

We keep committing



	2023 Actuals	2024 Guidance	2023-26 CAGR
Revenue y-o-y reported	1.6%	~1%	~1% B2C ~1.5%; B2B ~5%
EBITDA y-o-y reported	1.4%	1% to 2%	~2%
EBITDAaL - CapEx y-o-y reported	5.7%	1% to 2%	5%
CapEx/ Sales	13.3%	Up to 13%	<12%
FCF y-o-y reported	€2.3bn	>10%	>10%
Cash Dividend	€0.3/share	€0.3/share 2 tranches €0.15; Dec-24, Jun-25	€0.3/share floor
Leverage	2.66x post-closing	Reduced	2.2-2.5x (2026)