ALSTOM

COMBINED SHAREHOLDERS' MEETING – 9 JULY 2026

Results of the vote of the resolutions and summary minutes of the Shareholders' Meeting

The Combined Shareholders' Meeting was held at 28 avenue George V (« Châteauform' Le 28 George V ») 75008 Paris, on 9 July 2026 at 2:00 pm under the chairmanship of Mr Philippe Petitcolin.

This Meeting gathered shareholders holding 331,366,498 shares, *i.e.* 71.64% of the total number of shares, and 331,366,498 voting rights.

Total number of shares with voting rights	**462,546,024**
Total number of voting rights	**462,546,024**
Number of shareholders attending, voting by proxy or by mail	Ordinary part: 6,854 Extraordinary part: 6,854
Number of shares held by shareholders attending, voting by proxy or by mail	Ordinary part: 331,366,498 Extraordinary part: 331,366,498
Number of voting rights held by shareholders attending, voting by proxy or by mail	Ordinary part: 331,366,498 Extraordinary part: 331,366,498

During this Meeting, Mr. Martin Sion, Chief Executive Officer, reported on the main events of the fiscal year 2025/26 and provided with an update on the strategy.

Mr Bernard Delpit, Chief Financial Officer, then commented on the Group's financial results for the fiscal year 2025/26.

Then, Mr. Kevin Cogo, in charge of the Group's Strategy, presented the priorities and results in terms of CSR.

Some corporate governance and remuneration topics were then presented respectively by Mr. Philippe Petitcolin, Chairman of the Board of Directors, and by Mr. Baudouin Prot, in his capacity as Chairman of the Nominations and Remuneration Committee.

Lastly, the statutory auditors presented their reports.

At the end of these presentations, some exchanges took place with the shareholders.

Ms Emmanuelle Petrovic then presented the resolutions and submitted them to shareholders 'vote.

The result of the vote on each resolution is detailed below:

Detail of votes per resolution

<table>
<tr><th colspan="8">Resolutions within the competence of the Ordinary Shareholders' Meeting</th></tr>
<tr><th rowspan="2">N°</th><th rowspan="2">Results</th><th colspan="2">For</th><th colspan="2">Against</th><th colspan="2">Abstention *
(For information)</th></tr>
<tr><th>Number of votes</th><th>%</th><th>Number of votes</th><th>%</th><th>Number of votes</th><th>%</th></tr>
<tr><td rowspan="2">1</td><td colspan="7">Approval of the annual financial statements for the fiscal year to 31 March 2026</td></tr>
<tr><td>Adopted</td><td>321,708,138</td><td>99.97%</td><td>109,985</td><td>0.03%</td><td>9,548,375</td><td>2.88%</td></tr>
<tr><td rowspan="2">2</td><td colspan="7">Approval of the consolidated financial statements for the fiscal year to 31 March 2026</td></tr>
<tr><td>Adopted</td><td>321,722,877</td><td>99.97%</td><td>93,987</td><td>0.03%</td><td>9,549,634</td><td>2.88%</td></tr>
<tr><td rowspan="2">3</td><td colspan="7">Appropriation of the result for the fiscal year to 31 March 2026</td></tr>
<tr><td>Adopted</td><td>331,054,908</td><td>99.92%</td><td>249,540</td><td>0.08%</td><td>62,050</td><td>0.02%</td></tr>
<tr><td rowspan="2">4</td><td colspan="7">Approval of a regulated agreement (1)</td></tr>
<tr><td>Adopted</td><td>167,127,193</td><td>51.09%</td><td>159,963,936</td><td>48.91%</td><td>4,275,369</td><td>1.29%</td></tr>
<tr><td rowspan="2">5</td><td colspan="7">Renewal of the term of office of Mr Baudouin Prot as a Director</td></tr>
<tr><td>Adopted</td><td>307,152,685</td><td>92.76%</td><td>23,966,569</td><td>7.24%</td><td>247,244</td><td>0.07%</td></tr>
<tr><td rowspan="2">6</td><td colspan="7">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</td></tr>
<tr><td>Adopted</td><td>325,488,704</td><td>99.87%</td><td>417,038</td><td>0.13%</td><td>5,460,756</td><td>1.65%</td></tr>
<tr><td rowspan="2">7</td><td colspan="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</td></tr>
<tr><td>Adopted</td><td>330,662,438</td><td>99.86%</td><td>459,789</td><td>0.14%</td><td>244,271</td><td>0.07%</td></tr>
<tr><td rowspan="2">8</td><td colspan="7">Appointment of Mr Martin Sion as a new Director</td></tr>
<tr><td>Adopted</td><td>330,672,822</td><td>99.86%</td><td>451,435</td><td>0.14%</td><td>242,241</td><td>0.07%</td></tr>
<tr><td rowspan="2">9</td><td colspan="7">Approval of the changes made to the 2025/26 remuneration policy
for the Chief Executive Officer</td></tr>
<tr><td>Rejected</td><td>162,783,581</td><td>49.62%</td><td>165,292,177</td><td>50.38%</td><td>3,290,740</td><td>0.99%</td></tr>
<tr><td rowspan="2">10</td><td colspan="7">Approval of the 2026/27 remuneration policy for the Chief Executive Officer
(excluding his sign-on bonus)</td></tr>
<tr><td>Adopted</td><td>315,329,940</td><td>95.61%</td><td>14,478,247</td><td>4.39%</td><td>1,558,311</td><td>0.47%</td></tr>
<tr><td rowspan="2">11</td><td colspan="7">Approval of the sign-on bonus proposed as part of the 2026/27 remuneration policy
for the Chief Executive Officer</td></tr>
<tr><td>Adopted</td><td>320,889,608</td><td>97.29%</td><td>8,930,043</td><td>2.71%</td><td>1,546,847</td><td>0.47%</td></tr>
<tr><td rowspan="2">12</td><td colspan="7">Approval of the 2026/27 remuneration policy for the Chairman of the Board of Directors</td></tr>
<tr><td>Adopted</td><td>328,502,892</td><td>99.17%</td><td>2,765,432</td><td>0.83%</td><td>98,174</td><td>0.03%</td></tr>
<tr><td rowspan="2">13</td><td colspan="7">Approval of the 2026/27 remuneration policy for the Directors</td></tr>
<tr><td>Adopted</td><td>329,041,730</td><td>99.33%</td><td>2,229,729</td><td>0.67%</td><td>95,039</td><td>0.03%</td></tr>
</table>

(1) *Mr Henri Poupart-Lafarge, concerned by the agreement, was excluded from the vote*

* The percentage of abstention is calculated on the basis of all votes cast (for, against and abstention). This information is given for indicative purposes only because abstentions are considered to be non-expressed votes ("*voix non exprimées*").

14	Approval of the information specified in Article L. 22-10-9 I of the French Commercial Code						
	Adopted	326,213,506	98.47%	5,057,976	1.53%	95,016	0.03%
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						
	Adopted	292,299,884	88.29%	38,783,578	11.71%	283,036	0.09%
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						
	Adopted	327,441,501	98.84%	3,841,036	1.16%	83,961	0.03%
17	Authorisation to be granted to the Board of Directors to trade in the Company's shares						
	Adopted	326,890,247	99.22%	2,566,921	0.78%	1,909,330	0.58%

Resolutions within the competence of the Extraordinary Shareholders' Meeting							
N°	Results	For		Against		Abstention * (For information)	
		Number of votes	%	Number of votes		Number of votes	%
18	Authorisation to be granted to the Board of Directors to reduce the share capital by cancelling treasury shares						
	Adopted	326,543,987	98.56%	4,762,027	1.44%	60,484	0.02%
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						
	Adopted	330,907,164	99.88%	392,060	0.12%	67,274	0.02%
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						
	Adopted	328,221,022	99.07%	3,077,566	0.93%	67,910	0.02%
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						
	Adopted	327,196,893	98.76%	4,106,580	1.24%	63,025	0.02%
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						
	Adopted	323,713,054	97.71%	7,592,547	2.29%	60,897	0.02%

* The percentage of abstention is calculated on the basis of all votes cast (for, against and abstention). This information is given for indicative purposes only because abstentions are considered to be non-expressed votes ("*voix non exprimées*").

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						
	Adopted	326,773,232	98.64%	4,522,150	1.36%	71,116	0.02%
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						
	Adopted	327,281,903	98.79%	4,019,329	1.21%	65,266	0.02%
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						
	Adopted	319,405,708	96.41%	11,906,186	3.59%	54,604	0.02%
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						
	Adopted	318,595,192	96.46%	11,702,248	3.54%	1,069,058	0.32%
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						
	Adopted	326,458,866	98.55%	4,816,497	1.45%	91,135	0.03%
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						
	Adopted	324,699,029	98.02%	6,567,822	1.98%	99,647	0.03%
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						
	Adopted	322,099,431	97.23%	9,175,634	2.77%	91,433	0.03%
30	Amendments to the Articles of Association – Staggering of Directors' terms of office						
	Adopted	330,678,936	99.82%	606,856	0.18%	80,706	0.02%

Resolutions within the competence of the Ordinary Shareholders Meeting							
N°	Results	For		Against		Abstention * (For information)	
		Number of votes	%	Number of votes		Number of votes	%
31	Powers to carry out formalities						
	Adopted	331,202,110	99.97%	97,596	0.03%	66,792	0.02%

* The percentage of abstention is calculated on the basis of all votes cast (for, against and abstention). This information is given for indicative purposes only because abstentions are considered to be non-expressed votes ("*voix non exprimées*").

Shareholders' Information

All documents and information to be published pursuant to Article R.225-73-1 of the French Commercial Code were made available to shareholders within applicable timeframe/deadlines on the website www.alstom.com.

The Universal Registration Document was distributed at the Meeting to attending shareholders who requested it. It has also been made available on the Company's website (www.alstom.com) since 4 June 2026, *i.e.* 35 days prior to the Shareholders' Meeting, and on the AMF's website (www.amf-france.org). Copies are available at the Company Headquarters, 48 rue Albert Dhalenne, 93400 Saint-Ouen-sur-Seine (France). Shareholders can also obtain a copy by sending a letter to the Investor Relations' team at the same address.