

ALSTOM

Société Anonyme with a share capital of € 3,238,312,168
Head Office: 48 rue Albert Dhalenne, 93400 Saint-Ouen-sur-Seine
Registration number: 389 058 447 R.C.S. Bobigny
(the "Company")

CONVENING NOTICE

The Company's shareholders are convened to the **Annual Combined Shareholders' Meeting** (the "Meeting") on first call on **Thursday, 9 July 2026 at 2:00 p.m.** at 28 avenue George V ("Châteaufort le 28 George V"), 75008 Paris, to deliberate on the agenda presented below.

Agenda

For the Ordinary Shareholders' Meeting

- 1) Approval of the annual financial statements for the fiscal year to 31 March 2026
- 2) Approval of the consolidated financial statements for the fiscal year to 31 March 2026
- 3) Appropriation of the result for the fiscal year to 31 March 2026
- 4) Approval of a regulated agreement
- 5) Renewal of the term of office of Mr Baudouin Prot as a Director
- 6) Appointment of Mr Pascal Bouchiat as a Director to replace Ms Clotilde Delbos, whose term of office comes to an end at the close of this Shareholders' Meeting
- 7) Appointment of Ms Ana Girós Calpe as a Director to replace Ms Bi Yong Chungunco, whose term of office comes to an end at the close of this Shareholders' Meeting
- 8) Appointment of Mr Martin Sion as a new Director
- 9) Approval of the changes made to the 2025/26 remuneration policy for the Chief Executive Officer
- 10) Approval of the 2026/27 remuneration policy for the Chief Executive Officer (excluding his sign-on bonus)
- 11) Approval of the sign-on bonus proposed as part of the 2026/27 remuneration policy for the Chief Executive Officer
- 12) Approval of the 2026/27 remuneration policy for the Chairman of the Board of Directors
- 13) Approval of the 2026/27 remuneration policy for the Directors
- 14) Approval of the information specified in Article L. 22-10-9 I of the French Commercial Code
- 15) Approval of the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during the last fiscal year or granted for that fiscal year to Mr Henri Poupart-Lafarge, in his capacity as Chief Executive Officer
- 16) Approval of the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during the last fiscal year or granted for that fiscal year to Mr Philippe Petitcolin, in his capacity as Chairman of the Board of Directors
- 17) Authorisation to be granted to the Board of Directors to trade in the Company's shares

For the Extraordinary Shareholders' Meeting

- 18) Authorisation to be granted to the Board of Directors to reduce the share capital by cancelling treasury shares

- 19) Delegation of authority to be given to the Board of Directors to decide to increase the share capital by capitalisation of premiums, reserves, profits or any other sums
- 20) Delegation of authority to be given to the Board of Directors to decide to increase the share capital of the Company or of another company by issuing shares and/or securities giving immediate or future access to the share capital, with a preferential subscription right
- 21) Delegation of authority to be given to the Board of Directors to decide to increase the share capital of the Company or of another company by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, by public offer other than the public offers referred to in Article L. 411-2 1° of the French Monetary and Financial Code
- 22) Delegation of authority to be given to the Board of Directors to decide to increase the share capital of the Company or of another company by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, by a public offer specified in Article L. 411-2 1° of the French Monetary and Financial Code
- 23) Delegation of authority to be given to the Board of Directors to decide to increase the Company's share capital by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, reserved for members of savings plans
- 24) Delegation of authority to be given to the Board of Directors to decide to increase the Company's share capital by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, reserved for a category of beneficiaries
- 25) Delegation of authority to be given to the Board of Directors to decide to increase the Company's share capital by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, reserved for one or more named beneficiaries
- 26) Delegation of authority to be given to the Board of Directors to increase the number of securities to be issued in the event of a share capital increase, with the preferential subscription right maintained or withdrawn
- 27) Right to issue shares and/or securities giving immediate or future access to shares to be issued by the Company as consideration for contributions in kind consisting of equity securities or securities giving access to the share capital
- 28) Delegation of authority to the Board of Directors to issue shares in the Company, following the issuance by subsidiaries of the Company of securities giving access to the Company's share capital, with withdrawal of the preferential subscription right of shareholders
- 29) Authorisation to be given to the Board of Directors to make free grants of existing shares or shares to be issued, to employees and corporate officers of the Group or to some of them
- 30) Amendments to the Articles of Association – Staggering of Directors' terms of office

For the Ordinary Shareholders' Meeting

- 31) Powers to carry out formalities

Draft resolutions

For the Ordinary Shareholders' Meeting

First resolution *(Approval of the annual financial statements for the fiscal year to 31 March 2026)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the reports of the Board of Directors and the Statutory Auditors for the fiscal year to 31 March 2026, approved, as presented, the annual financial statements closed on that date showing a profit of €100,003,944.75.

Second resolution (Approval of the consolidated financial statements for the fiscal year to 31 March 2026)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the reports of the Board of Directors and the Statutory Auditors on the consolidated financial statements for the year to 31 March 2026, approved these financial statements as presented, showing a profit (Group share) of € 324 million.

Third resolution (Appropriation of the result for the fiscal year to 31 March 2026)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, on the proposal of the Board of Directors, decided to appropriate the result for the fiscal year to 31 March 2026 (i.e. a profit of €100,003,944.75) to the General Reserve account, the amount of which will thus be increased, after the appropriation of the result, to €6,783,694,774.59.

No dividend will be paid for the fiscal year to 31 March 2026.

In accordance with the provisions of Article 243 bis of the French General Tax Code, the Shareholders' Meeting noted that it was informed that the following distributions of dividends and income were made for the last three fiscal years:

Fiscal year ended	31 March 2025	31 March 2024	31 March 2023
Gross dividend per share (in €)	-	-	0.25
Amount per share eligible for the rebate (in €)	-	-	0.25
Amount per share not eligible for the rebate (in €)	-	-	-
TOTAL DIVIDEND (in €thousands)	0	0	95,464

Fourth resolution (Approval of a regulated agreement)

After reading the special report of the Statutory Auditors drawn up on the basis of Article L. 225-40 of the French Commercial Code, the Shareholders' Meeting approved this report in its entirety, as well as the sole agreement referred to therein, i.e. the settlement agreement entered into on 27 February 2026 between Alstom and Mr Henri Poupart-Lafarge in his capacity as Chief Executive Officer.

Fifth resolution (Renewal of the term of office of Mr Baudouin Prot as a Director)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the report of the Board of Directors, decided to renew the term of office of Mr Baudouin Prot as a Director for a period of four years, expiring at the close of the Shareholders' Meeting to be held in 2030 to approve the financial statements for the previous fiscal year.

Sixth resolution (Appointment of Mr Pascal Bouchiat as a Director to replace Ms Clotilde Delbos, whose term of office comes to an end at the close of this Shareholders' Meeting)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the report of the Board of Directors, decided to appoint Mr Pascal Bouchiat as a Director to replace Ms Clotilde Delbos, whose term of office comes to an end at the close of this Shareholders' Meeting, for a period of four years, expiring at the close of the Shareholders' Meeting to be held in 2030 to approve the financial statements for the previous fiscal year.

Seventh resolution *(Appointment of Ms Ana Girós Calpe as a Director to replace Ms Bi Yong Chungunco, whose term of office comes to an end at the close of this Shareholders' Meeting)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the report of the Board of Directors, decided to appoint Ms Ana Girós Calpe as a Director to replace Ms Bi Yong Chungunco, whose term of office comes to an end at the close of this Shareholders' Meeting, for a period of four years, expiring at the close of the Shareholders' Meeting to be held in 2030 to approve the financial statements for the previous fiscal year.

Eighth resolution *(Appointment of Mr Martin Sion as a new Director)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the report of the Board of Directors, decided to appoint Mr Martin Sion as a new Director for a period of four years, expiring at the close of the Shareholders' Meeting to be held in 2030 to approve the financial statements for the previous fiscal year.

Ninth resolution *(Approval of the changes made to the 2025/26 remuneration policy for the Chief Executive Officer)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-8 II of the French Commercial Code, approved the changes made to the remuneration policy for the Chief Executive Officer for the 2025/26 fiscal year, as presented in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, section 5.3.5.2 "Remuneration paid during or granted for the 2025/26 fiscal year to Mr Henri Poupart-Lafarge, in his capacity as Chief Executive Officer, until 31 March 2026".

Tenth resolution *(Approval of the 2026/27 remuneration policy for the Chief Executive Officer (excluding his sign-on bonus))*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-8 II of the French Commercial Code, approved the remuneration policy for the Chief Executive Officer (excluding his sign-on bonus concerned by the 11th resolution submitted to this Shareholders' Meeting), presented in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, sections 5.3.1 "General principles of the remuneration policy for corporate officers" and 5.3.3 "Remuneration policy for the Executive Corporate Officer for the 2026/27 fiscal year".

Eleventh resolution *(Approval of the sign-on bonus proposed as part of the 2026/27 remuneration policy for the Chief Executive Officer)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-8 II of the French Commercial Code, approved the sign-on bonus proposed as part of the remuneration policy for the Chief Executive Officer presented in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, section 5.3.3 "Remuneration policy for the Executive Corporate Officer for the 2026/27 fiscal year".

Twelfth resolution *(Approval of the 2026/27 remuneration policy for the Chairman of the Board of Directors)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-8 II of the French Commercial Code, approved the remuneration policy for the Chairman of the Board of Directors presented in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, sections 5.3.1 "General principles of the remuneration policy for corporate officers" and 5.3.4 "Remuneration policy for the Chairman of the Board of Directors for the 2026/27 fiscal year".

Thirteenth resolution *(Approval of the 2026/27 remuneration policy for the Directors)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-8 II of the French Commercial Code, approved the remuneration policy for the Directors presented in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, sections 5.3.1 "General principles of the remuneration policy for corporate officers" and 5.3.2 "Remuneration policy for the Directors for the 2026/27 fiscal year".

Fourteenth resolution *(Approval of the information specified in Article L. 22-10-9 I of the French Commercial Code)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-34 I of the French Commercial Code, approved the information specified in Article L. 22-10-9 I of the French Commercial Code referred to in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, section 5.3.5 "Components of the remuneration paid during or granted for the 2025/26 fiscal year to the corporate officers".

Fifteenth resolution *(Approval of the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during the last fiscal year or granted for that fiscal year to Mr Henri Poupart-Lafarge, in his capacity as Chief Executive Officer)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-34 II of the French Commercial Code, approved the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during the last fiscal year or granted for that fiscal year to Mr Henri Poupart-Lafarge, Chief Executive Officer, presented in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, section 5.3.5.2 "Remuneration paid during or granted for the 2025/26 fiscal year to Mr Henri Poupart-Lafarge, in his capacity as Chief Executive Officer, until 31 March 2026".

Sixteenth resolution *(Approval of the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during the last fiscal year or granted for that fiscal year to Mr Philippe Petitcolin, in his capacity as Chairman of the Board of Directors)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings and pursuant to Article L. 22-10-34 II of the French Commercial Code, approved the fixed, variable and exceptional components of the total remuneration and benefits of all kinds paid during the last fiscal year or granted for that fiscal year to Mr Philippe Petitcolin, Chairman of the Board of Directors, presented in the corporate governance report included in the 2025/26 Universal Registration Document, in Chapter 5, section 5.3.5.3 "Remuneration paid during or granted for the 2025/26 fiscal year to Mr Philippe Petitcolin in his capacity as Chairman of the Board of Directors".

Seventeenth resolution *(Authorisation to be granted to the Board of Directors to trade in the Company's shares)*

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the report of the Board of Directors, authorised the Board of Directors, with the right to sub-delegate under the conditions set by law, in accordance with Articles L. 225-210 et seq. and L. 22-10-62 et seq. of the French Commercial Code, to purchase or arrange for the purchase of shares in the Company, in particular in order to:

- cancel the shares acquired, in accordance with the authorisation granted or to be granted by the Extraordinary Shareholders' Meeting; or

- cover stock option plans and/or plans involving free grants of shares (or similar plans) for employees and/or corporate officers of the Company, of a controlled company within the meaning of Article L. 233-16 of the French Commercial Code or of an affiliated company within the meaning of Article L. 225-180 or L. 225-197-2 of the French Commercial Code, as well as any grants of shares under a company or Group savings plan (or similar plan), for profit sharing and/or any other forms of grants of shares by grant or sale to employees and/or corporate officers of the Company, a controlled company or an affiliated company; or
- hold the shares purchased and sell, transfer, remit in payment or exchange them subsequently in connection with any external growth transactions, mergers, demergers or contributions, within the limits provided for by law; or
- cover securities giving entitlement to the grant of shares in the Company under the regulations in force; or
- carry out market making in the secondary market or ensure the liquidity of Alstom shares through an investment services provider under a liquidity contract that complies with practices allowed by the regulations, it being stated that, in this context, the number of shares taken into account to calculate the aforementioned limit is the number of shares purchased, less the number of shares resold.

This programme is also intended to enable the implementation of any market practices that may be permitted by the Autorité des Marchés Financiers, and more generally, the completion of any other transactions that comply with the regulations in force. In this case, the Company will inform its shareholders by means of a press release.

The purchases of shares by the Company may concern a number of shares such that, on the date of each buyback, the total number of shares purchased by the Company since the start of the share buyback plan (including those concerned by the buyback) does not exceed 5% of the shares making up the Company's share capital on the date of this Shareholders' Meeting, it being stated that (i) the number of shares acquired for holding and subsequent delivery in connection with a merger, demerger or contribution cannot exceed 5% of its share capital; and (ii) when shares are bought back to improve liquidity under the conditions defined by the General Regulations of the Autorité des Marchés Financiers, the number of shares taken into account to calculate the 5% limit specified above is the number of shares purchased, less the number of shares resold during the period of the authorisation.

Shares may be acquired, sold or transferred at any time within the limits authorised by the laws and regulations in force, except during the period of a public offer, and by any means, in particular on regulated markets, multilateral trading facilities, from or to systematic internalisers or over-the-counter, including by block purchases or sales, by takeover bid or exchange offer, or by the use of options or other financial futures traded on regulated markets, multilateral trading facilities, with systematic internalisers or over-the-counter, or by delivery of shares following the issue of securities giving access to the Company's capital by conversion, exchange, redemption or exercise of a warrant, either directly or indirectly through an investment services provider, or in any other way (without limiting the portion of the share buyback plan that may be carried out by any of these means).

The maximum purchase price of the shares in connection with this resolution will be 45 euros per share (or the equivalent value of this amount on the same date in any other currency or monetary unit established by reference to several currencies).

In the event of a change in the par value of the shares, a capital increase by capitalisation of reserves, the grant of free shares to shareholders, a stock split or reverse stock split, the distribution of reserves or any other assets, a capital dividend or any other operation affecting the share capital or shareholders' equity, the Shareholders' Meeting delegates to the Board of Directors the power to adjust the aforementioned maximum purchase price to take into account the impact of these transactions on the value of the shares.

The total amount allocated to the share buyback plan authorised above cannot exceed 1,039,567,410 euros.

The Shareholders' Meeting granted full powers to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, to decide on and implement this authorisation, to specify, if necessary, the terms and determine the conditions, to carry out the share buyback plan, and in particular to place any stock market orders, to conclude any agreements, to allocate or reallocate the shares

acquired for the purposes pursued under the applicable legal and statutory conditions, to determine the terms and conditions to protect, where appropriate, the rights of the holders of securities giving access to the capital or other rights giving access to the capital, in accordance with the laws and regulations, and where appropriate, with the contractual provisions providing for other cases of adjustment, to make any declarations to the Autorité des Marchés Financiers and to any other competent authority and carry out any other formalities, and in general to do whatever is required.

This authorisation is granted for a period of eighteen months from the date of this Shareholders' Meeting. Where appropriate, it renders ineffective, from this day, for the amount of the unused portion, the authorisation granted by the 11th resolution of the Combined Shareholders' Meeting of 10 July 2025.

For the Extraordinary Shareholders' Meeting

Eighteenth resolution (Authorisation to be granted to the Board of Directors to reduce the share capital by cancelling treasury shares)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors, authorised the Board of Directors to reduce the share capital, on one or more occasions, in the proportions and at the times it sees fit, by cancelling any number of treasury shares that it decides within the limits authorised by law, in accordance with the provisions of Articles L. 22-10-62 et seq. and L. 225-210 et seq. of the French Commercial Code.

On the date of each cancellation, the maximum number of shares cancelled by the Company during the twenty-four month period preceding the aforesaid cancellation, including the shares concerned by the aforesaid cancellation, cannot exceed 10% of the shares making up the Company's share capital on that date; it being stated that this limit applies to an amount of the Company's share capital which will be adjusted, if necessary, to take into account any transactions affecting the share capital after this Shareholders' Meeting.

The Shareholders' Meeting granted full powers to the Board of Directors, with the right to sub-delegate, to carry out the cancellation(s) and capital reduction(s) that may be carried out under this authorisation, to deduct the difference between the redemption value and the par value of the cancelled shares from the premiums and available reserves of its choice, to allocate the fraction of the legal reserve that becomes available as a result of the capital reduction, and to amend the Articles of Association accordingly and carry out all formalities.

This authorisation is granted for a period of twenty-six months from the date of this Shareholders' Meeting.

Where appropriate, it renders ineffective, from this day, for the amount of the unused portion, the authorisation granted by the 12th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Nineteenth resolution (Delegation of authority to be given to the Board of Directors to decide to increase the share capital by capitalisation of premiums, reserves, profits or any other sums)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, after reading the report of the Board of Directors and in accordance with Articles L. 225-129-2, L. 225-130 and L. 22-10-50 of the French Commercial Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions stipulated by law, its authority to decide to increase the share capital, on one or more occasions, in the proportions and at the times it sees fit, by capitalising premiums, reserves, profits or any other sums that may be capitalised in accordance with the law and the Articles of Association, by issuing new equity securities or increasing the nominal amount of the existing equity securities, or by a combination of these two methods;
- 2) resolved that the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at 1,615,000,000 (one billion six hundred and fifteen million) euros, it being stated that to this cap shall be added, where applicable, the nominal amount of the shares to be issued to protect, in accordance with the laws and regulations and, where appropriate, with the contractual

provisions providing for other cases of adjustment, the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, it being stated that this amount is separate from all of the caps provided for by the other resolutions of this Shareholders' Meeting;

- 3) if the Board of Directors makes use of this delegation of authority, the Shareholders' Meeting delegates to it all powers, with the right to sub-delegate under the conditions set out by law, to implement this delegation, in particular in order to:
 - determine the amount and nature of the sums to be capitalised, set the number of new equity securities to be issued and/or the amount by which the par value of existing equity securities will be increased, decide on the date, even retroactively, from which the new equity securities will carry dividend rights or on which the increase in the par value of existing equity securities will take effect;
 - decide, in the event of a free grant of equity securities, that fractional rights will be neither negotiable nor transferable and that the corresponding equity securities will be sold in accordance with the terms and conditions determined by the Board of Directors, it being stated that the sale and distribution of the proceeds of the sale must take place within the time limit set by Article R. 225-130 of the French Commercial Code;
 - stipulate, in accordance with the laws and regulations and, where appropriate, with contractual provisions specifying other methods of protection, any methods making it possible to protect, where appropriate, the rights of holders of securities giving access to the share capital or other rights giving access to the share capital (including by means of a cash adjustment);
 - record the completion of each share capital increase and amend the Articles of Association accordingly;
 - in general, sign any agreements, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them;
- 4) set the period of validity of the delegation of authority concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;
- 5) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 13th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twentieth resolution (*Delegation of authority to be given to the Board of Directors to decide to increase the share capital of the Company or of another company by issuing shares and/or securities giving immediate or future access to the share capital, with a preferential subscription right*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors, and in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, in particular Articles L. 225-129, L. 225-129-2, L. 225-132 to L. 225-134, and Articles L. 228-91 et seq. of the French Commercial Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to decide to increase the share capital, with a preferential subscription right, on one or more occasions, in France or abroad, in the proportions and at the times that it sees fit, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, free of charge or against payment, by issuing (i) shares in the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, giving access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to the share capital of the Company or of other companies including those in which the Company owns directly or indirectly more than half of the share capital (including equity securities giving entitlement to the grant of debt securities), it being stated that the shares may be paid up, wholly or partly, in cash, by offsetting claims and/or by capitalisation of reserves, profits or premiums;
- 2) decided to set as follows the limits on the amounts of the capital increases authorised in the event that the Board of Directors makes use of this delegation of authority:

- the maximum nominal amount of the share capital increases that may be carried out immediately or in future under this delegation is set at 1,615,000,000 (one billion six hundred and fifteen million) euros (i.e. approximately 50% of the share capital on 31 March 2026) or the equivalent in any other currency or monetary unit established by reference to several currencies, it being stated that the maximum total nominal amount of the share capital increases that may be carried out under this delegation and those granted in the 21st, 22nd, 23rd, 24th, 25th, 27th and 28th resolutions of this Shareholders' Meeting is set at 1,615,000,000 (one billion six hundred and fifteen million) euros or the equivalent in any other currency or monetary unit established by reference to several currencies;
 - to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;
- 3) decided to set as follows the limits on the amounts of debt securities authorised in the event of the issuance of securities in the form of debt securities giving immediate or future access to the capital of the Company or of other companies:
- the maximum nominal amount of the debt securities that may be issued immediately or in future under this delegation is set at 1,800,000,000 (one billion eight hundred million) euros or the equivalent value of this amount in any other currency or monetary unit established by reference to several currencies on the date they are issued, it being stated that the nominal amount of the debt securities issued, where appropriate, immediately or in future, under this delegation and those granted under the 21st and 22nd resolutions of this Shareholders' Meeting will be deducted from this cap;
 - this amount will be increased, where applicable, by any redemption premium above par;
 - this amount is separate from the amount of debt securities that could be issued due to the use of other resolutions submitted to this Shareholders' Meeting, and from debt securities the issuance of which is decided or authorised by the Board of Directors in accordance with Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3, L. 228-93 paragraph 6 and L. 228-94 paragraph 3 of the French Commercial Code;
- 4) if the Board of Directors makes use of this delegation of authority:
- resolved that pre-emptive rights will be given to shareholders who can apply as of right, in proportion to the number of shares they hold at the time;
 - noted that the Board of Directors will have the option to establish the right to apply for excess shares;
 - noted that this delegation of authority automatically entails, for the benefit of holders of the securities issued giving access to the share capital of the Company, a waiver by the shareholders of their preferential right to subscribe for the shares that these securities will entitle them to immediately or in future;
 - noted that, in accordance with Article L. 225-134 of the French Commercial Code, if subscriptions as of right, and where appropriate, for excess shares, do not absorb the entire share capital increase, the Board of Directors may make use, under the conditions provided for by law and in the order that it determines, of one of the following options:
 - freely allocate some or all of the shares or, in the case of securities giving access to the capital, those securities the issuance of which has been decided but which have not been subscribed for;
 - offer to the public some or all of the shares or, in the case of securities giving access to the capital, those securities that have not been subscribed for, on the French market or abroad;
 - in general, limit the capital increase to the amount of subscriptions, provided that, in the case of an issuance of shares or securities for which the primary security is a share, this amount reaches three-quarters of the increase decided on, after use, where appropriate, of the two aforementioned options;

- resolved that the stock warrants issued by the Company may also be allocated free of charge to the holders of old shares, it being stated that the allotment rights relating to fractions and the corresponding securities will be sold in accordance with the applicable laws and regulations;
- 5) resolved that the Board of Directors will have all powers, with the right to sub-delegate under the conditions laid down by law, to implement this delegation of authority, in particular in order to:
- decide to issue shares and/or securities giving immediate or future access to the share capital of the Company or of another company;
 - decide the amount of the issue, the issuance price and the amount of the premium that may be requested on issuance or, where appropriate, the amount of reserves, profits or premiums that can be capitalised;
 - determine the dates and terms of the issuance, and the nature, number and characteristics of the shares and/or securities to be created;
 - in the event of the issuance of debt securities, decide whether or not they are subordinated (and where appropriate their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate (in particular interest at a fixed or variable rate or zero or indexed coupon) and specify, where appropriate, mandatory or optional cases of suspension or non-payment of interest, specify their term (fixed or perpetual), the possibility of reducing or increasing the par value of the securities and the other terms of issuance (including whether to grant guarantees or security for them) and of redemption (including redemption by delivery of the Company's assets); where appropriate, these securities may give the Company the option to issue debt securities (whether equivalent or not) in payment of interest, the payment of which has been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their redemption or remuneration terms or other rights such as indexation or options); amend, during the life of the securities concerned, the terms specified above, in compliance with the applicable formalities;
 - determine how the shares are to be paid up;
 - set, where applicable, the terms and conditions for exercising the rights (where appropriate, conversion, exchange or redemption rights, including by delivery of the Company's assets such as treasury shares or securities already issued by the Company) attached to the shares or securities giving access to the share capital and, in particular, decide on the date, even retroactively, from which the new shares will carry dividend rights, as well as all other terms and conditions for carrying out the share capital increase;
 - set the terms and conditions under which the Company will have the option, where appropriate, to purchase or exchange on the stock market, at any time or during specific periods, the securities giving access to the share capital, whether or not in order to cancel them, taking into account the legal provisions;
 - provide for the right to suspend the exercise of rights attached to shares or securities giving access to the share capital in accordance with the laws and regulations;
 - decide whether or not to deduct the costs of the share capital increase from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;
 - determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any terms making it possible to ensure, where appropriate, the protection of the rights of holders of securities giving access to the share capital or other rights giving access to the share capital (including by means of cash adjustments);

- record the completion of each share capital increase and amend the Articles of Association accordingly;
 - in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them;
- 6) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation of authority from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
- 7) set the period of validity of the delegation of authority concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;
- 8) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 14th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-first resolution (*Delegation of authority to be given to the Board of Directors to decide to increase the share capital of the Company or of another company by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, by public offer other than the public offers referred to in Article L. 411-2 1° of the French Monetary and Financial Code*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors, and in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, in particular Articles L. 225-129, L. 225-129-2, L. 225-135, L. 225-136, and Articles L. 22-10-51, L. 22-10-52, L. 22-10-54 and L. 228-91 et seq. of the French Commercial Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to decide to increase the share capital, with withdrawal of the preferential subscription right, by a public offer other than the public offers mentioned in Article L. 411-2-1° of the French Monetary and Financial Code, on one or more occasions, in France or abroad, in the proportions and at the times that it sees fit, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, free of charge or against payment, by issuing (i) shares in the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, giving access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to the capital of the Company or of other companies including those in which the Company owns directly or indirectly more than half of the share capital (including equity securities giving entitlement to the grant of debt securities), it being stated that the shares may be paid up, wholly or partly, in cash, by offsetting claims and/or by capitalisation of reserves, profits or premiums. These securities may in particular be issued as consideration for the securities contributed to the Company in connection with a public exchange offer made in France or abroad in accordance with local rules (for example in connection with an Anglo-Saxon-type scheme of arrangement or reverse merger) for securities that meet the conditions specified in Article L. 22-10-54 of the French Commercial Code;
- 2) delegated for that purpose to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to decide to issue shares or securities giving access directly or indirectly to the Company's capital, to be issued following the issue, by companies in which the Company directly or indirectly holds more than half of the share capital, of securities giving access to the Company's capital. This decision automatically entails the waiver by the Company's shareholders of their preferential subscription right to subscribe for the shares or securities giving access to the Company's capital to which these securities entitle them, in favour of the holders of securities that may be issued by companies in the Company's group;
- 3) decided to set as follows the limits on the amounts of the capital increases authorised in the event that the Board of Directors makes use of this delegation of authority:

- the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at 323,000,000 (three hundred and twenty-three million) euros (i.e. approximately 10% of the share capital on 31 March 2026) or the equivalent in any other currency or monetary unit established by reference to several currencies, it being stated that (i) the nominal amount of the share capital increases that may be carried out under the 22nd, 25th, 27th and 28th resolutions of this Shareholders' Meeting will be deducted from this amount, and (ii) this amount will be deducted from the overall cap specified in paragraph 2 of the 20th resolution of this Shareholders' Meeting or, where appropriate, from any overall cap provided for by a resolution of the same nature that may replace the aforesaid resolution during the period of validity of this delegation;
 - to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;
- 4) decided to set as follows the limits on the amounts of debt securities authorised in the event of the issuance of securities in the form of debt securities giving immediate or future access to the capital of the Company or of other companies:
- the maximum nominal amount of the debt securities that may be issued immediately or in future under this delegation is set at 1,200,000,000 (one billion two hundred million) euros or the equivalent of this amount in any other currency or monetary unit established by reference to several currencies on the date they are issued, it being stated that (i) the nominal amount of the debt securities issued, where appropriate, immediately or in future, under the 22nd resolution of this Shareholders' Meeting will be deducted from this amount, and (ii) this amount will be deducted from the overall cap specified in paragraph 3 of the 20th resolution of this Shareholders' Meeting or, where appropriate, from any overall cap provided for by a resolution of the same nature that may replace the aforesaid resolution during the period of validity of this delegation;
 - this amount will be increased, where applicable, by any redemption premium above par;
 - this amount is separate from the amount of debt securities that could be issued due to the use of other resolutions submitted to this Shareholders' Meeting, and from debt securities the issuance of which is decided or authorised by the Board of Directors in accordance with Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3, L. 228-93 paragraph 6 and L. 228-94 paragraph 3 of the French Commercial Code;
- 5) decided to withdraw the preferential subscription right of shareholders to the securities concerned by this resolution, while allowing the Board of Directors, pursuant to Article L. 22-10-51 of the French Commercial Code, to grant the shareholders, for a period and in accordance with the terms and conditions that it shall determine in compliance with the applicable laws and regulations, and for some or all of an issuance carried out, a priority subscription period not resulting in the creation of tradable rights and which must be exercised in proportion to the number of shares owned by each shareholder and may be supplemented by an application for excess shares, it being stated that the securities not subscribed for in this way may be the subject of a public placing in France or abroad;
- 6) resolved that if the subscriptions, including, where applicable, those by the shareholders, have not absorbed the entire issue, the Board of Directors may limit the amount of the operation to the amount of subscriptions received, provided that, in the event of an issuance of shares or securities for which the primary security is a share, this amounts to three-quarters of the issuance decided;
- 7) took note that this delegation automatically entails, for the benefit of holders of the securities issued giving access to the Company's capital, an express waiver by the shareholders of their preferential subscription right to subscribe for the shares that the securities will entitle them to immediately or in future;
- 8) delegated to the Board of Directors, with the right to sub-delegate under the conditions provided for by law, in accordance with Article L. 22-10-52 paragraph 1 of the French Commercial Code, its authority to freely set the issuance price within the following limits:
- the issuance price of the shares shall be at least equal to (i) the weighted average market price on the day before the start of the offer, possibly reduced by a maximum discount of 10%, or (ii) the weighted average price for the last three trading sessions preceding the start of the public offer,

possibly reduced by a maximum discount of 10%, or (iii) the average price recorded over a period of six months preceding the start of the offer, after correction of each of the above-mentioned three averages, where appropriate, in the event of a difference between the dividend entitlement dates;

- the issuance price of the securities giving access to the share capital and the number of shares to which the conversion, redemption or more generally, the transformation of each security giving access to the share capital may give entitlement, shall be such that the amount received immediately by the Company, plus, where appropriate, the amount that it may receive later, is, for each share issued as a result of the issuance of these securities, at least equal to the minimum subscription price defined in the previous paragraph;

9) resolved that the Board of Directors will have all powers, with the right to sub-delegate under the conditions laid down by law, to implement this delegation of authority, in particular in order to:

- decide to issue shares and/or securities giving immediate or future access to the share capital of the Company or of another company;
- decide the amount of the issuance, the issuance price and the amount of the premium that may be requested on issuance or, where appropriate, the amount of reserves, profits or premiums that can be capitalised;
- determine the dates and terms of the issuance, and the nature, number and characteristics of the shares and/or securities to be created;
- in the event that debt securities are issued, decide whether or not they are subordinated (and where appropriate their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate (in particular interest at a fixed or variable rate or zero or indexed coupon) and specify, where appropriate, mandatory or optional cases of suspension or non-payment of interest, specify their term (fixed or perpetual), the possibility of reducing or increasing the par value of the securities and the other terms of issuance (including whether to grant guarantees or security for them) and of redemption (including redemption by delivery of the Company's assets); where appropriate, these securities may give the Company the option to issue debt securities (whether equivalent or not) in payment of interest, the payment of which has been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their redemption or remuneration terms or other rights such as indexation or options); amend, during the life of the securities concerned, the terms specified above, in compliance with the applicable formalities;
- determine how the shares are to be paid up;
- set, where applicable, the terms and conditions for exercising the rights (where appropriate, conversion, exchange or redemption rights, including by delivery of the Company's assets such as treasury shares or securities already issued by the Company) attached to the shares or securities giving access to the share capital and, in particular, decide on the date, even retroactively, from which the new shares will carry dividend rights, as well as all other terms and conditions for carrying out the share capital increase;
- set the terms and conditions under which the Company will have the option, where appropriate, to purchase or exchange on the stock market, at any time or during specific periods, the securities giving access to the capital, whether or not in order to cancel them, taking into account the legal provisions;
- provide for the right to suspend the exercise of rights attached to shares or securities giving access to the share capital in accordance with the laws and regulations;
- in the event that securities are issued as consideration for securities contributed in connection with a public exchange offer, determine the list of securities contributed in exchange, set the terms of the issuance, the exchange ratio and, where appropriate, the amount of the balancing payment due in cash, without the terms and conditions for determining the price specified in paragraph 8 of this resolution being applicable, and determine the terms of the issuance in connection with a public exchange offer, or an alternative purchase or exchange offer, or a single offer to purchase or exchange the securities concerned in return for payment in securities and cash, or a takeover bid or exchange offer as the main offer, accompanied by a public exchange offer or takeover bid in the

alternative, or any other form of public offer that complies with the laws and regulations applicable to the aforementioned public offer;

- decide whether or not to deduct the costs of the share capital increases from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;
- determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any terms making it possible to ensure the protection of the rights of holders of securities giving access to the share capital or other rights giving access to the share capital (including by means of cash adjustments);
- record the completion of each share capital increase and amend the Articles of Association accordingly;
- in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them;

10) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation of authority from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;

11) set the period of validity of the delegation of authority concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;

12) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 15th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-second resolution (*Delegation of authority to be given to the Board of Directors to decide to increase the share capital of the Company or of another company by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right by a public offer specified in Article L. 411-2 1° of the French Monetary and Financial Code*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors, and in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, in particular Articles L. 225-129, L. 225-129-2, L. 225-135, L. 225-136, and Articles L. 22-10-51, L. 22-10-52 and L. 228-91 et seq. of the French Commercial Code and Article L. 411-2 1° of the French Monetary and Financial Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to decide to increase the share capital, with withdrawal of the preferential subscription right, by a public offer referred to in Article L. 411-2 1° of the French Monetary and Financial Code, on one or more occasions, in France or abroad, in the proportions and at the times that it sees fit, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, free of charge or against payment, by issuing (i) shares in the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, giving access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to the share capital of the Company or of other companies including those in which the Company owns directly or indirectly more than half of the share capital (including equity securities giving entitlement to the grant of debt securities), it being stated that the shares may be paid up wholly or partly in cash, by offsetting claims and/or by capitalisation of reserves, profits or premiums;

- 2) delegated for that purpose to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to decide to issue shares or securities giving access directly or indirectly to the Company's share capital to be issued following the issuance of securities giving access to the Company's capital by companies in which the Company directly or indirectly holds more than half of the share capital, or by companies which own directly or indirectly more than half of its capital. This decision automatically entails the waiver by the Company's shareholders of their preferential subscription right to subscribe for the shares or securities giving access to the Company's capital to which these securities entitle them, in favour of the holders of securities that may be issued by companies in the Company's group;
- 3) decided to set as follows the limits on the amounts of the capital increases authorised in the event that the Board of Directors makes use of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at 323,000,000 (three hundred and twenty-three million) euros or the equivalent in any other currency or monetary unit established by reference to several currencies, it being stated that this amount will be deducted from the cap specified in paragraph 3 of the 21st resolution and from the overall cap specified in paragraph 2 of the 20th resolution or, where appropriate, from the caps provided for by resolutions of the same nature that may replace the aforesaid resolutions during the period of validity of this delegation;
 - in any case, issuances of equity securities carried out pursuant to this delegation shall not exceed the limits provided for by the regulations applicable on the date of the issuance (currently 30% of the share capital per year); and
 - to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;
- 4) decided to set as follows the limits on the amounts of debt securities authorised in the event of the issuance of securities in the form of debt securities giving immediate or future access to the capital of the Company or of other companies:
 - the maximum nominal amount of the debt securities that may be issued immediately or in future pursuant to this delegation is set at 1,200,000,000 (one billion two hundred million) euros or the equivalent value of this amount in any other currency or monetary unit established by reference to several currencies on the date they are issued, it being stated that this amount will be deducted from the cap specified in paragraph 4 of the 21st resolution and from the overall cap specified in paragraph 3 of the 20th resolution of this Shareholders' Meeting or, where appropriate, from any caps provided for by resolutions of the same nature that may replace the aforesaid resolutions during the period of validity of this delegation;
 - this amount will be increased, where applicable, by any redemption premium above par;
 - this amount is separate from the amount of debt securities that could be issued due to the use of other resolutions submitted to this Shareholders' Meeting, and from debt securities the issuance of which is decided or authorised by the Board of Directors in accordance with Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3, L. 228-93 paragraph 6 and L. 228-94 paragraph 3 of the French Commercial Code;
- 5) decided to withdraw the preferential subscription right of the shareholders for the securities concerned by this resolution;
- 6) resolved that if the subscriptions, including, where applicable, those by the shareholders, have not absorbed the entire issue, the Board of Directors may limit the amount of the operation to the amount of subscriptions received, provided that, in the event of an issuance of shares or securities for which the primary security is a share, this amounts to three-quarters of the issuance decided;
- 7) took note that this delegation automatically entails, for the benefit of holders of the securities issued giving access to the Company's capital, an express waiver by the shareholders of their preferential subscription right to subscribe for the shares that the securities will entitle them to immediately or in future;

- 8) delegated to the Board of Directors, with the right to sub-delegate under the conditions provided for by law, in accordance with Article L. 22-10-52 paragraph 1 of the French Commercial Code, its authority to freely set the issuance price within the following limits:
- the issuance price of the shares shall be at least equal to (i) the weighted average market price on the day before the start of the offer, possibly reduced by a maximum discount of 10%, or (ii) the weighted average price for the last three trading sessions preceding the start of the public offer, possibly reduced by a maximum discount of 10%, or (iii) the average price recorded over a period of six months preceding the start of the offer, after correction of each of the above-mentioned three averages, where appropriate, in the event of a difference between the dividend entitlement dates;
 - the issuance price of the securities giving access to the share capital and the number of shares to which the conversion, redemption or more generally, the transformation of each security giving access to the share capital may give entitlement, shall be such that the amount received immediately by the Company, plus, where appropriate, the amount that it may receive later, is, for each share issued as a result of the issuance of these securities, at least equal to the minimum subscription price defined in the previous paragraph;
- 9) resolved that the Board of Directors, with the right to sub-delegate under the conditions laid down by law, will have all powers to implement this delegation of authority, in particular in order to:
- decide to issue shares and/or securities giving immediate or future access to the share capital of the Company or of another company;
 - decide the amount of the issuance, the issuance price and the amount of the premium that may be requested on issuance or, where appropriate, the amount of reserves, profits or premiums that can be capitalised;
 - determine the dates and terms of the issuance, and the nature, number and characteristics of the shares and/or securities to be created;
 - in the event that debt securities are issued, decide whether or not they are subordinated (and where appropriate their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate (in particular interest at a fixed or variable rate or zero or indexed coupon) and specify, where appropriate, mandatory or optional cases of suspension or non-payment of interest, specify their term (fixed or perpetual), the possibility of reducing or increasing the par value of the securities and the other terms of issuance (including whether to grant guarantees or security for them) and of redemption (including redemption by delivery of the Company's assets); where appropriate, these securities may give the Company the option to issue debt securities (whether equivalent or not) in payment of interest, the payment of which has been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their redemption or remuneration terms or other rights such as indexation or options); and amend, during the life of the securities concerned, the terms specified above, in compliance with the applicable formalities;
 - determine how the shares are to be paid up;
 - set, where applicable, the terms and conditions for exercising the rights (where appropriate, conversion, exchange or redemption rights, including by delivery of the Company's assets such as treasury shares or securities already issued by the Company) attached to the shares or securities giving access to the share capital to be issued and, in particular, decide on the date, even retroactively, from which the new shares will carry dividend rights, as well as all other terms and conditions for carrying out the share capital increase;
 - set the terms and conditions under which the Company will have the option, where appropriate, to purchase or exchange on the stock market, at any time or during specific periods, the securities giving access to the share capital, whether or not in order to cancel them, taking into account the legal provisions;
 - provide for the right to suspend the exercise of rights attached to shares or securities giving access to the share capital in accordance with the laws and regulations;
 - decide whether or not to deduct the costs of the share capital increases from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;

- determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any terms making it possible to ensure, where appropriate, the protection of the rights of holders of securities giving access to the share capital or other rights giving access to the share capital (including by means of cash adjustments);
 - record the completion of each share capital increase and amend the Articles of Association accordingly;
 - in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them;
- 10) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation of authority from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
- 11) set the period of validity of the delegation of authority concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;
- 12) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 16th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-third resolution (*Delegation of authority to be given to the Board of Directors to decide to increase the Company's share capital by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, reserved for members of savings plans*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors, and in accordance firstly with Articles L. 225-129-2, L. 225-129-6, L. 225-138-1 and L. 228-91 et seq. of the French Commercial Code, and secondly, Articles L. 3332-18 et seq. of the French Labour Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to decide to increase the share capital, with the withdrawal of the preferential subscription right, on one or more occasions, in France or abroad, in the proportions and at the times that it sees fit, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, free of charge or against payment, by issuing (i) shares in the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, giving access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to the share capital of the Company (including equity securities giving entitlement to the grant of debt securities), reserved for members of one or more employee savings plans (or of any other plan, whose members it is possible to reserve a share capital increase for under equivalent conditions, pursuant to Article L. 225-138-1 of the French Commercial Code) established in a French or foreign company or group of companies, which is within the scope of consolidation or combination of financial statements of the Company in accordance with Article L. 3344-1 of the French Labour Code, it being stated that this resolution can be used to implement leveraged formulas;
- 2) decided to set as follows the limits on the amounts of the capital increases authorised in the event that the Board of Directors makes use of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at 2% of the amount of the share capital of the Company on the date of this Shareholders' Meeting, it being stated that (i) the amount of the share capital increases that may be

carried out under the 24th resolution of this Shareholders' Meeting will be deducted from this amount, and (ii) this amount will be deducted from the overall cap specified in paragraph 2 of the 20th resolution of this Shareholders' Meeting or, where appropriate, from any overall cap provided for by a resolution of the same nature that may replace the aforesaid resolution during the period of validity of this delegation;

- to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;
- 3) resolved that the subscription price of the shares to be issued in accordance with this delegation cannot be (i) more than 30% lower (or 40% lower if the vesting period provided for by the plan pursuant to Articles L. 3332-25 and L. 3332-26 of the French Labour Code is equal to or greater than ten years) than the average quoted price of the shares during the twenty trading sessions preceding the decision setting the date of the start of the subscription, (ii) or higher than that average, it being stated that, in the event of changes in the law, the maximum discounts provided for by the laws or regulations applicable on the date of the issuance will automatically replace the aforementioned discounts of 30% and 40% respectively; it being stated however that the Board of Directors may, if it sees fit, reduce or cancel the discount granted in this way, in order to take into account, among other elements, the legal, accounting, tax and social security regimes applicable outside France;
- 4) authorised the Board of Directors, within the limits of this resolution, to sell shares to the members of a company or Group savings plan (or similar plan) as provided for by Article L. 3332-24 of the French Labour Code, it being stated that for sales of shares carried out with a discount for members of one or more of the employee savings plans specified in this resolution, the par value of the shares sold in this way will be deducted from the caps specified in paragraph 2 above;
- 5) resolved that, subject to the conditions and limits set out in Article L. 3332-21 of the French Labour Code, the Board of Directors may provide for the grant, free of charge, to the beneficiaries defined in the first paragraph above, of shares to be issued or already issued, or of other securities giving access to the share capital of the Company to be issued or already issued, in respect of (i) the employer's contribution which may be paid pursuant to the regulations of the company or group savings plans, and/or (ii) where appropriate, in replacement of some or all of the discount provided for in point 3 of this delegation, and may decide, in the event that new shares are issued, to capitalise the reserves, profits or premiums required to pay up the aforesaid shares;
- 6) decided to cancel, in favour of the beneficiaries indicated above, the preferential subscription right of the shareholders to the securities concerned by this resolution; in addition, in the event of a free grant of shares or securities giving access to the capital to the beneficiaries indicated above, the aforesaid shareholders waive any rights to the aforesaid shares or securities giving access to the capital, including to the portion of reserves, profits or premiums capitalised, due to the free grant of the aforesaid shares carried out on the basis of this resolution;
- 7) resolved that the Board of Directors, with the right to sub-delegate under the conditions laid down by law, will have all powers to implement this delegation of authority, in particular in order to:
- decide to issue shares and/or securities giving immediate or future access to the share capital of the Company or of other companies;
 - decide the amount of the issuance, the issuance price and the amount of the premium that may be requested on issuance or, where appropriate, the amount of reserves, profits or premiums that can be capitalised;
 - determine the dates and terms of the issuance, and the nature, number and characteristics of the shares and/or securities to be created;
 - draw up, in accordance with the legal requirements, the list of companies whose beneficiaries, as indicated above, may subscribe for the shares or securities giving access to the share capital issued in this way and benefit, where applicable, from the shares or securities giving access to the share capital granted free of charge;

- decide that the subscriptions may be made directly by beneficiaries who are members of a company or group savings plan (or similar plan), or through company mutual funds (FCPE) or other structures or entities permitted by the applicable laws or regulations;
- determine the conditions, in particular regarding length of service, that must be met by beneficiaries of the share capital increases;
- in the event that debt securities are issued, determine all of the characteristics and terms of these securities (in particular whether or not they are for a fixed term, whether or not they are subordinated, and their remuneration) and amend, during the life of the securities, the terms and characteristics specified above, in compliance with the applicable formalities;
- set, where applicable, the terms and conditions for exercising the rights (where appropriate, conversion, exchange or redemption rights, including by delivery of the Company's assets such as treasury shares or securities already issued by the Company) attached to the shares or securities giving access to the share capital and, in particular, decide on the date, even retroactively, from which the new shares will carry dividend rights, as well as all other terms and conditions for carrying out the share capital increase;
- set the terms and conditions under which the Company will have the option, where appropriate, to purchase or exchange on the stock market, at any time or during specific periods, the securities giving access to the share capital, whether or not in order to cancel them, taking into account the legal provisions;
- provide for the right to suspend the exercise of rights attached to shares or securities giving access to the share capital in accordance with the laws and regulations;
- set the amounts of the issuances to be carried out pursuant to this delegation and determine in particular the issuance prices, dates, time limits, terms and conditions of subscription, paying up, delivery and dividend entitlement of the securities (even retroactively), the rules for reductions applicable in the event of oversubscription, and the other terms and conditions of the issuances, within the legal and statutory limits in force;
- determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any terms making it possible to ensure, where appropriate, the protection of the rights of holders of securities or other rights giving access to the share capital (including by means of cash adjustments);
- in the event of a free grant of shares or securities giving access to the share capital, determine the nature and number of shares or securities giving access to the share capital to be issued, as well as their terms and characteristics, the number to be granted to each beneficiary, and determine the dates, time limits, terms and conditions for grant of these shares or securities giving access to the share capital within the legal and statutory limits in force, and in particular, choose either to totally or partly substitute the grant of these shares or securities giving access to the share capital for the discounts compared to the price specified in paragraph 3 of this resolution, or deduct the equivalent value of these shares or securities from the total amount of the employer's contribution, or combine these two options;
- in the event of the issuance of new shares, deduct, where appropriate, from the reserves, profits or share premiums, the sums required to pay up the aforesaid shares;
- record the completion of the share capital increases and amend the Articles of Association accordingly;
- decide whether or not to deduct the costs of the share capital increases from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;

- in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them or resulting from the share capital increases carried out;
- 8) set the period of validity of the delegation of authority concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;
 - 9) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
 - 10) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 17th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-fourth resolution (*Delegation of authority to be given to the Board of Directors to decide to increase the Company's share capital by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, reserved for a category of beneficiaries*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors and in accordance with the provisions of Articles L. 225-129-2, L. 225-138 and L. 228-91 et seq. of the French Commercial Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to increase the share capital, with the withdrawal of the preferential subscription right, on one or more occasions, in France or abroad, in the proportions and at the times that it sees fit, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, free of charge or against payment, by issuing (i) shares in the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, giving access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to the Company's capital (including equity securities giving entitlement to the grant of debt securities), it being stated that the shares may be paid up wholly or partly in cash, by offsetting claims and/or by capitalisation of reserves, profits or premiums, reserved for the category of beneficiaries with the following characteristics: (i) any company owned by a credit institution or any credit institution acting at the request of the Company to implement a structured offer for employees and corporate officers of companies affiliated to the Company under the terms of Articles L. 225-180 and L. 233-16 of the French Commercial Code and having their registered office outside France; (ii) and/or employees and corporate officers of companies affiliated to the Company under the terms of Articles L. 225-180 and L. 233-16 of the French Commercial Code and having their registered office outside France; (iii) and/or undertakings for collective investment in transferable securities (UCITS) or other employee shareholding entities invested in the Company's shares, with or without a separate legal personality, whose unitholders or shareholders are the persons mentioned above in (ii);
- 2) decided to set as follows the limits on the amounts of the capital increases authorised in the event that the Board of Directors makes use of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at 0.6% of the share capital of the Company on the date of this Shareholders' Meeting, it being stated that this amount will be deducted from the cap specified in paragraph 2 of the 23rd resolution (subject to the approval of that resolution) and from the overall cap specified in paragraph 2 of the 20th resolution of this Shareholders' Meeting or, where appropriate, from any caps provided for by resolutions of the same nature which may replace these resolutions during the period of validity of this delegation;
 - to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;

- 3) decided to withdraw the preferential subscription right of the shareholders for the securities concerned by this resolution, in favour of the aforementioned category of beneficiaries;
- 4) resolved that the issuance price of the new shares pursuant to this delegation may not be more than 30% lower (or any other amount in the event of a change in the laws or regulations applicable on the date of the issuance in connection with the 23rd resolution) than the average quoted price of the Company's shares on the Euronext Paris regulated market during the twenty trading sessions preceding the date of the decision setting the date of the start of subscriptions for a share capital increase carried out under the 23rd resolution; the Board of Directors may, if it sees fit, reduce or cancel any discount granted in this way in order to take into account, among other elements, the legal, accounting, tax and social security regimes applicable in countries outside France (for example, those for share incentive plans in the United Kingdom or defined under Article 423 of the US Internal Revenue Code);
- 5) resolved that the Board of Directors, with the right to sub-delegate under the conditions provided for by law, will have all powers to implement this delegation of authority, in particular in order to:
 - decide to issue shares and/or securities giving immediate or future access to the share capital of the Company or of another company;
 - draw up the list of beneficiaries of the withdrawal of the preferential subscription right within the category defined above, and the number of shares or securities giving access to the share capital to be subscribed for by each of them;
 - in the event that debt securities are issued, determine all of the characteristics and terms of these securities (in particular whether or not they are for a fixed term, whether or not they are subordinated, and their remuneration) and amend, during the life of the securities, the terms and characteristics specified above, in compliance with the applicable formalities;
 - set, where applicable, the terms and conditions for exercising the rights (where appropriate, conversion, exchange or redemption rights, including by delivery of the Company's assets such as treasury shares or securities already issued by the Company) attached to the shares or securities giving access to the share capital and, in particular, decide on the date, even retroactively, from which the new shares will carry dividend rights, as well as all other terms and conditions for carrying out the share capital increase;
 - set the terms and conditions under which the Company will have the option, where appropriate, to purchase or exchange on the stock market, at any time or during specific periods, the securities giving access to the share capital, whether or not in order to cancel them, taking into account the legal provisions;
 - provide for the right to suspend the exercise of rights attached to shares or securities giving access to the share capital in accordance with the laws and regulations;
 - set the amounts of the issuances to be carried out pursuant to this delegation and determine in particular the issuance prices, dates, time limits, terms and conditions of subscription, paying up, delivery and dividend entitlement of the securities (even retroactively), the rules for reductions applicable in the event of oversubscription, and the other terms and conditions of the issuances, within the legal and statutory limits in force;
 - determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any other terms making it possible to ensure, where appropriate, the protection of the rights of holders of securities or other rights giving access to the share capital (including by means of cash adjustments);
 - record the completion of the share capital increases and amend the Articles of Association accordingly;

- decide whether or not to deduct the costs of the capital increases from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;
 - in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and decisions and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them or resulting from the share capital increases carried out;
- 6) set the period of validity of the delegation of authority concerned by this resolution at eighteen months from the date of this Shareholders' Meeting;
- 7) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
- 8) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 18th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-fifth resolution (*Delegation of authority to be given to the Board of Directors to decide to increase the Company's share capital by issuing shares and/or securities giving immediate or future access to the share capital, with withdrawal of the preferential subscription right, reserved for one or more named beneficiaries*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors, and primarily in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, in particular Articles L. 225-129, L. 225-138 and L. 228-91 et seq. of the French Commercial Code and Articles L. 22-10-52-1 of the French Commercial Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions laid down by law, its authority to decide to increase the share capital, with withdrawal of the preferential subscription right, on one or more occasions, in France or abroad, in the proportions and at the times that it sees fit, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, free of charge or against payment, by issuing (i) shares in the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, giving access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to the share capital of the Company or of other companies including a company owning directly or indirectly more than half of the share capital (including equity securities giving entitlement to the grant of debt securities), it being stated that the shares may be paid up in cash, by offsetting claims and/or by capitalisation of reserves, profits or premiums;
- 2) decided to withdraw the shareholder preferential subscription rights for any shares or other securities that may be issued under this resolution for the benefit of one or more named beneficiaries; it being stated that the Board of Directors will have full powers to name the one or more beneficiaries for whom the issuance will be reserved:
- 3) decided to set as follows the cap for authorised share capital increases in the event that the Board of Directors makes use of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at 323,000,000 (three hundred and twenty-three million) euros or the equivalent in any other currency or monetary unit established by reference to several currencies, it being stated that this amount will be deducted from the cap specified in paragraph 3 of the 21st resolution and from the overall cap specified in paragraph 2 of the 20th resolution or, where appropriate, from the caps provided for by resolutions of the same nature that may replace the aforesaid resolutions during the period of validity of this delegation;
 - in any case, issuances of equity securities carried out pursuant to this delegation shall not exceed the limits provided for by the regulations applicable on the date of the issuance (currently 30% of the share capital per year); and

- to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;
- 4) decided to set as follows the limits on the amounts of debt securities authorised in the event of the issuance of securities in the form of debt securities giving immediate or future access to the capital of the Company or of other companies:
- the maximum nominal amount of the debt securities that may be issued immediately or in future pursuant to this delegation is set at 1,200,000,000 (one billion two hundred million) euros or the equivalent value of this amount in any other currency or monetary unit established by reference to several currencies on the date they are issued, it being stated that this amount will be deducted from the cap specified in paragraph 4 of the 21st resolution and from the overall cap specified in paragraph 3 of the 20th resolution of this Shareholders' Meeting or, where appropriate, from any caps provided for by resolutions of the same nature that may replace the aforesaid resolutions during the period of validity of this delegation;
 - this amount will be increased, where applicable, by any redemption premium above par;
 - this amount is separate from the amount of debt securities that could be issued due to the use of other resolutions submitted to this Shareholders' Meeting, and from debt securities the issuance of which is decided or authorised by the Board of Directors in accordance with Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3, L. 228-93 paragraph 6 and L. 228-94 paragraph 3 of the French Commercial Code;
- 5) noted that this delegation entails, for the benefit of holders of the securities issued giving access to the share capital of the Company, an express waiver by the shareholders of their preferential subscription right to subscribe for the shares that the securities will entitle them to immediately or in future;
- 6) decided, in accordance with Article L. 22-10-52-1 paragraph 3 of the French Commercial Code, that:
- the issuance price of the shares issued directly will be set by the Board of Directors in accordance with the regulations in force on the date on which this delegation is used (it must currently be at least equal to the closing price of the last trading session preceding the Board of Directors' decision to use this delegation, possibly reduced by a maximum discount of 10%);
 - the issuance price of the securities giving access to the share capital and the number of shares to which the conversion, redemption or more generally, the transformation of each security giving access to the share capital may give entitlement, shall be such that the amount received immediately by the Company, plus, where appropriate, the amount that it may receive later, is, for each share issued as a result of the issuance of these securities, at least equal to the minimum subscription price defined in the previous paragraph;
- 7) resolved that the Board of Directors, with the right to sub-delegate under the conditions laid down by law, will have all powers to implement this delegation of authority, in particular in order to:
- decide to issue shares and/or securities giving immediate or future access to the share capital of the Company or of another company;
 - name the one or more persons for whom the issuance is reserved and the number of securities to be subscribed for by each of them;
 - decide the amount of the issuance, the issuance price and the amount of the premium that may be requested on issuance or, where appropriate, the amount of reserves, profits or premiums that can be capitalised;
 - determine the dates and terms of the issuance, and the nature, number and characteristics of the shares and/or securities to be created;
 - in the event that debt securities are issued, decide whether or not they are subordinated (and where appropriate their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate (in particular interest at a fixed or variable rate or zero or indexed coupon) and specify, where appropriate, mandatory or optional cases of

suspension or non-payment of interest, specify their term (fixed or perpetual), the possibility of reducing or increasing the par value of the securities and the other terms of issuance (including whether to grant guarantees or security for them) and of redemption (including redemption by delivery of the Company's assets); where appropriate, these securities may give the Company the option to issue debt securities (whether equivalent or not) in payment of interest, the payment of which has been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their redemption or remuneration terms or other rights such as indexation or options); and amend, during the life of the securities concerned, the terms specified above, in compliance with the applicable formalities;

- determine how the shares are to be paid up;
 - set, where applicable, the terms and conditions for exercising the rights (where appropriate, conversion, exchange or redemption rights, including by delivery of the Company's assets such as treasury shares or securities already issued by the Company) attached to the shares or securities giving access to the share capital to be issued and, in particular, decide on the date, even retroactively, from which the new shares will carry dividend rights, as well as all other terms and conditions for carrying out the share capital increase;
 - set the terms and conditions under which the Company will have the option, where appropriate, to purchase or exchange on the stock market, at any time or during specific periods, the securities giving access to the share capital, whether or not in order to cancel them, taking into account the legal provisions;
 - provide for the right to suspend the exercise of rights attached to shares or securities giving access to the share capital in accordance with the laws and regulations;
 - decide whether or not to deduct the costs of the share capital increases from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;
 - determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any terms making it possible to ensure, where appropriate, the protection of the rights of holders of securities giving access to the share capital or other rights giving access to the share capital (including by means of cash adjustments);
 - record the completion of each share capital increase and amend the Articles of Association accordingly;
 - in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them;
- 8) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation of authority from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
- 9) noted that in the event that the Board of Directors uses the delegation of authority granted to it by this resolution, the Board of Directors must report back to the shareholders on the use made of the authorisations granted in this resolution at the next Ordinary Shareholders' Meeting, in accordance with the laws and the regulations.
- 10) set the period of validity of the delegation of authority concerned by this resolution at eighteen months from the date of this Shareholders' Meeting.

Twenty-sixth resolution (*Delegation of authority to be given to the Board of Directors to increase the number of securities to be issued in the event of a capital increase, with the preferential subscription right maintained or withdrawn*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors and in accordance with Articles L. 225-129-2 and L. 225-135-1 of the French Commercial Code:

- 1) delegated to the Board of Directors its authority, with the right to sub-delegate under the conditions laid down by law, to decide to increase the number of securities to be issued in the event of an increase in the Company's share capital, with or without a preferential subscription right, at the same price as that used for the initial issue, within the deadlines and limits stipulated by the regulations applicable on the issuance date (currently, within thirty days of the subscription closing date and within a limit of 15% of the initial issue), in particular in order to grant an over-allotment option in accordance with market practices;
- 2) resolved that the nominal amount of the capital increases decided by this resolution will be deducted from the cap stipulated in the resolution by virtue of which the initial issuance was decided or, where appropriate, from the caps stipulated by any resolutions of the same nature which may replace the aforesaid resolutions during the period of validity of this delegation;
- 3) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation of authority from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
- 4) set the period of validity of the delegation of authority concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;
- 5) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 19th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-seventh resolution (*Right to issue shares and/or securities giving immediate or future access to shares to be issued by the Company as consideration for contributions in kind consisting of equity securities or securities giving access to the capital*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors and in accordance with the provisions of Articles L. 225-129, L. 225-129-2, L. 225-147, L. 22-10-53 and L. 228-91 et seq. of the French Commercial Code:

- 1) authorised the Board of Directors, with the right to sub-delegate under the conditions laid down by law, to carry out a capital increase, on one or more occasions, by issuing (i) shares in the Company and/or (ii) securities governed by Articles L. 228-92 paragraph 1, L. 228-93 paragraphs 1 and 3 or L. 228-94 paragraph 2 of the French Commercial Code, giving access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to the capital of the Company or of other companies, including those in which the Company owns directly or indirectly more than half of the share capital (including equity securities giving entitlement to the grant of debt securities), as consideration for contributions in kind granted to the Company and consisting of equity securities or securities giving access to the capital, if the provisions of Article L. 22-10-54 of the French Commercial Code do not apply;
- 2) decided to set as follows the limits on the amounts of the capital increases authorised in the event that the Board of Directors makes use of this authorisation:
 - the maximum nominal amount of the share capital increases that may be carried out under this authorisation is set at 323,000,000 (three hundred and twenty-three million) euros or the equivalent in any other currency or monetary unit established by reference to several currencies, it being stated that this amount will be deducted from the cap specified in paragraph 3 of the 21st resolution and from the overall cap specified in paragraph 2 of the 20th resolution or, where appropriate, from the caps provided for by resolutions of the same nature that may replace the aforesaid resolutions during the period of validity of this authorisation;

- in any case, issuances of shares and securities giving access to the share capital pursuant to this authorisation shall not exceed the limits provided for by the regulations applicable on the date they are issued (currently 20% of the share capital); and
 - to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;
- 3) resolved that the Board of Directors will have all powers, with the right to sub-delegate under the conditions laid down by law, to implement this authorisation, in particular in order to:
- decide to issue shares and/or securities giving immediate or future access to the share capital of the Company, as consideration for contributions;
 - draw up the list of equity securities and securities giving access to the share capital contributed, approve the valuation of the contributions, set the terms and conditions of the issuance of shares and/or securities as consideration for the contributions, and where appropriate, the amount of the balancing payment to be made, approve the granting of special benefits, and reduce, if the contributors so agree, the valuation of the contributions or the remuneration for the special benefits;
 - determine the dates and terms of the issuance, the nature, number and characteristics of the shares and/or securities as consideration for the contributions, and amend the aforesaid terms and characteristics during the life of the securities, in compliance with the applicable formalities;
 - decide whether or not to deduct the costs of the share capital increases from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;
 - set the terms and conditions under which the Company will have the option, where appropriate, to purchase or exchange on the stock market, at any time or during specific periods, the securities giving access to the capital, whether or not in order to cancel them, taking into account the legal provisions;
 - provide for the right to suspend the exercise of rights attached to shares or securities giving access to the share capital in accordance with the laws and regulations;
 - determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any terms making it possible to ensure, where appropriate, the protection of the rights of holders of securities giving access to the share capital or other rights giving access to the share capital (including by means of cash adjustments);
 - record the completion of each capital increase and amend the Articles of Association accordingly;
 - in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this authorisation, and the exercise of the rights attached to them;
- 4) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this authorisation from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
- 5) set the period of validity of the authorisation concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;

- 6) where appropriate, noted that this authorisation renders ineffective from this day, for the amount of the unused portion, the authorisation granted by the 20th resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-eighth resolution (*Delegation of authority to the Board of Directors to issue shares in the Company, following the issuance by subsidiaries of the Company of securities giving access to the Company's share capital, with withdrawal of the preferential subscription right of shareholders*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors, and in accordance with the provisions of Articles L. 225-129 et seq. of the French Commercial Code, in particular those of Article L. 225-129-2 and Article L. 228-93 of the French Commercial Code:

- 1) delegated to the Board of Directors, with the right to sub-delegate under the conditions provided for by law, the authority to decide to issue shares in the Company, to which the securities issued by one or more companies in which the Company directly or indirectly owns more than half of the share capital (the "Subsidiaries") confer entitlement;
- 2) decided to set as follows the limits on the amounts of the capital increases authorised in the event that the Board of Directors makes use of this delegation of authority:
 - the maximum nominal amount of the share capital increases that may be carried out under this delegation is set at 323,000,000 (three hundred and twenty-three million) euros or the equivalent in any other currency or monetary unit established by reference to several currencies, it being stated that this amount will be deducted from the cap specified in paragraph 3 of the 21st resolution and from the overall cap specified in paragraph 2 of the 20th resolution or, where appropriate, from the caps provided for by resolutions of the same nature that may replace the aforesaid resolutions during the period of validity of this delegation;
 - to these caps shall be added, where appropriate, the nominal amount of the shares to be issued to protect the rights of holders of securities giving access to the share capital or other rights giving access to the share capital, in accordance with the laws and regulations and, where appropriate, with contractual provisions providing for other cases of adjustment;
- 3) decided to withdraw the shareholders' preferential right to the securities issued under this delegation;
- 4) noted that these securities may only be issued by the Subsidiary/Subsidiaries with the agreement of the Board of Directors of the Company and may, in accordance with Article L. 228-93 of the French Commercial Code, give access, immediately or in future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, to shares in the Company and be issued on one or more occasions, in France, on foreign markets and/or on the international market, either in euros or in any other currency or monetary unit established by reference to several currencies, with or without a premium, free of charge or against payment;
- 5) noted that the amount paid to the Company at the time of the issuance or that may be paid to it later must be at least equal to the minimum issuance price specified in paragraph 8 of the 21st resolution of this Shareholders' Meeting, for each share issued as a result of the issuance of the securities specified in paragraph 1 above;
- 6) resolved that the Board of Directors will have all powers, with the right to sub-delegate under the conditions laid down by law, to implement this delegation of authority, in particular in order to:
 - decide to issue shares in the Company;
 - decide the amount of the issuance, the issuance price and the amount of the premium that may be requested on issuance or, where appropriate, the amount of reserves, profits or premiums that can be capitalised;
 - determine the dates and terms of the issuance, and the nature, number and characteristics of the shares to be created;
 - determine how the shares are to be paid up;

- determine, if necessary, the terms and conditions for exercising the rights attached to the shares and, in particular, set the date, even retroactively, from which the new shares will carry dividend rights, as well as all other terms and conditions for carrying out the share capital increase;
 - provide for the right to suspend the exercise of rights attached to the shares in accordance with the laws and regulations;
 - decide whether or not to deduct the costs of the share capital increases from the amount of the related premiums, and deduct from this amount the sums required for the legal reserve;
 - determine and make any adjustments intended to take into account the impact of transactions involving the share capital or shareholders' equity of the Company, in particular in the event of a change in the par value of the shares, a share capital increase by capitalisation of reserves, profits or premiums, a free grant of shares to shareholders, a stock split or reverse stock split, the distribution of dividends, reserves or premiums or of any other assets, a capital dividend, or any other transaction involving the share capital or shareholders' equity (including in the event of a public offer and/or change of control), and specify, in accordance with the laws and regulations and, where appropriate, with the contractual provisions providing for other methods of protection, any terms making it possible to ensure the protection of the rights of holders of securities giving access to the share capital or other rights giving access to the share capital (including by means of cash adjustments);
 - record the completion of each capital increase and amend the Articles of Association accordingly;
 - in general, sign any agreements, in particular to successfully complete the planned issuances, take any measures and carry out any formalities required for the issuance, listing and financial servicing of the securities issued pursuant to this delegation, and the exercise of the rights attached to them;
- 7) set the period of validity of the delegation of authority concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;
- 8) resolved that the Board of Directors cannot, without the prior authorisation of the Shareholders' Meeting, make use of this delegation from the date on which a third party makes a public offer for the Company's securities until the end of the offer period;
- 9) where appropriate, noted that this delegation renders ineffective from this day, for the amount of the unused portion, the delegation granted by the 21st resolution of the Combined Shareholders' Meeting of 10 July 2025.

Twenty-ninth resolution (*Authorisation to be given to the Board of Directors to make free grants of existing shares or shares to be issued, to employees and corporate officers of the Group or to some of them*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors and the special report of the Statutory Auditors and in accordance with Articles L. 225-197-1 et seq. and L. 22-10-59 and L. 22-10-60 of the French Commercial Code:

- 1) authorised the Board of Directors to make free grants, on one or more occasions, of existing shares or shares to be issued, to beneficiaries or categories of beneficiaries that it shall determine from among the employees of the Company or of companies or groups affiliated to it under the conditions set out in Article L. 225-197-2 of the French Commercial Code and the corporate officers of the Company or of companies or groups affiliated to it, and which meet the conditions set out in Article L. 225-197-1, II and L. 22-10-59 of the aforesaid Code, under the conditions defined below;
- 2) resolved that the existing shares or shares to be issued free of charge in accordance with this authorisation cannot exceed 7,000,000 shares, it being stated that (i) within this cap, the total number of existing shares or shares to be issued granted in accordance with this authorisation to the executive corporate officers of the Company cannot exceed 350,000 shares (including a maximum number of 175,000 shares that may be granted to the Chief Executive Officer as his sign-on bonus in the event that the 11th resolution of this Shareholders' Meeting is adopted), and (ii) to these caps shall be added, where appropriate, the number of shares to be issued in order to make adjustments to protect the

rights of the beneficiaries, in accordance with the laws and regulations and, where appropriate, with the provisions of plans providing for other methods of protection;

- 3) resolved that the final grant of free shares will be entirely subject to the achievement of one or more performance conditions set by the Board of Directors under the conditions set out in the Board of Directors' report. Exceptionally, in the case of grants made to a majority of the Group's employees and/or in connection with the implementation of employee shareholding transactions, the Board of Directors may grant free shares without performance conditions (except to corporate officers or members of the management team) up to a limit of 2,000,000 shares (excluding adjustments), which will be deducted from the cap of 7,000,000 shares set in paragraph 2 above;
- 4) resolved that:
 - for all grants not subject to performance conditions within the limit of 2,000,000 shares set above, the shares granted to the beneficiaries will vest at the end of a vesting period, the duration of which will be set by the Board of Directors, and cannot be less than one year, and the beneficiaries must, where appropriate, hold these shares for a period, set by the Board of Directors, at least equal to that required to ensure that the combined duration of the vesting and, where appropriate, holding periods is not less than two years;
 - for all grants subject to one or more performance conditions, the shares granted to the beneficiaries will vest at the end of a vesting period, the duration of which will be set by the Board of Directors, and which cannot be less than three years. The Shareholders' Meeting authorised the Board of Directors to decide whether or not to impose a holding requirement at the end of the vesting period;
 - it being stated that the grant of the free shares and the right to sell them freely will nevertheless take place before the expiry of the vesting period or, where appropriate, of the holding requirement, in the event of disability of the beneficiary qualifying for the second or third category specified in Article L. 341-4 of the French Social Security Code, or in the equivalent case abroad;
- 5) granted full powers to the Board of Directors to implement this authorisation, and in particular in order to:
 - determine whether the free shares granted are shares to be issued and/or existing shares and, where appropriate, change its choice before the vesting of the shares;
 - determine the identity of the beneficiaries, or the category or categories of beneficiaries, of the grants of shares, among the employees and corporate officers of the Company or of the aforementioned companies or groups and the number of shares granted to each of them;
 - set the conditions and, where appropriate, the criteria for granting the shares, in particular the minimum vesting period and the holding period required for each beneficiary, where applicable, under the conditions set out above, it being stated that in the case of free shares granted to corporate officers, the Board of Directors must either (a) decide that the free shares granted cannot be sold by the persons concerned before they cease to hold office, or (b) set the number of free shares granted that they are required to hold in registered form until they cease to hold office;
 - provide for the possibility of temporarily suspending allotment rights;
 - record the dates of final grant and the dates from which the shares may be freely sold, taking into account the legal restrictions;
- 6) resolved that the Board of Directors will also have full powers, with the right to sub-delegate in accordance with the law, in order to deduct, where appropriate, in the event of the issuance of new shares, from the reserves, profits or issue premiums, the sums required to pay up the aforesaid shares, record the completion of the capital increases carried out pursuant to this authorisation, amend the Articles of Association accordingly, and in general carry out all necessary actions and formalities;
- 7) resolved that the Company may, where appropriate, make the necessary adjustments to the number of free shares granted in order to protect the rights of the beneficiaries, according to any transactions affecting the Company's capital or shareholders' equity, in particular in the event of a change in the par value of the shares, a capital increase by capitalisation of reserves, the grant of bonus shares to shareholders, the issuance of new equity securities with the preferential subscription right reserved for shareholders, stock splits or reverse stock splits, the distribution of reserves, share premiums or

any other assets, a capital redemption, changes in the distribution of profits by creating preference shares, or any other transactions affecting the shareholders' equity or capital (including in the event of a public offer and/or change of control). It is specified that the shares granted following these adjustments will be deemed to have been granted on the same day as the shares initially granted;

- 8) noted that, in the event of the grant of new free shares, this authorisation will entail, as and when the aforesaid shares are definitively granted, a capital increase by capitalisation of reserves, profits or share premiums in favour of the beneficiaries of the aforesaid shares and a corresponding waiver by the shareholders of their preferential subscription right for the aforesaid shares in favour of the beneficiaries of the aforesaid shares;
- 9) noted that, if the Board of Directors makes use of this authorisation, it will inform the Ordinary Shareholders' Meeting each year of the transactions carried out pursuant to Articles L. 225-197-1 to L. 225-197-3 of the French Commercial Code, under the conditions set out in Article L. 225-197-4 of that Code;
- 10) set the period of validity of the authorisation concerned by this resolution at twenty-six months from the date of this Shareholders' Meeting;
- 11) where appropriate, noted that this authorisation renders ineffective from this day, for the amount of the unused portion, the authorisation granted by the 22nd resolution of the Combined Shareholders' Meeting of 10 July 2025.

Thirtieth resolution (*Amendments to the Articles of Association - Staggering of Directors' terms of office*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for extraordinary shareholders' meetings, after reading the report of the Board of Directors, decided to add a new rule to the Articles of Association under which the Shareholders' Meeting may, at an ordinary shareholders' meeting and on the proposal of the Board of Directors, appoint or re-elect one or more Directors for a term of less than four years, in order to enable staggered renewal of Directors' terms of office, and accordingly to amend paragraph 3 of Article 9 of the Articles of Association as follows (it being specified that the remainder of the Article shall remain unchanged):

Former wording of Article 9 paragraph 3	New wording of Article 9 paragraph 3
<p>Directors are appointed for a four-year term of office. However, any Director appointed to replace another Director before the end of the term of office will only remain in office for the remainder of the predecessor's term of office. The term of office of a Director ends at the close of the ordinary shareholders' meeting called to approve the financial statements for the previous fiscal year, held in the year in which the Director's term of office expires. The age limit provided for by the law for the office of Director applies. All retiring Directors are eligible for re-election.</p>	<p>Directors are appointed for a four-year term of office. Notwithstanding this and except in the case of the Directors representing employees, the shareholders' meeting may, at an ordinary shareholders' meeting and on the proposal of the Board of Directors, appoint or re-elect one or more Directors for a term of one, two or three years, to allow a staggered renewal of Directors' terms of office. In any event, any Director appointed to replace another Director before the end of the term of office will only remain in office for the remainder of the predecessor's term of office. The term of office of a Director ends at the close of the ordinary shareholders' meeting called to approve the financial statements for the previous fiscal year, held in the year in which the Director's term of office expires. The age limit provided for by the law for the office of Director applies. All retiring Directors are eligible for re-election.</p>

For the Ordinary Shareholders' Meeting

Thirty-first resolution (*Powers to carry out formalities*)

The Shareholders' Meeting, deliberating in accordance with the quorum and majority requirements for ordinary shareholders' meetings, conferred full powers on the bearer of a copy of or extract from the minutes of the meeting in order to carry out all of the filing and disclosure formalities required by law.

PARTICIPATION IN THE ANNUAL COMBINED GENERAL MEETING

1. Preliminary formalities to complete in order to participate in the Meeting

All shareholders, irrespective of the number of shares they hold, can participate in the Meeting or be represented at the Meeting by another shareholder, their spouse or person with whom they have entered into a domestic partnership agreement (*pacte civil de solidarité*). Shareholders can also be represented by any legal or person of their choice (Articles L. 225-106 and L. 22-10-39 of the French Commercial Code).

In accordance with Article R. 22-10-28 of the French Commercial Code, the right to participate in the Meeting is evidenced by the registration of the shares in the name of the shareholder or of the intermediary registered on the shareholder's behalf (pursuant to the seventh paragraph of Article L. 228-1 of the French Commercial Code) on the fifth business day that precedes the Meeting, *i.e. at 12:00 a.m. (Paris time) on Thursday 2 July 2026*, either in the registered share accounts maintained on behalf of the Company by its agent, Uptevia, or in the bearer share accounts maintained by the authorised banking or financial intermediary.

The registration of the shares in the holder's security accounts maintained by the authorised intermediaries is evidenced by a shareholding certificate delivered by such authorised intermediaries to the shareholder and is attached to:

- the postal voting form;
- the voting proxy.

In respect of any transfer of ownership of the shares occurring after such date, the transferor's shareholding certificate shall remain valid and the vote shall be accounted for under the name of the transferor.

Each shareholder who has expressed his/her vote by mail, sent a proxy or requested an attendance card (under the conditions specified below) cannot choose another method of participation but may sell all or part of his/her shares. However, if the ownership is transferred before **Thursday 2 July 2026 at 12:00 a.m. (Paris time)**, the Company will invalidate or modify accordingly, as the case may be, the vote which has been expressed by mail, the proxy, the attendance card or the shareholding certificate. For this purpose, the shareholder's intermediary will notify the transfer of ownership to the Company or to its agent and send the necessary information. No transfer of ownership completed after **Thursday 2 July 2026 at 12:00 a.m. (Paris time)**, whatever the method used, will be notified by the intermediary or taken into account by the Company, notwithstanding any agreement to the contrary.

2. To personally attend the Meeting

Shareholders who wish to personally attend the Meeting must apply for an attendance card as soon as possible so that they can receive the attendance card in a timely way:

2.1. Requesting an attendance card by post

If you hold registered shares, tick the relevant box of the voting form included with the meeting brochure and return it signed and dated to Uptevia (Uptevia - Service assemblées – 90/110 Esplanade du Général de Gaulle – 92931 Paris La Défense Cedex, France). Uptevia must receive this request by **Wednesday 8 July 2026 at 3:00 p.m. (Paris time)** at the latest.

If you hold bearer shares, you must either tick the relevant box of the voting form (which is available from the intermediary who manages your securities as well as in the area dedicated to the Meeting on the Company's website (www.alstom.com)) and return it signed and dated to your financial intermediary, or ask your financial intermediary for an attendance card to be sent to you. Your financial intermediary will directly provide evidence of your shareholding status to Uptevia by producing a shareholding statement. If you hold bearer shares and have not received your attendance card in time, you must request a

shareholding statement from your financial intermediary, which will allow you to provide proof of your status as a shareholder at the Meeting reception desk.

The attendance card will be sent to you by post.

2.2. Requesting an attendance card online

If you hold direct registered shares (*nominatif pur*) and want to request an attendance card, you can access the voting site through your Shareholder Section at <https://www.investors.uptevia.com> using your usual access codes.

If you hold intermediary registered shares (*nominatif administré*), you can access the voting site "VoteAG" through your Shareholder Section at <https://www.voteag.com> using the temporary code indicated on the voting form that you have received or on the electronic convening notice.

If you have misplaced/forgotten your username and/or password, you may call:

- 0 800 509 051 from France (toll-free number), or
- +33 1 49 37 82 39 from abroad.

After logging, if you hold registered shares (in direct registered form or in intermediary registered form) please follow the instructions given on the screen in order to access the VOTACCESS online platform and request an attendance card. You will also be able to access the Meeting documents via the same site.

If you hold bearer shares and want to personally attend the Meeting and your financial intermediary provides access to VOTACCESS, you can request an attendance card by connecting to your financial intermediary's dedicated portal. Access to VOTACCESS via your account-holding institution's web portal may be subject to special terms of use defined by that institution. Accordingly, the shareholders holding shares in bearer form who are interested in this service are invited to contact their account-holding institution for more information about these terms of use.

It is recommended that you do not wait until the day before the Meeting to request your attendance card.

3. Voting remotely or being represented at the Meeting

3.1. Voting remotely or appointing a proxy by post

If you hold registered shares, you will automatically receive the voting form (attached to the meeting brochure), which you must complete, sign and send to Uptevia (Uptevia - Service assemblées – 90/110 Esplanade du Général de Gaulle – 92931 Paris La Défense Cedex, France).

If you hold bearer shares, you can obtain a voting form from the financial intermediary which manages your securities. Your intermediary must receive your request at least six days before the Meeting, i.e., **Friday 3 July 2026**. If you hold bearer shares, you must then return your duly completed and signed voting form to the authorised financial intermediary which manages your securities account. Your intermediary will verify your status as a shareholder and will return the form to Uptevia along with a shareholding statement.

The single form for voting by post or by proxy is available online on the Company's website (www.alstom.com) starting 21 days before the Meeting.

To be taken into account, Uptevia must have received the voting forms by 3:00 p.m. on the day before the Meeting, i.e., **Wednesday 8 July 2026 at 3:00 p.m.** (Paris time) at the latest.

The appointment or revocation of a proxy expressed by post must be received until four days before the date of the meeting, i.e., by **Wednesday 8 July 2026** (Paris time) at the latest.

3.2. Voting remotely or by proxy online (Via VOTACCESS)

If you hold direct registered shares (*nominatif pur*) and want to input your voting instructions or appoint a proxy, you can access the voting site through your Shareholder Section at <https://www.investors.uptevia.com> using your usual access codes.

If you hold intermediary registered shares (*nominatif administré*), you can access the voting site "VoteAG" through your Shareholder Section at <https://www.voteag.com> using the temporary code indicated on the voting form that you have received or on the electronic convening notice.

If you have misplaced/forgotten your username and/or password, you may call:

- 0 800 509 051 from France (toll-free number), or
- +33 149 37 82 39 from abroad.

After logging, if you hold registered shares (in direct registered form or in intermediary registered form) please follow the instructions given on the screen in order to access the VOTACCESS online platform and input your voting instructions or appoint or revoke a proxy. You will also be able to access the Meeting documents via the same site.

If you hold bearer shares and your account holder has signed up for the VOTACCESS service and offers this service for this Meeting, you will be able to vote or grant a proxy online.

If you hold bearer shares and wish to vote online, you must connect to your financial intermediary's web portal using your usual access codes, access the intermediary's dedicated portal and then the VOTACCESS platform, which will allow you to vote or appoint or revoke a proxy. Access to VOTACCESS via your account-holding institution's web portal may be subject to special terms of use defined by that institution. Accordingly, the shareholders holding shares in bearer form who are interested in this service are invited to contact their account-holding institution for more information about these terms of use.

3.3 Appointment/revocation of a proxy online (without VOTACCESS)

Articles R. 225-79 and R. 22-10-24 of the French Commercial Code also allow for notice of the appointment and/or revocation of a proxy to be given electronically if the shareholder's account-holding institution is not connected to VOTACCESS.

Holders of bearer shares must send an email to the address: ct-mandataires-assemblees@uptevia.com. This email must include a scanned copy of the signed voting form as well as the participation certificate issued by their authorized intermediary.

Only proxy appointment or revocation notices may be sent to the email address listed above. Any other request or notice relating to another topic will not be taken into account and/or processed.

In order to be validly taken into account, mandates designating or revoking a proxy by electronic means must be received the day before the meeting at the latest, i.e. **Wednesday 8 July 2026 at 3:00 p.m.** (Paris time).

It is recommended that you not wait until the day before the Meeting to input your instructions.

The secured VOTACCESS platform dedicated to the Meeting will be opened starting on **Monday 22 June 2026** and up until **Wednesday 8 July 2026 at 3:00 p.m.** (Paris time). However, shareholders are recommended not to wait until the last day to connect to the site.

If you have already voted by post, by Internet, sent a proxy or asked for an attendance card, it is no longer possible to choose another method of attendance.

4. Requests to add items or draft resolutions on the agenda

Requests that items or draft resolutions be added to the Meeting agenda by shareholders who satisfy the conditions laid down in article R. 227-71 of the French Commercial Code must be received by the Chairman of the Board of Directors by registered mail with return receipt at the head office of ALSTOM, 48 rue Albert Dhalenne, 93400 Saint-Ouen-sur-Seine, or by email at: alstom.fr.ag2026@alstomgroup.com, no later than 25 days before the date of the Meeting, i.e., by **Sunday 14 June 2026** at the latest, but cannot be sent more than 20 days after the date this notice is published, in accordance with articles R. 225-73 (II) and R. 22-10-22 of the French Commercial Code.

Any request must be accompanied by the item to be included on the agenda and the reasons therefore, or by the text of the draft resolutions, along with, as the case may be, a brief presentation of the reasons and, as appropriate, the information provided for by article R. 225-71 of the French Commercial Code. Any request must also be accompanied by a shareholding certificate that evidences that the person making the request possesses or represents the fraction of the share capital required by article L. 225-71 of the French Commercial Code.

The Meeting's examination of the item or draft resolution is subject to the person making the request sending a new certificate evidencing that their shares are registered in their account at 12:00 a.m. on the fifth business day preceding the Meeting, i.e., **Thursday 2 July 2026 at 12:00 a.m.** (Paris time).

The text of the draft resolutions presented by shareholders and the list of items added to the agenda at their request will, if applicable, be published without delay on the Company's website ([www.alstom.com/Finance/Shareholders/Shareholders' meeting](http://www.alstom.com/Finance/Shareholders/Shareholders%20meeting)).

5. Written questions

All shareholders may ask questions in writing to which the Board of Directors will respond to during the Meeting. These written questions must be sent to the Chairman of the Board of Directors by registered mail with return receipt at the head office of ALSTOM, 48 rue Albert Dhalenne, 93400 Saint-Ouen-sur-Seine, or by email at: alstom.fr.ag2026@alstomgroup.com, at the latest the fourth business day preceding the Meeting, i.e. **Friday 3 July 2026**. Written questions must be accompanied by a statement evidencing the ownership of the shares in ALSTOM's registered shares account or in the shares account maintained by the financial intermediary.

Pursuant to applicable legislation, a common answer can be given to several questions if they have the same content or relate to the same topic. The answer to a written question will be deemed given if it is on the Company's website ([www.alstom.com/Finance/Shareholders/Shareholders' meeting](http://www.alstom.com/Finance/Shareholders/Shareholders%20meeting)).

6. Information and documents made available to shareholders

This convening notice, as well as a presentation of the resolutions submitted to the Meeting, may be consulted on the Company's website ([www.alstom.com/Finance/Shareholders/Shareholders' meeting](http://www.alstom.com/Finance/Shareholders/Shareholders%20meeting)).

In addition, the information referred to in Article R.22-10-23 of the French Commercial Code, including the documents to be presented to the Meeting, are published on ALSTOM's website at the aforementioned address starting 21 days before the Meeting, i.e., **Thursday 18 June 2026**.

These documents and information are also available and may be consulted at ALSTOM's head office as from the publication of this convening notice and at least during the 15 days that precede the Meeting, i.e., as from **Wednesday 24 June 2026**.

In accordance with the provisions of Article R. 225-88 of the French Commercial Code, as amended by Decree No. 2026-94 of 13 February 2026 on the modernization of communication arrangements with shareholders by certain commercial companies, the Company is no longer required to send to shareholders who so request the documents and information referred to in Articles R. 225-81 and R. 225-83 of the French Commercial Code, provided that they are published on the Company's website.

7. Live webcast and recording

Pursuant to Articles L. 22-10-38-1 and R. 22-10-29-1 of the French Commercial Code, the Meeting will be webcast live in full on the Company's website (www.alstom.com), unless technical reasons make such live webcast impossible or materially disrupt it. The Meeting will also be audiovisually recorded and available on the Company's website no later than seven business days after the date of the Meeting, and for at least two years from the date it is posted online.

The Board of Directors