-class service with freedom of choice.

05 For society
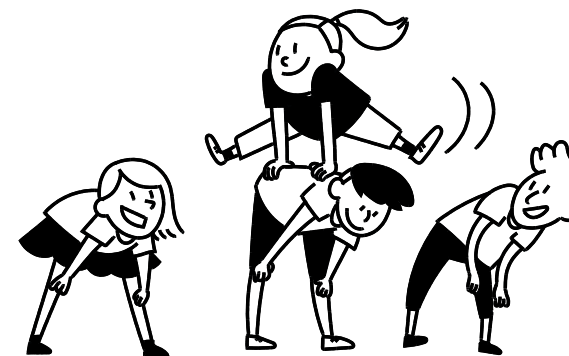
Bringing digital technologies within everyone's reach

From its very beginnings, the iliad Group has been driven by the overriding aim of giving everyone access to the best digital technologies. This has led to a unique sales policy, based on core values such as generosity and transparency. But it also means serving entire geographies without any gaps in coverage, and offering the same prices everywhere.

▶ Fairly priced, generous and transparent deals

The iliad Group's unique sales policy, based on transparent, generous and fairly priced deals, sets it in a class of its own.

In France, Free has consistently championed the principle of offering phone plans at the fairest possible price. Free Mobile's entry-level plan at €2 per month is an illustration of this policy. By charging subscribers the fairest possible price for its services, Free Mobile halved the cost of mobile plans. And the price of the Free Mobile plans launched in 2012 has stayed the same for ten years (€2 and €19.99). In early 2022, our teams in France renewed their promise not to touch the price of those deals for another five years, i.e. until 2027.

The launch of Free Mobile resulted in immediate purchasing power gains for people in France. The French statistics institute, INSEE, estimates that the cost of France's mobile plans fell by 9.5% over the first nine months of 2012[1]. The average monthly mobile bill for users in France dropped from €27.3 in 2012 to €14.30 in 2022[2]. All told, Free's fair pricing policy has shaped the market, as ten years on, France has the lowest mobile telecoms tariffs in Europe[3].

Free is also constantly enriching its Fixed and Mobile packages, without raising their prices. And in the Mobile segment, its unlimited call and text deal even set a new standard for the market. Since 2012, the data allowance included in the Free Mobile Plan has also been regularly increased without any change in price, and 4G then 5G capabilities were included at no extra cost. Reflecting our unwavering commitment to transparency, Free's offers do not contain any hidden costs, and our sales contracts are straightforward and easy to understand for everyone.

In Italy, the iliad brand was launched by the Group in 2018 with the same ambition of bringing transparency, quality, innovation and generosity to the Italian telecoms market through the #Rivoluzioneiliad. iliad Italia stands out for its commitment to transparency – it is the only operator to offer the same deals across all sales channels, with no hidden costs, no nasty surprises and no unilateral changes to contract terms.

In Poland, with the completion in 2022 of its acquisition of the fixed-line operator UPC, the iliad Group is seeking to become the leader in the Polish Fixed-Mobile convergence market. Following the same route as the Group, our Polish subsidiary now offers cutting-edge Fiber plans, with a new generation TV service, combined with a freedom of choice that is unique in the Polish market.

1 Source: INSEE.
2 Source: ARCEP, Observatoire des Marchés des Télécommunications Electroniques, May 26, 2021.
3 Source: Rewheel Research Pro study, November 2021.

Providing nationwide coverage

In each of the countries where we operate, we have always sought to give everyone, everywhere, equal access to the same offerings. Whether our subscribers live in a city or a rural village, they will always pay the same price. This vision led us to invest heavily, right from the outset, in rolling out our own equipment and infrastructure. By doing this, we're helping to bridge the digital divide, boost local economies, and build national cohesion in all of our three geographies.

In France, since 2006 we've devoted over €10 billion to rolling out fiber across the country, including in the most sparsely populated areas. Our aim is to be a long-term partner for local authorities and invest alongside them in the fiber rollouts of regional-level networks, known as "public initiative networks". At end-2023, 27,000 municipalities were covered by Free Fiber in France.

Free also took the gamble of building its own mobile network as from 2011, i.e. 15 years after France's other operators. Our mobile rollout drive covers all regions, even the most rural. Over the last few years, almost one in two of our base stations has been deployed in non-densely populated areas. In 2023, Free switched on over 2,400 new 4G sites and more than 2,175 5G sites. At end-2023, Free covered over 99% of France's population for 4G and over 94% for 5G.

In Italy, the Group began deploying its own mobile network in late 2016, firstly by signing a roaming agreement with WindTre. In early 2023, a shared network was created (RAN sharing) through a joint venture called Zefiro Net, which is 50-50 owned by iliad Italia and WindTre.

Our Mobile network coverage in Italy is growing every day, and at end-2023, iliad Italia's 4G population coverage rate was over 99% and its 5G network was available in more than 3,000 municipalities (corresponding to all towns and cities with over 90,000 inhabitants, bearing in mind that Italy has 4.5 times fewer municipalities than France). We're partnering the digital and technological transition in Italy thanks to our investments in rolling out our Mobile network and purchasing 3G, 4G and 5G frequencies. In 2023, the shared network by iliad Italia and WindTre has more than 6,700 base stations located in non-densely populated areas.

In Poland, the Group accelerated the pace of its Mobile network rollout in 2023, adding 1,050 new base stations, which brought its total number to 11,621 by the year-end. This makes Play the leader in the Polish market, with population coverage rates of 99.7% for 2G/3G, 99.6% for 4G LTE and 58.8% for 5G DSS 2.1 GHz.

Also during 2023, Play teamed up with InfraVia to launch Poland's largest fixed broadband network based on an open access model (through Polski Światłowód Otwarty – PŚO). PŚO is investing in expanding its fiber network and upgrading the current infrastructure to the XGS-PON standard, which will provide Internet service connections at speeds of up to 5Gbps. The plan is for PŚO's network to cover 7 million households by 2030.

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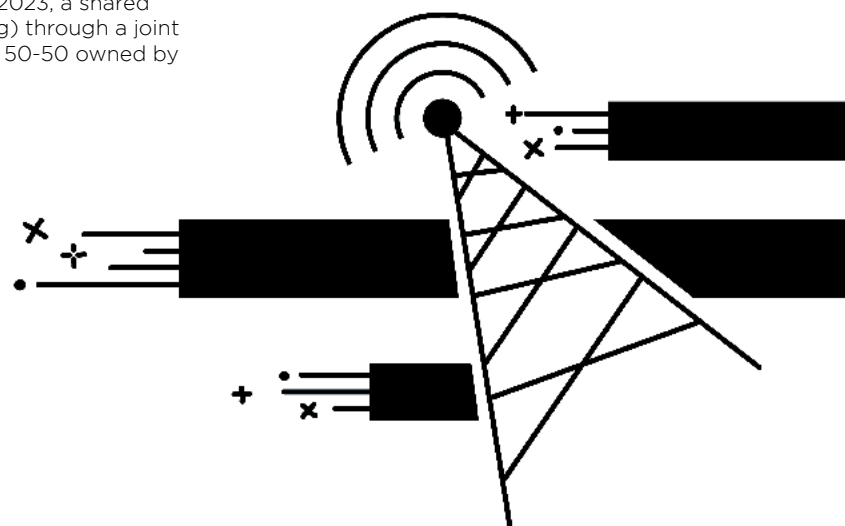
Contributing to the development of artificial intelligence made in Europe

>1,000
Nvidia H100 Tensor Core GPUs

In 2023, the iliad Group announced that it had made strategic investments in AI, with the purchase of the most powerful cloud-native AI supercomputer deployed at that date in Europe and the creation of a research lab dedicated to AI open science. With these investments, the Group is helping to propel the momentum of the French AI ecosystem, build an AI that is "made in Europe", and bring the most recent AI models within everyone's reach.

The most powerful cloud-native AI supercomputer deployed to date in Europe

In September 2023, the Group announced that it had purchased an NVIDIA DGX SuperPOD equipped with NVIDIA DGX H100 systems – the world's most advanced AI supercomputing platform. It was installed at the heart of the Group's Datacenter 5, located in the Paris region, and is operated by our subsidiary Scaleway.

With this supercomputer, iliad acquired the most powerful cloud-native AI supercomputer deployed in Europe at that date. This was a first step for the Group in increasing the computing power available to its customers, which it did over the following months.

Since then, Scaleway now markets a full suite of cloud-native AI offerings to partner its customers along the entire value chain of their AI projects. Our aim is to become the European leader in cloud services dedicated to AI, therefore contributing to a sovereign AI made in Europe.

⊕ The NVIDIA DGX SuperPOD that Scaleway has had since September 2023 comprises 127 DGX H100 systems, representing a total of 1,016 interconnected NVIDIA H100 Tensor Core GPUs. It provides the computational power necessary to train AI models up to four times faster than computers using earlier versions of GPUs.

ai-Pulse – Europe's premier AI conference

⊕ 2023 also saw the creation of ai-Pulse, a conference fully dedicated to players in the European AI ecosystem. Organized by our subsidiary Scaleway at Station F in Paris, ai-Pulse brought together engineers, developers and researchers working in the field of AI as well as AI decision-makers from start-ups through to large corporations and was an action-packed event, showcasing the latest developments in AI-driven technology for business. The first edition of ai-Pulse took place on November 17, 2023, with 50 speakers and over 1,000 participants.

▶ Kyutai – a lab dedicated to open-science AI research

Co-founded by the iliad Group, the CMA CGM Group and Schmidt Sciences and with a budget of some €300 million at end-2023, Kyutai's objective is to tackle the main challenges of modern AI, particularly by developing large multimodal models and inventing new algorithms to enhance their capacities, reliability and efficiency. To do this, the laboratory will use the computing power made available to it by Scaleway.

Resolutely committed to the democratization of AI, Kyutai is positioning itself as a leading player in AI open science. Its ambition is to share its advances with the entire AI ecosystem – the scientific community, developers, companies, society at large and decision-makers in democracies.

Kyutai will also contribute to the training of future AI experts, by offering internships to students on Master's programs and supervising PhD students and postdocs.

/ kyutai

OPEN-SCIENCE AI LAB

⊕ Following on from the purchase of its supercomputer, in late 2023 the iliad Group announced that it was one of the driving forces behind the creation of Kyutai – Europe's first private-initiative research lab dedicated to AI open science.

▶ Watch the video

Launch of Kyutai on November 17, 2023 at Station F

⊕ On November 17, 2023, at Station F in Paris, the iliad Group subsidiary, Scaleway, hosted the first edition of ai-Pulse – Europe's premier AI conference. Representatives from the whole French AI ecosystem came together at this key event to share their views and insights about the future of generative AI. ai-Pulse also saw the joint announcement, by the iliad Group, the CMA CGM Group and Schmidt Sciences, of the launch of Kyutai – a research lab dedicated to AI open science.

Promoting local employment and dialog with regional authorities

As well as being a fast-growing technology player on a European scale, the iliad Group is also a local player with a strong regional presence in all of its geographies. Our commitment to regional communities is reflected not only in the long-term jobs we create across France, Italy and Poland, but also in the relations of trust we build up on a daily basis with all local players.

144
Free Proxi teams throughout France at end-2023

▶ Long-term regional employment

In France, the iliad Group employed over 12,600 people nationwide at end-2023. In addition to Paris, where the Group's head office is located, we have two main operating bases: Marseille, where we've created over 1,100 jobs in the last 10 years, including at one of our main subscriber relations centers and in our Free Pro teams; and the Nouvelle-Aquitaine region, where we now employ more than 1,000 people, around half of whom at our Bordeaux subscriber relations center.

Our strategy of keeping operations local is also illustrated in the network of stores that we now have, covering the length and breadth of France (totaling some 230 at end-2023), which is also generating long-term local jobs.

Towards the end of 2022, we announced a new and innovative service – Free Proxi – designed to further increase our regional presence by setting up small local subscriber assistance teams throughout France.

In Italy, iliad has two main sites, in Milan and Rome, and eleven in the rest of the country. During 2023, iliad Italia recruited 282 people, half of whom were aged under 30. The number of new hires outside Milan, where the head office is located, rose by 53% between 2022 and 2023.

In Poland, Play had over 4,200 employees at 184 sites across the country at end-2023. Almost 60% of Play's workforce is based outside Warsaw, where it is headquartered, including in the cities of Katowice, Krakow, Poznan and Gdansk.

Free Proxi: permanent jobs throughout France

⊕ Towards the end of 2022, the Group launched a subscriber support revolution with Free Proxi, a brand new concept for subscriber support services. Throughout France, small local teams made up of 8 to 10 Free advisors are on hand for subscribers in their neighborhoods to answer all their questions. Because they're local, Free Proxi's teams really know the Fixed and Mobile infrastructure within their assigned areas. They can easily troubleshoot possible incidents, and even go directly to a subscriber's home to restore service or replace a device. At end-2023, there were 144 local Free Proxi teams covering approximately 35% of our Fixed and Mobile subscriber base in France. Our aim is to have 180 Free Proxi teams by the end of 2024 covering 50% of our subscriber base.

► Ongoing, constructive dialog with local authorities

In France, Free's regional commitment and engagement is reflected in the close relations our people build up with local players. A team specifically dedicated to relations with local authorities works nationwide in partnering the rollout of the Fixed and Mobile Ultra-Fast Broadband network. This team participates in seminars and public meetings to answer any concerns that local subscribers may have and ensure high-quality dialog, both with subscribers and local councilors. In 2023, Free took part in some 1,500 public meetings.

Throughout the year Free's regional teams deal with questions from residents about various issues (such as the copper network shut-down, the health impact of radio waves and after-sales matters), providing prompt answers that take into account specific local contexts.

In Poland, Play engages in continuous dialog with local authorities and communities and organizes information campaigns among the main stakeholders of the Fixed and Mobile network rollout.

All of this allows us to forge long-term relations with local decision-makers and help them as they steer their regions through the digital transition, and at the same time we regularly take part in meetings with local communities.

1,500
meetings with local authorities in France in 2023

In Italy, iliad has been working since 2018 hand in hand with local authorities to plan the rollout of its mobile network.

⊕ In Poland, Play took part in 114 consultation meetings throughout the country in 2023.

Partnering local councilors in meeting the specific needs of their communities

⊕ Free attended the Alpes-Maritimes Mayors' Convention in 2023, meeting up with mayors and other regional representatives. The event gave our teams the opportunity to present Free's strong regional roots and describe our commitment to the responsible rollout of 4G/5G/Fiber technology.

⊕ Free took part in a public meeting on fiber held on November 16, 2023 by the Mayor of Herblay-sur-Seine, located in the Val d'Oise region just outside Paris. At this event, we highlighted the local work and presence of our teams and our excellence in rolling out FTTH networks, as embodied in our fiber training center located in the heart of the Val d'Oise region.

Creating a trusted digital environment

Whether it's protecting our information systems, the personal data we collect, vulnerable populations who use our services, or the health of the people we provide mobile coverage to, all of us at the iliad Group work hard every day to make sure we do things right.

6,500
employees trained in cybersecurity issues in 2023

► Cybersecurity: protecting our information systems – an absolute priority

Faced with the mounting number of cyberattacks, the Group has increased its measures for protecting its information systems in its three geographies. Ensuring uninterrupted network coverage and continuity of services, as well as protecting the security and confidentiality of the personal data of our subscribers and our employees, are two absolute priorities for us. This major concern has resulted in important choices that we have made in our Fixed and Mobile telephony operations, as well as for our subscriber relations platforms, our data centers and our human resources systems.

Our cybersecurity policy is based, among other things, on selecting trusted technical partners and only permitting in-house access to critical equipment as well as encrypting the various accesses (wireless encryption, remote VPN access).

The Group also regularly analyses the cyber risks to which it is exposed. An assessment of those risks and a description of all the measures put in place to mitigate them are compiled in documentation drawn up as part of our information system security policy (ISSP).

To make sure that employees fully understand these issues, the Group has set up specific training plans in France, Italy and Poland and provides them with appropriate support systems.

In 2023, 3,445 employees in France completed e-learning on cybersecurity, which means that since 2020 more than 11,000 employees in the Group's French subsidiaries have been given cybersecurity training. In Italy, all iliad employees followed mandatory cybersecurity training in 2022. And in Poland, a cybersecurity training module is included in the induction program for all new hires.

The Group's strategic choices

▸ Wireless connections are always encrypted using the latest algorithms.

▸ Oversight and operation of equipment is carried out in-house with secure, authentication-based access control.

▸ Subscriber relations platforms are managed internally at Group level by dedicated structures to ensure that personal data is not disclosed to external parties.

▸ The Group prefers to develop its information systems in-house.

▸ Access to databases containing subscribers' personal information systematically requires authentication, with hierarchical access levels.

▸ All actions on information systems and equipment are traced.

▸ The policy for creating and storing passwords for accessing subscriber areas is regularly updated in line with security requirements.

▸ Website encryption protocols comply with the best recommendations.

▸ Our data center hosting services are ISO 27001 and HDS* certified.

* Health data hosting certification in France.

▶ Personal data protection

In an increasingly connected world, our subscribers are entitled to expect that their personal data is kept in safe hands. The confidentiality and security of personal data is of paramount importance to our Group and we work hard to maintain a transparent and secure environment built on trust by:

▸ implementing the necessary measures to ensure that all personal data processing complies with regulatory requirements, especially Regulation (EU) 2016/679 of the European Parliament and of the Council dated April 27, 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (GDPR*);

▸ maintaining a legally compliant base for the collection, processing and/or storage of personal data;

▸ transparently informing subscribers about the processing of their personal data;

▸ providing subscribers with a smooth and efficient process for exercising their right to check their personal data.

To ensure that this policy is properly applied across all our entities and geographies, we have put in place a specific data protection governance structure. This structure is made up of data protection officers (DPOs), led by the iliad Group Chief Data Protection Officer, who oversee the Group's compliance with the GDPR and all applicable local laws and internal standards, and recommend any necessary improvements to the Group's systems.

Networks of GDPR correspondents have also been set up, with responsibility for implementing the Group-wide GDPR compliance program.

We provide specific training and tools so that all our employees can fully understand the importance of protecting personal data, and we include modules on data security and confidentiality in our general employee training and awareness-raising plans.

Publication of our Personal Data Protection Charter

⊕ In 2023, the Group published a Personal Data Protection Charter, which sets out the principles that it follows to guarantee the confidentiality, integrity and security of the personal data that is collected and processed as part of its activities.

Responsible digital technology: protecting vulnerable people

⊕ The iliad Group endeavors to protect everyone who uses its services, and particularly minors.

In France, the parental control system can be activated at no cost to subscribers for any of Free's Fixed and Mobile offerings. The parental control option enables parents to monitor content that their children watch online on the web or on their phone, by blocking inappropriate content and managing their screen time, even when the parents aren't there.

In Italy, iliad signed the Pietrarsa Manifesto in 2022 which coincided with the 25th anniversary events marking the creation of the Italian Data Protection Authority. The signatories particularly undertook to put in place tangible measures to make the processing of the data they collect transparent and understandable, and to offer training to minors and the elderly to raise their awareness about the importance of their personal data.

In the same vein, on the worldwide Safer Internet Day in 2023, iliad launched a video communication campaign on social media focusing on the importance of data in people's everyday lives. Using, straightforward and informal language, this series of videos, aimed particularly at young people, explained terms such as "specific data", "cookies", "data processing" and "phishing".

▶ Electromagnetic waves: a policy based on dialog and transparency

In France, Italy and Poland, the Group has a pro-active policy regarding radio waves that goes further than simply complying with current regulations, by promoting dialog and transparency.

⊕ In France, ever since it entered the mobile telephony market in 2012, Free has rolled out its network in constant compliance with all applicable health and environmental regulations. As well as strictly applying recommendations in this area, our teams provide our various stakeholders with transparent information backed up by scientifically proven facts. Constructive partnerships have been forged with local authorities, and seminars are held on a regular basis to share scientific knowledge and feedback from the field. Free also takes part in local government meetings in France organized prior to the installation of new transmitters, as well as in forums organized by local authorities, government bodies and health agencies to inform the public and respond to their concerns.

⊕ In Italy, iliad ensures that emissions from its base stations remain well within the legal limits by implementing strict controls across its entire network. Before building a new base station, iliad assists the regulatory authorities in measuring the environmental impact of the site's electromagnetic field and performing all necessary checks. iliad Italia also cooperates with the regional environmental protection agencies (ARPA) and undertakes to reduce the emission power of its base stations where necessary. Transparency is a fundamental value for iliad. In addition to raising awareness and educating employees about the potential risks associated with exposure to electromagnetic waves, our radio engineering teams regularly submit detailed reports on mobile network emissions to the relevant authorities, including the Ministry of Enterprise and Made in Italy (MIMIT), the National Environmental Protection System (SNPA) and the Higher Institute for Environmental Protection and Research (ISPRA).

⊕ In Poland, regulations concerning electromagnetic fields are governed by the Environmental Protection Act of April 27, 2001. In addition, since January 1, 2020, electromagnetic radiation limits have been aligned with the recommendations issued by the European Union, the World Health Organization and the International Commission on Non-Ionizing Radiation Protection (ICNIRP). Play strictly complies with the requirements of Poland's environmental protection legislation, including by measuring the level of electromagnetic fields in the environment immediately before starting up a base station and whenever the base station's operating conditions change. As part of its capital expenditure processes, through meetings with government agencies and local communities, Play provides information about the restrictive obligations it has to meet regarding protection against electromagnetic fields, as well as about Electromagnetic Compatibility (EMC) standards that are currently in force and the agencies (international and national) that define them.

* General Data Protection Regulation.

Ensuring a responsible purchasing policy

Respecting the underlying principles of CSR is an essential component of our Group procurement policy and we place as much importance on this as quality and prices. We therefore pay particular attention to our partners' CSR performance across our entire supply chain.

552
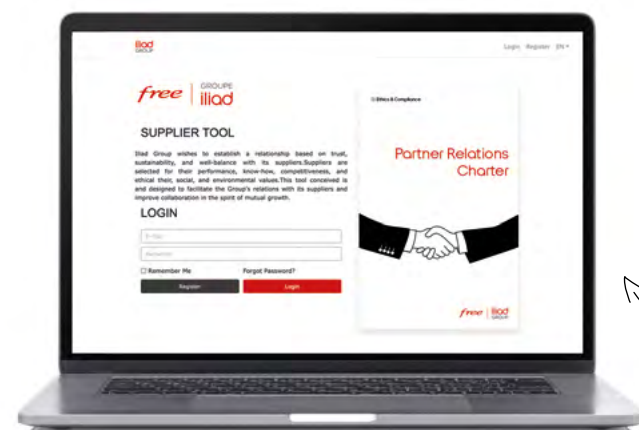suppliers
assessed by EcoVadis
in France and Italy

Already back in 2018 the iliad Group put in place a procurement policy based on assessing the CSR performance of all of its partners. We expect them to be standard-setters in three main areas: business ethics, environmental protection, and respect for labor and human rights.

To this end the Group has entered into a partnership with EcoVadis, a platform that is used by more than 130,000 companies in 180 countries which we selected on account of its ISO 26000-based assessment methodology and the tangible results it has delivered.

At end-2023, 552 of our suppliers in France and Italy had been assessed by EcoVadis. The assessment process was launched in Poland in 2023, with the results scheduled for 2024.

In 2022, the Group published a Partner Relations Charter, aimed at:

▶ strengthening CSR practices with our partners;

▶ enhancing the Group's social and environmental performance by selecting virtuous and committed partners; and

▶ helping to manage risks by assessing the externalities of products and services offered.

Partner Relations Charter

Publication of the Group's Partner Relations Charter

⊕ In 2022, the Group published a Partner Relations Charter setting out the principles and commitments it has set for itself, and to which its suppliers must also adhere.

An internal platform dedicated to supplier management

⊕ In 2020, the Group developed an internal tool for managing its suppliers and monitoring their compliance. Through this tool we can optimize our relations with our stakeholders and more easily track their CSR performance.

Setting the standard in our business conduct

Ever since it was founded, the iliad Group has held and upheld the values of transparency, trust and respect. These values translate into strong ethical principles that underpin all of our business activities and allow us to promote a culture of leading by example to encourage behaviors and business ethics that meet the highest standards of integrity.
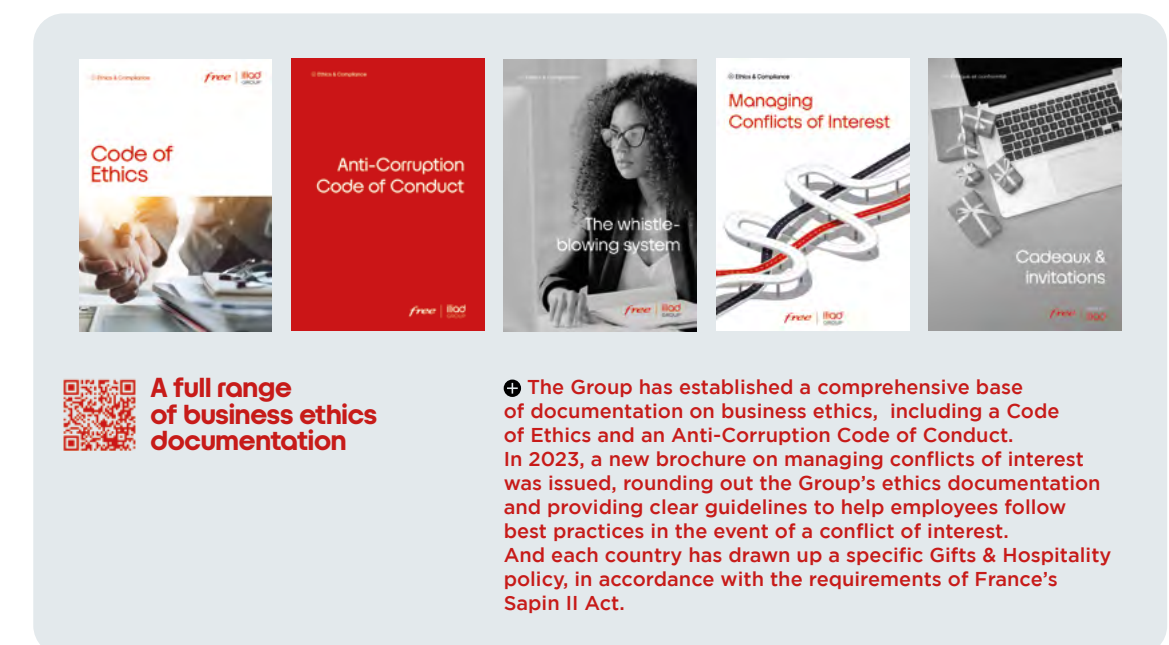
2,700
employees
followed
anti-corruption
(Sapin II) training
in 2023

The Group's Code of Ethics, the latest version of which was published in 2021, sets out the values and principles underlying its business ethics. In addition, the Risks, Audit and Compliance Department has issued an Anti-Corruption Code of Conduct. Designed for the Group's employees, this Code provides a clear framework for them to make the right choices and take the right steps when faced with risks of corruption. It includes a number of illustrative examples of situations that employees could encounter in their job and how they should behave in those situations. It is a succinct, go-to-guide that can also be given to any business partner. These documents are adapted to local regulations for the Group's international subsidiaries.

To ensure it offers a safe and pleasant place to work for all of its employees and partners, the iliad Group has also set up an online whistle-blowing system. This system is straightforward and efficient, and

enables employees, as well as external and occasional partners to inform the Group if they identify any behavior or situation that could potentially be in breach of the Code of Ethics or the Anti-Corruption Code of Conduct. Whistle-blowers can use the system in the strictest confidentiality and in totally secure conditions.

An awareness-raising and training plan has also been developed on preventing risks related to ethics and compliance. Its main objective is to relay a culture of compliance within the Group and to reiterate the principles set out in the Code of Ethics. This training is available in France, Poland and Italy in order to cover all specific local regulations. And in 2023, a training module on international sanctions was rolled out for teams involved in international operations and risk management.

A full range of business ethics documentation

⊕ The Group has established a comprehensive base of documentation on business ethics, including a Code of Ethics and an Anti-Corruption Code of Conduct. In 2023, a new brochure on managing conflicts of interest was issued, rounding out the Group's ethics documentation and providing clear guidelines to help employees follow best practices in the event of a conflict of interest. And each country has drawn up a specific Gifts & Hospitality policy, in accordance with the requirements of France's Sapin II Act.

Acting in support and solidarity

Since our very beginnings a sense of support and solidarity has run throughout our Group. We're always there in times of crisis. And every day, in each of our geographies, we support numerous non-profit organizations, either directly or through our corporate foundations.

▶ Earthquake in Morocco: Free moves into action

Following the terrible earthquake that struck Morocco in September 2023, our Moroccan contact center teams moved into action to raise funds to help the victims. Free undertook to match the donations, therefore doubling them, and a total of 176,260 dirhams was raised. This amount was paid to the non-profit Amal Sidi Fares, which worked in coordination with the charity Villages Propres in the Asni region to finance the building of temporary accommodation for the earthquake victims.

⊕ With Free's matching donations a total of 176,260 dirhams was raised. This amount was used to finance temporary accommodation to help the earthquake victims get through the winter.

⊕ In June 2023 iliad Italia launched "iliadship" – a program designed to help and support 10 university students every year.

⊕ June 2023 also saw the inauguration of the 42 coding school in Warsaw, attended by Jean-Marc Harion, Play's CEO, and Malgorzata Zakrzewska, Play's Chief Communications Officer.

▶ Education – a priority for the Group

The Group's commitment to communities and society as a whole is clearly illustrated in the importance it places on making education accessible to all, and a prime example is the 42 coding school project created by Xavier Niel.

In June 2023, the world's forty-ninth 42 coding school opened in Warsaw and it welcomed its first cohort of students in September. Play is a partner of the project via its corporate foundation, "Freedom of Choice". Like all of the other "42" school campuses, the Warsaw site offers an IT excellence training pathway that is free of charge and open to everyone.

Also in June 2023 iliad Italia unveiled "iliadship", an innovative program designed to support 10 university students each year in the field of sciences and in humanities. iliadship is a long-term initiative to which iliad will provide over €1 million in funding over 10 years, and is fairly unique in Italy's educational landscape in that it combines university studies with business experience. The program comprises a €15,000 grant for each student, individual mentoring with an iliad employee and a member of the Advisory Board, and an internship within iliad or one of its partner companies.

▶ Long-term support for non-profits

In France, Poland and Italy, the iliad Group builds long-term partnerships with non-profit organizations, giving them pro-active support year after year.

"Il Cielo Itinerante" in Italy

⊕ Since 2020, iliad Italia has been helping combat inequality in accessing education by supporting projects organized by the non-profit Il Cielo Itinerante, whose mission is to promote STEM subjects (science, technology, engineering and mathematics) among young people – both girls and boys – from disadvantaged educational backgrounds. Two projects were carried out under this partnership in 2023.
The "Italia Brilla-Constellazione" tour – which was launched in 2022 to bring science to vulnerable communities – continued in 2023, in Verona, Varese, Perugia, Rome, Bari, Cagliari, Rieti and Bologna. More than 500 children came along to find out more about the stars and space.
The second project was "Operation Sky", carried out in collaboration with the University of Stanford – a pioneering program designed to introduce innovative new ways of teaching sciences to children aged between 10 and 14. In July 2023, an amazing day devoted to science and space discovery was organized at the Città della Scienza museum in Naples for around a hundred of the children helped by Il Cielo Itinerante. And they even got to see the Italian astronaut, Roberto Vittori.
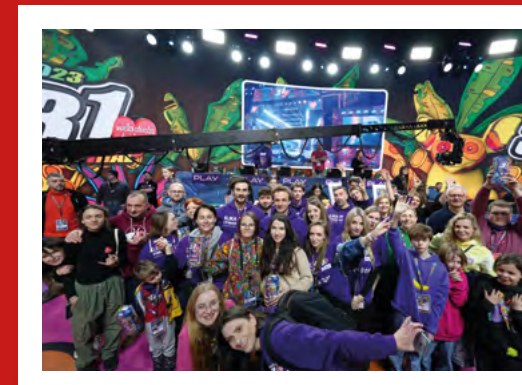
The Great Orchestra of Christmas Charity (WOŚP) in Poland

⊕ For many years now, Play has partnered with the Great Orchestra of Christmas Charity [Wielka Orkiestra Świątecznej Pomocy – WOŚP], one of the biggest non-profit organizations in Poland, which raises money for the health sector, particularly for pediatric care. Every year, employees from Play volunteer to take part in the "Get Even with Diabetes" winter run and the Grand Finale event when donations are sent in by text message. More than 200 Play employees volunteered to take part in the 2023 Grand Finale, which received a record amount of donations.

Sidaction in France

⊕ Every year, for the past 15 years, Free has taken part in Sidaction, an Aids fundraising campaign, by hosting the charity's volunteer workers and mobilizing Free's people to help organize the event and make sure everything goes smoothly. For the 2023 Sidaction, which was held on March 25, some one hundred volunteers took over the workstations of our Subscriber Relations Center in Paris from midday until 2 a.m. the next day to answer calls from donors.

⏵ Bridging the digital divide with the Free Foundation

Created in 2006, Free's corporate foundation – the Free Foundation – takes action to help bridge the digital divide and promote open-source software.

The Foundation regularly launches calls for projects covering current social issues for which digital tools can be used as a vehicle for action. Every year, around twenty non-profits located across France receive funding from the Free Foundation. Since its creation the Foundation has provided support for more than 380 projects. It also creates lasting partnerships with non-profits working on digital inclusion programs for young people, such as Sport dans la Ville, Mozaik RH and Les Entreprises pour la Cité.

Right from its outset, and in phase with the Group's DNA, the Foundation has also supported the open-source software community, and 11 open-source non-profits are currently able to access servers made available to them by the Foundation.

Additionally, the Foundation encourages Free's employees to get involved in charity and volunteer work via various in-house programs, such as salary-rounding and mentoring systems, and it supports charities of which employees themselves are members.

>380
projects
supported
since 2006

⊕ **2023 marked a turning point in the Free Foundation's governance, with a new team put in place to help drive the development of new projects.** Ombeline Bartin, the Group's Chief Public Relations Officer, became Chair of the Foundation, succeeding Jean-Claude Michot, and Lucile Poirier was appointed as CEO.

From top to bottom: Ombeline Bartin, Chair of the Free Foundation, Lucile Poirier, CEO of the Free Foundation.

Calls for projects: "Digital as an impact accelerator"

⊕ In 2023, the Free Foundation launched two calls for projects on the theme of "Digital as an impact accelerator", in partnership with the city authorities of Lille and Strasbourg respectively. The aim was for the Foundation to support projects with a local impact that use digital technologies to drive social inclusion and sustainable development.

The calls for projects drew a large number of applicants, clearly showing how active the local non-profit sector is in terms of working to make digital a real impact accelerator in a multitude of ways – by giving visibility to social projects, fostering collaboration between a wide range of local players, creating new opportunities for funding, and encouraging local people to take on board regional sustainability.

For the projects in Strasbourg, three non-profits were selected (France Active Alsace, Lecture Jeunesse and Kodiko) and in Lille four were chosen (Sauvegarde du Nord, le Valdocco, le Refuge Formation and Lecture Jeunesse).

Signature of a partnership agreement with Konexio

⊕ **In 2023, the Free Foundation entered into a major partnership with the non-profit Konexio,** with the objective of making digital a vehicle for socio-economic inclusion by offering training in digital skills to people who are marginalized in the job market. The underlying aims of the partnership are to:

▸ support the creation of training programs as part of community outreach initiatives;

▸ help Konexio extend its geographic presence to Nantes;

▸ set up a skills-sharing system;

▸ host, within iliad Group entities, students following Konexio training courses.

11 open-source software programs hosted free of charge

⊕ **In 2023, the Free Foundation continued to put into action its commitment to help the open-source community** by actively supporting community collaboration and projects and initiatives designed to bring technology within everyone's reach. By encouraging the use and development of open-source software, the Free Foundation is helping reduce the digital divide, encouraging technological independence and promoting the values of transparency and sharing.
Our support of the open-source community reflects our firm belief that technology must be a vehicle for social inclusion and advancement and should be accessible and beneficial to everyone.
To this end, in 2023, 11 open-source software programs were hosted free of charge thanks to the Free Foundation.

**Encouraging Free's employees
to get involved…**

Watch the video

… through
the Cohesion Program

⊕ Created by the Free Foundation, the Cohesion Program encourages Free employees to get involved in charity and volunteer work by supporting non-profits selected by them in nationwide calls for projects.
For the Foundation's second call for projects, which took place in 2023, 14 non-profits put themselves forward as candidates. Six projects were chosen by a jury made up of Free employees, with each receiving a donation of €2,000. Free's employees were then invited to vote for the projects they liked best and the two winners each received €1,000 in extra funding.
The six winning organizations in 2023 were: Horizome, Loisirs et Culture, Cyber Fabrique, Femmes Fortes, Exception'Elles and Autour des Williams.

… through mentoring

⊕ In 2023, the Free Foundation set up a mentoring program in association with Mozaik RH, which Free has partnered for many years now. Called Propulsion, the program addresses young jobseekers who are interested in following a mentoring program for a year. Under the program, Free employees volunteer to help a young person with their job search by building up an effective job search strategy together through job interview simulations, targeted workshops with inclusive recruitment specialists and personalized follow-up on specific points. Eight young people were given the chance to take part in this new program in 2023.

… through salary
rounding for charity

⊕ Several Free entities have a salary rounding system which was set up by the Foundation in 2021. Through this system, employees can round down their monthly salary by the odd euro cents and donate them to one of three non-profits of their choice: Emmaüs, Télécom sans frontières or Impala Avenir. Because every little helps, this system – set up in close coordination with the HR department – was available in four entities in 2023 and the idea is to extend it going forward.