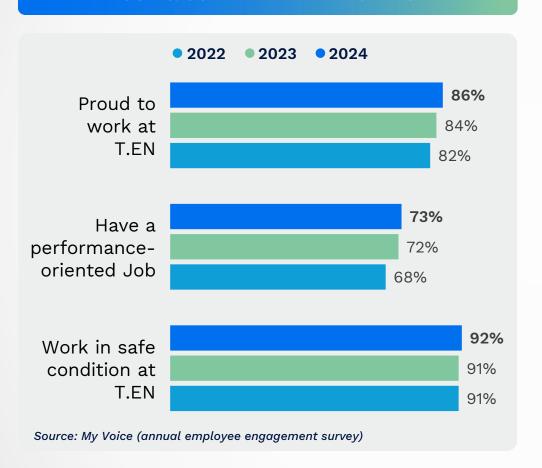
SECTION 8 Conclusion ARNAUD PIETON CHIEF EXECUTIVE OFFICER

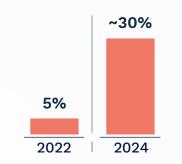


Purposeful engagement with our people

PROUD & COMMITTED EMPLOYEES



CREATING VALUE TOGETHER



% of T.EN employees as shareholders



Share of T.EN share capital held by employees



Employee investment in 2023 capital increase







The next milestones on our journey

€1bn+ EBITDA

Balanced complementary business models

Undisputed leadership in our markets



A world designed to last

