



THALES

**COMBINED ORDINARY AND EXTRAORDINARY GENERAL MEETING
OF MAY 12, 2026**

DRAFT RESOLUTIONS

I) Ordinary resolutions

First Resolution (Approval of the consolidated financial statements for the financial year ended December 31, 2025)

The General Meeting, deliberating under the quorum and majority conditions required for ordinary general meetings, having reviewed the reports of the Board of Directors and the Statutory Auditors, approves the consolidated financial statements for the financial year ended December 31, 2025, as drawn up and presented thereto, and which show a consolidated net profit (Group share) of € 1,674.5 million.

Second Resolution (Approval of the Company's financial statements for the financial year ended December 31, 2025)

The General Meeting, deliberating under the quorum and majority conditions required for ordinary general meetings, having reviewed the reports of the Board of Directors and the Statutory Auditors, approves the parent Company financial statements for the financial year ended December 31, 2025, as drawn up and presented thereto, and which show a net profit of € 1,388.6 million.

In accordance with the provisions of Article 223 *quater* of the French Tax Code, the General Meeting approves in particular (i) the amount of non-deductible expenses (Article 39-4 of the French Tax Code) as well as (ii) the tax borne as a result of those expenses, as referred to in the Notes to these financial statements.

Third Resolution (Allocation of the parent Company's earnings and setting of the dividend at € 3.90 per share for the financial year ended December 31, 2025)

The General Meeting, deliberating under the quorum and majority conditions required for ordinary general meetings, notes that distributable earnings include:

▪ net profit for financial year 2025	€ 1,388,601,212.39
▪ less allocation to legal reserve ⁽¹⁾	€-
▪ plus retained earnings at December 31, 2025	€ 3,691,778,061.25
Total (in euros)	€ 5,080,379,273.64

⁽¹⁾ The amount of the legal reserve having reached the threshold of 10% of the share capital.

The General Meeting resolves to allocate these distributable earnings as follows:

▪ Distribution of a dividend of € 3.90 per share on 205,941,913 shares bearing rights from January 1, 2025 (including the interim dividend of €0.95 per share paid on December 4, 2025 charged to the 2025 dividend)	€ 803,173,460.70
▪ Balance carried forward	€ 4,277,205,812.94

The General Meeting notes that, taking into account this distribution decision and the payment of the interim dividend of €0.95 per share on December 4, 2025 and deducted from retained earnings, the balance of the dividend to be paid amounts to € 3.90 per share.

The ex-dividend date will be May 18, 2026 and the balance of the dividend will be paid on May 20, 2026.

The amounts corresponding to dividends which, in accordance with the provisions of paragraph 4 of Article L. 225-210 of the French Commercial Code, were not paid on treasury shares, shall be appropriated to retained earnings.

For individuals who are tax residents in France and who have not opted expressly, irrevocably and globally for taxation according to the progressive scale of the income tax, the dividend is usually subject to the current flat rate withholding tax (*prélèvement forfaitaire unique* or *PFU*). For those who are tax residents in France and who have exercised such an option, this dividend is subject to the progressive income tax and is entitled to the proportional allowance provided for in Article 158 3, 2° of the French General Tax Code.

As required by law, information on the amount of dividends paid out in respect of the last three financial years is given below:

Year	Dividend per share	Total amount distributed
2022	€2.94 ⁽¹⁾	€615,213,587.81
2023	€3.40 ⁽¹⁾	€699,795,344.60
2024	€3.70 ⁽¹⁾	€759,635,134.50

(1) The dividend corresponds to the total amount of income distributed for the financial year. In opting for the progressive income tax scale, the entire dividend was eligible for the allowance provided for in Article 158 3, 2° of the French General Tax Code.

Fourth Resolution (Renewal of Mr Patrice Caine as director, upon proposal of the "Public Sector")

The General Meeting, deliberating under the quorum and majority conditions required for annual general meetings, having reviewed the report of the Board of Directors, decides to renew the mandate of Mr Patrice Caine as director appointed upon proposal of the "Public Sector", under the terms of the shareholders' agreement, for a term of 4 years, expiring at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2029.

Fifth Resolution (Renewal of Ms Anne-Claire Taittinger as "External director")

The General Meeting, deliberating under the quorum and majority conditions required for annual general meetings, having reviewed the report of the Board of Directors, decides to renew the mandate of Ms Anne-Claire Taittinger as "External director", under the terms of the shareholders' agreement, for a term of 4 years, expiring at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2029.

Sixth Resolution (Renewal of Mr Éric Trappier as director, upon proposal of the "Industrial Partner")

The General Meeting, deliberating under the quorum and majority conditions required for annual general meetings, having reviewed the report of the Board of Directors, decides to renew the mandate of Mr Éric Trappier as director appointed upon proposal of the "Industrial Partner", under the terms of the shareholders' agreement, for a term of 4 years, expiring at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2029.

Seventh Resolution (Renewal of Ms Valérie Guillemet as director, upon proposal of the "Industrial Partner")

The General Meeting, deliberating under the quorum and majority conditions required for annual general meetings, having reviewed the report of the Board of Directors, decides to renew the mandate of Ms Valérie Guillemet as director appointed upon proposal of the "Industrial Partner", under the terms of the shareholders' agreement, for a term of 4 years, expiring at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2029.

Eighth Resolution (Renewal of Mr Loïk Segalen as director, upon proposal of the “Industrial Partner”)

The General Meeting, deliberating under the quorum and majority conditions required for annual general meetings, having reviewed the report of the Board of Directors, decides to renew the mandate of Mr Loïk Segalen as director appointed upon proposal of the “Industrial Partner”, under the terms of the shareholders' agreement, for a term of 4 years, expiring at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2029.

Ninth Resolution (Renewal of Ms Marie-Françoise Walbaum as director, upon proposal of the “Industrial Partner”)

The General Meeting, deliberating under the quorum and majority conditions required for annual general meetings, having reviewed the report of the Board of Directors, decides to renew the mandate of Ms Marie-Françoise Walbaum as director appointed upon proposal of the “Industrial Partner”, under the terms of the shareholders' agreement, for a term of 4 years, expiring at the end of the General Meeting called to approve the financial statements for the year ending December 31, 2029.

Tenth Resolution (Approval of the 2025 compensation scheme paid or granted to Mr Patrice Caine, Chairman and Chief Executive Officer and sole executive corporate officer)

The General Meeting, deliberating under the quorum and majority conditions required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 II of the French Commercial Code, the fixed, variable and exceptional items of the total compensation and benefits of any kind paid during the 2025 financial year, or granted for the same financial year to Mr Patrice Caine, Chairman and Chief Executive Officer, as presented in the report on corporate governance as reproduced in paragraph 4.4.1.1 of the 2025 Universal Registration Document and mentioned in the shareholders' meeting brochure relating to the Combined Ordinary and Extraordinary General Meeting of May 12, 2026.

Eleventh Resolution (Approval of information relating to the 2025 compensation of corporate officers)

The General Meeting, deliberating under the quorum and majority conditions required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 I of the French Commercial Code, the information referred to in Article L. 22-10-9 I of the French Commercial Code as presented in the report on corporate governance, as reproduced in paragraph 4.4.1 of the 2025 Universal Registration Document and mentioned in the shareholders' meeting brochure relating to the Combined Ordinary and Extraordinary General Meeting of May 12, 2026.

Twelfth Resolution (Approval of the compensation policy for the Chairman and Chief Executive Officer)

The General Meeting, deliberating under the quorum and majority conditions required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, in accordance with Article L. 22-10-8 II of the French Commercial Code, the compensation policy for the Chairman and Chief Executive Officer as presented in the said report as reproduced in paragraph 4.4.2.1 of the 2025 Universal Registration Document and mentioned in the shareholders' meeting brochure relating to the Combined Ordinary and Extraordinary General Meeting of May 12, 2026.

Thirteenth Resolution (Approval of the compensation policy for the directors)

The General Meeting, deliberating under the quorum and majority conditions required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, in accordance with Article L. 22-10-8 II of the French Commercial Code, the compensation policy for the directors, as presented in the said report as reproduced in paragraph 4.4.2.2 of the 2025 Universal Registration Document and mentioned in the shareholders' meeting brochure relating to the Combined Ordinary and Extraordinary General Meeting of May 12, 2026.

Fourteenth Resolution (Authorisation granted to the Board of Directors to allow the Company to trade in its own shares, with a maximum purchase price of €350 per share)

The General Meeting, having reviewed the report of the Board of Directors, deliberating under the quorum and majority conditions required for ordinary general meetings, authorises the Board of Directors, with the right to subdelegate under the conditions provided by law, in accordance with the provisions of Articles L. 225-210 et seq. and L. 22-10-62 et seq. of the French Commercial Code, to purchase or cause to purchase the Company's shares, in particular with a view:

- to sell or allocate shares or rights attached to securities, particularly when share purchase options are exercised or existing shares are allocated for free, or when shares are sold and/or supplemented under an employee shareholding scheme transaction on existing shares, or in the event of allocations in any shape or form, to employees and executives of the Company and/or related companies, and to the Company's executive corporate officer, under the conditions defined by the applicable legal provisions in force;
- to retain shares for later use in connection with external growth transactions, mergers, spin-off or contributions;
- to enable the operations of the Thales share market by an investment services provider under a liquidity agreement that complies with market practice accepted by the French Financial Markets Authority (Autorité des marchés financiers - AMF);
- the cancellation of all or part of the shares thus repurchased.

This program is also intended to enable the implementation of any market practice which shall be accepted by the French Financial Markets Authority, and more generally, the carrying out of any other transaction in accordance with regulations in force, of which the Company shall inform its shareholders by means of a press release.

Purchases of the Company's own shares shall be made up to such an extent that, at the date of each purchase, the total number of shares bought by the Company since the start of the buyback program (including those bought under the buyback program) does not exceed 10% of the shares comprising the Company's share capital at that date (taking into account transactions affecting the share capital subsequent to the date of this General Meeting), i.e., for information purposes, a maximum of 20,594,191 shares as at December 31, 2025, it being specified that (i) the number of shares bought back to be held and later delivered in connection with a merger, spin-off or contribution shall not exceed 5% of the Company's share capital, and that (ii) when shares are bought back to enhance the stock's liquidity under the conditions defined by the general regulations of the French Financial Markets Authority (Autorité des marchés financiers - AMF), the number of shares taken into account for the calculation of the 10% limit provided for above corresponds to the number of shares bought, less the number of shares resold during the period covered by the authorisation. In accordance with law, the number of shares held at any given time shall not exceed 10% of the Company's share capital at that time.

Shares shall be acquired, sold or transferred at any time, within the limits authorised by applicable laws and regulations in force, except during a tender offer period, and by any means, including on regulated markets, multilateral trading facilities, via systematic internalizers or over-the-counter, including through block purchases or sales, by tender offer or exchange offers, or by the use of options or other forward financial instruments traded on regulated markets or multilateral trading facilities, through systematic internalizers 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 buyback program that shall be carried out by any of these means), under the conditions provided by the market authorities and at such times the Board of Directors or the person acting on behalf of the Board of Directors deems appropriate.

The maximum purchase price of shares under this resolution shall be €350 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). The General Meeting grants all powers to the Board of Directors to adjust the above-mentioned maximum purchase price in the event of change of the nominal value of the share, increase in capital by capitalisation of reserves, a free allocation of shares to shareholders, a stock split or reverse

stock split, distribution of reserves or any other assets, depreciation of capital, or any other transaction relating to share capital or equity, in order to take into account the impact of these transactions on the value of the share.

The total amount allocated to the share buyback program authorised above shall not exceed €7,207,966,850.

The Annual General Meeting grants all powers to the Board of Directors, with the right to subdelegate under the conditions provided by law, to decide on and implement the present authorisation, to specify, if necessary, the terms and conditions thereof, to carry out the buyback program, and in particular to place any buy or sell order, enter into any agreements, allocate or reallocate the shares acquired to the objectives pursued in accordance with the applicable legal and regulatory conditions, set the terms and conditions under which the rights of holders of securities giving access to the capital or other rights giving access to the capital shall be preserved in accordance with applicable laws and regulations and, where applicable, contractual stipulations providing for other cases of adjustment, make all declarations to the French Financial Markets Authority (Autorité des marchés financiers - AMF) and any other competent authority and carry out all other formalities and, generally, do whatever may be necessary.

This authorisation is granted for a period of eighteen (18) months starting from the date of this General Meeting and renders null and void the unused portion of the authorisation given under Resolution Fourteen of the General Meeting of May 16, 2025.

II) Extraordinary resolutions

Fifteenth Resolution (Authorisation granted to the Board of Directors for a period of 38 months for the purpose of the free allocation of existing shares, within the limit of 0.974% of the share capital, to employees of the Thales group)

Having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings, in accordance with the provisions of Articles L. 225-197-1 et seq. of the French Commercial Code and L. 22-10-59 and L. 22-10-60 of the French Commercial Code:

- authorises the Board of Directors to allocate, on one or more occasions, existing shares for free, to beneficiaries or categories of beneficiaries which it will determine from among salaried staff members of the Company itself and of companies or economic interest groupings directly or indirectly linked to the Company, under the terms of Article L. 225-197-2 of the French Commercial Code, as follows;
- grants full powers to the Board of Directors to execute this authorisation and, in particular, to:
 - o determine the identity of the beneficiaries or category or categories of beneficiaries of the share allocations from among salaried staff members of the Company or of the aforementioned companies or groupings, and the number of shares that can be allocated to each of them;
 - o establish the conditions and, where appropriate, the criteria for allocating shares, in particular the minimum vesting period and holding period applicable to each beneficiary, which may for certain categories of employees include performance conditions based on quantitative and/or qualitative criteria assessed over a period that will be determined by the Board of Directors and, where appropriate, other criteria for allocating shares for the allocation to become definitive;
 - o provide for the possibility of temporarily suspending allocation rights;
 - o record the dates at which allocations become definitive and the dates beyond which the shares may be freely sold, within legal restrictions;
 - o register the shares allocated for free in a registered account in the holders' name, with reference to the lock-up of these shares and the length of the lock-up period, and lift the lock-up of these shares in any circumstances allowed by applicable regulations;

- decides that if the allocation consists of a supplement made in the form of free shares under employee shareholding scheme transactions decided by the Board of Directors for the benefit of the majority of the Group's employees and/or under global schemes, these allocations will be made without performance conditions and will not be deducted from the cap established below, but will be deducted from the cap established in Resolution Fourteen;
- decides that the shares that may be allocated under this resolution can be acquired by the Company as part of the share buyback program authorised by the General Meeting in respect of Article L. 22-10-62 of the French Commercial Code;
- decides that the total number of existing shares allocated for free under this resolution may not exceed 0.974% of the share capital on the date of this General Meeting, to which cap shall be added, where applicable, the number of shares to be issued for any adjustments made to preserve beneficiaries' rights, in accordance with legal and regulatory provisions and, where applicable, with the provisions stipulated in the schemes allowing for other procedures to ensure these rights are preserved;
- decides that, in accordance with the law:
 - o the free allocation of shares to their beneficiaries will become definitive at the end of a vesting period that may be no shorter than that required under the legal provisions in force on the day the allocation is decided (i.e. currently one year);
 - o shares that have become vested will, at the end of the aforementioned vesting period, be subject to a holding period determined by the Board of Directors that may be no shorter than that required under the legal provisions in force on the day the allocation is decided (i.e. currently, the difference between a period of two years and the vesting period that will be set by the Board of Directors), it being specified that the Board of Directors may decide to allocate shares for free without any holding requirement and with a vesting period that will have been set for a period of at least two years (in accordance with the legal provisions currently in force);
 - o it being specified that the shares allocated for free that have become vested and the right to sell them freely will nevertheless apply prior to expiry of the vesting period or, where applicable, of the holding period, in the event of invalidity of the beneficiary corresponding to categories two or three of Article L. 341-4 of the French Social Security Code or foreign equivalent;
- decides that the Company may, where appropriate, make any necessary adjustments to the number of shares allocated for free for the purpose of preserving the beneficiaries' rights, based on potential transactions in the Company's share capital or shareholders' equity, in particular in the event of a change in the nominal value of the shares, a capital increase by capitalisation of reserves, a free allocation of shares to shareholders, an issue of new equity securities with preferential subscription rights reserved for shareholders, a stock split or reverse stock split, a distribution of reserves, issue premiums or any other assets, capital amortisation, a change in the allocation of profits via the creation of preference shares, or any other transaction in the shareholders' equity or share capital (including in the event of a tender offer and/or change of control). It is specified that the shares allocated for the purpose of these adjustments will be deemed allocated on the same day as the shares that were allocated initially;
- notes that the purpose of this resolution differs from that of Resolution Sixteen submitted to this General Meeting and that, consequently, these resolutions, if adopted, will apply concurrently, with each being in force independently of the other until it expires or is replaced;
- notes that, should the Board of Directors make use of this delegation, it will inform the Ordinary General Meeting each year of any transactions carried out in accordance with the provisions of Articles L. 225-197-1 to L. 225-197-3 of the French Commercial Code and under the terms of Article L. 225-197-4 of said Code;
- grants this delegation for a period of thirty-eight (38) months starting from the date of this General Meeting;

- decides, lastly, that this delegation cancels with immediate effect the unused portion of the previous delegation granted for the same purpose, granted under Resolution Nine of the General Meeting of May 10, 2023.

Sixteenth Resolution (Authorisation granted to the Board of Directors for a period of 38 months for the purpose of the free allocation of existing shares, within the limit of 0.026% of the share capital, to the Chairman and Chief Executive Officer, sole executive corporate officer)

Having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings, in accordance with the provisions of Articles L. 225-197-1 et seq. of the French Commercial Code and L. 22-10-59 and L. 22-10-60 of the French Commercial Code:

- authorises the Board of Directors to allocate existing shares for free, on one or more occasions, to the Company's executive corporate officer as referred to in paragraph II of Article L. 225-197-1 of the French Commercial Code, as follows;
- decides that the definitive allocation of these shares allocated for free to the executive corporate officer will, in particular, be subject in its entirety to his meeting the performance conditions determined by the Board of Directors;
- decides that the total number of performance shares allocated for free under this resolution may not exceed 0.026% of the share capital on the date of this General Meeting, to which cap shall be added, where applicable, the number of shares to be issued for any adjustments made to preserve the executive corporate officer's rights, in accordance with legal and regulatory provisions and, where applicable, with the provisions stipulated in the schemes allowing for other procedures to ensure his rights are preserved;
- decides that the shares that may be allocated under this resolution can be acquired by the Company as part of the share buyback program authorised by the General Meeting in respect of Article L. 22-10-62 of the French Commercial Code;
- decides that said shares will be definitively allocated to the beneficiary at the end of a vesting period that will be determined by the Board of Directors but no shorter than three years, followed, where applicable, by a requirement to hold the shares for a period to be determined by the Board of Directors;
- decides that the performance shares allocated for free that have become vested and the right to sell them freely will apply prior to expiry of the aforementioned vesting period or, where applicable, of the holding period in the event of invalidity of the beneficiary corresponding to categories two or three of Article L. 341-4 of the French Social Security Code or foreign equivalent;
- grants full powers to the Board of Directors to execute this delegation and, in particular, to:
 - o provide for the possibility of temporarily suspending allocation rights;
 - o establish the conditions and, where appropriate, the criteria for allocating shares, in particular the minimum vesting period and holding period applicable to the beneficiary under the terms stipulated above, it being specified that the Board of Directors shall either (a) decide that the interested party may not sell his freely granted shares prior to leaving office, or (b) determine the amount of freely granted shares that he must hold in registered form until they leave office;
 - o record the dates at which allocations become definitive and the dates beyond which the shares may be freely sold, within contractual and legal restrictions;
 - o register the shares allocated for free in a registered account in their holders' names, with reference to the lock-up of these shares and the length of the lock-up period, and lift the lock-up of these shares in any circumstances allowed by applicable regulations;

- decides that the Company may, where appropriate, make any necessary adjustments to the number of shares allocated for free for the purpose of preserving the executive corporate officer's rights, based on potential transactions in the Company's share capital or shareholders' equity, in particular in the event of a change in the nominal value of the shares, a capital increase by capitalisation of reserves, a free allocation of shares to shareholders, an issue of new equity securities with preferential subscription rights reserved for shareholders, a stock split or reverse stock split, a distribution of reserves, issue premiums or any other assets, capital amortisation, a change in the allocation of profits via the creation of preference shares, or any other transaction in the shareholders' equity or share capital (including in the event of a tender offer and/or change of control). It is specified that the shares allocated for the purpose of these adjustments will be deemed allocated on the same day as the shares that were allocated initially;
- notes that the purpose of this resolution differs from that of Resolution Fifteen submitted to this General Meeting and that, consequently, these resolutions, if adopted, will apply concurrently, with each being in force independently of the other until it expires or is replaced;
- notes that, should the Board of Directors make use of this delegation, it will inform the Ordinary General Meeting each year of any transactions carried out in accordance with the provisions of Articles L. 225-197-1 to L. 225-197-3 of the French Commercial Code and under the terms of Article L. 225-197-4 of said Code;
- grants this delegation for a period of thirty-eight (38) months starting from the date of this General Meeting;
- decides, lastly, that this delegation cancels with immediate effect the unused portion of the previous delegation granted for the same purpose, granted under Resolution Ten of the General Meeting of May 10, 2023.

Seventeenth Resolution (Delegation of authority granted to the Board of Directors for a period of 26 months to decide on the issuance of shares or securities giving access to share capital or securities conferring the right to the allotment of debt securities, with application of shareholders' preferential subscription rights)

Having reviewed the report of the Board of Directors and the special report of the 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 the provisions of Articles L. 228-91 et seq. and L. 22-10-49 of the French Commercial Code, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings, having noted that the share capital is fully paid up:

- delegates to the Board of Directors, with the right to sub-delegate under conditions established by law and by the articles of association, and in a manner that complies with the legal and regulatory provisions in effect at the time of issuance, its authority to decide on and carry out, on one or more occasions, in the proportions and at the times it deems appropriate, whether in France or abroad, the issuance with preferential subscription rights, whether in euros or in any other currency or monetary unit established with reference to several currencies, with or without a premium, for a consideration or for free (i) of ordinary shares in the Company, (ii) of securities governed by Articles L. 228-91 et seq. of the French Commercial Code representing equity securities in the Company conferring rights by any means, immediately and/or in the future, to other equity securities in the Company and/or conferring rights to the allocation of debt securities in the Company, and/or (iii) securities representing debts, whether or not they are governed by Articles L. 228-91 et seq. of the French Commercial Code, conferring rights or able to confer rights by any means, immediately and/or in the future, by subscription, conversion, exchange, redemption, presentation of a warrant or any other means to equity securities in the Company to be issued, the subscription to which can be made in cash, by debt compensation and/or through the capitalisation of reserves, profits or premiums;

- decides that the maximum nominal amount of the capital increases that may be made immediately and/or over time by virtue of the above delegation may not exceed one hundred and fifty four million and two hundred thousand euros, to which amount shall be added, where applicable, the nominal amount of the supplementary shares to be issued in order to protect, in accordance with the provisions of the law and regulations, in addition to contractual stipulations providing for other cases of adjustment, the interests of the holders of securities giving access to equity capital, of options to subscribe for or purchase shares or of rights to free allotments ; the nominal amount of any capital increase that may be carried out pursuant to this delegation shall be offset against the overall cap on capital increases provided in Resolution Twenty-Three of this General Meeting or, as the case may be, on the overall cap which may be provided for by a resolution of the same nature which may succeed the said resolution during the period of validity of the present delegation;
- also decides that the maximum nominal amount of debt securities giving access to the equity capital of the Company that may be issued by virtue of this delegation may not exceed three billion euros, or the equivalent of that amount in the event of issues in foreign currency or in a unit of account fixed by reference to multiple currencies on the date of issue, it being specified that this amount:
 - o will be increased, where applicable, by any redemption premium above par,
 - o shall be offset against the overall cap on debt securities provided in Resolution Twenty-Three of this General Meeting or, if applicable, on the overall cap which may be provided for by a resolution of the same nature which may succeed the said resolution during the period of validity of the present delegation,
 - o is independent of the amount of debt securities the issue of which may be 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;
- decides that the shareholders may exercise, under the terms provided by law, their preferential subscription rights in accordance with their fixed entitlement, it being specified that the Board of Directors shall have the ability to use the option offered by the final paragraph of Article L. 225-210 of the French Commercial Code to disregard shares that are held as treasury shares when determining the preferential subscription rights attached to the other shares. Furthermore, the Board of Directors shall have the option to grant the shareholders the limitable right to subscribe for a number of securities in excess of their fixed entitlement, in proportion to the subscription rights that they hold and capped in all events at the amounts requested by them;
- decides that if irrevocable subscriptions and, where applicable, revocable subscriptions have not absorbed the full amount of the capital increase, the Board of Directors may, in accordance with Article L. 225-134 of the French Commercial Code, decide, in whatever order it deems appropriate:
 - o to limit the issue to the amount subscribed, provided that such amount is equal to at least three-quarters of the decided issue, increased, where applicable, in accordance with the terms of Resolution Twenty below, and/or,
 - o to freely allocate some or all of the unsubscribed shares and/or,
 - o to offer some or all of the unsubscribed shares to the public on the French market or abroad;
- decides that in the event that warrants to subscribe for shares in the Company are issued, such issue may take place either by cash subscription in accordance with the terms set out above or by free allotment to the owners of the existing shares, it being specified that all fractional rights shall be neither tradable nor transferable and the corresponding shares will be sold in accordance with the applicable laws and regulations;
- notes that, where applicable, the above authorisation automatically entails the waiver by the shareholders, in favour of the holders of securities giving access to the equity capital of the Company, of their preferential right to subscribe for the shares to which those securities confer the right immediately or in the future;

- decides that the Board of Directors shall have all powers, with the option to sub-delegate under the terms set by law, to implement this authorisation, including to determine the dates and procedures of the issues and the form and features of the securities to be created, to set the prices and terms of the issues, to set the amounts to be issued, the price of the issue as well as the amount of the premium which may be requested upon issue or, where applicable, the amount of reserves, profits or premiums which may be incorporated into the capital, to set the date from which the securities to be issued shall be eligible for dividends or interest, including retroactively, to determine the manner in which the ordinary shares or other securities issued shall be paid up and the terms under which such securities shall confer the right to shares in the Company, to provide where appropriate the terms for their repurchase in the market and their potential cancellation and for the possibility of suspending the exercise of the rights to share allotments attached to the securities to be issued, and to set the procedures by which it shall be ensured that the rights of the holders of securities giving access to the equity capital of the Company, of options to subscribe for or purchase shares or of rights to free allotments are preserved (including by way of cash adjustment), in accordance with the provisions of the law and regulations or, where applicable, the contractual stipulations providing for other cases of adjustment;
- decides that the Board of Directors may, with the option to sub-delegate under the conditions set by law, make all deductions from the issue premium or premiums, including the deduction of the costs arising from the carrying-out of the issues, and deduct from this amount the sums necessary to endow the legal reserve, and generally take all useful measures and enter into all agreements to achieve the successful completion of the issues envisaged, acknowledge the capital increase or increases resulting from any issue carried out through the use of this authorisation and amend the articles of association accordingly;
- decides further that in the event that debt securities giving access to the equity capital of the Company are issued, the Board of Directors shall also have all powers, with the option to sub-delegate, including to decide whether or not they shall be subordinated (and, where applicable, their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate and provide, where applicable, for compulsory or optional cases of suspension or non-payment of interest, provide for their term, which may be fixed or open-ended, the possibility of reducing or increasing the nominal value of the securities and the other terms of issue (including the granting of guarantees or sureties) and redemption (including redemption by delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (assimilable or not) in payment of interest, the payment of which would have been suspended by the Company, or taking the form of complex bonds in the sense understood by the stock market authorities (for example, due to their terms of repayment or remuneration or other rights such as indexation or options); modify, during the life of the securities concerned, the terms referred to above, in compliance with the applicable formalities;
- decides, lastly, that this authorisation cancels with immediate effect the unused portion, if any, of the previous authorisation for the same purpose granted by the Annual General Meeting of May 15, 2024.

The General Meeting notes that, should the Board of Directors use the delegation of powers granted to it by this resolution, the Board of Directors shall account for the use made of the authorisations granted by this resolution to the next ordinary general meeting, in accordance with the law and regulations.

The delegation thus granted to the Board of Directors is valid for a period of 26 months as from this General Meeting.

Eighteenth Resolution (Delegation of authority granted to the Board of Directors for a period of 26 months to decide on the issuance of shares or securities giving access to the share capital, with disapplication of shareholders' preferential subscription rights and the option of a priority period, by public offering other than public offerings referred to in Art. L. 411-2 1° of the French Monetary and Financial Code)

Having reviewed 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 the provisions of Articles L. 22-10-51, L. 22-10-52, L. 22-10-54, and L. 228-91 et seq. of the French Commercial Code, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings, after having noted that the share capital has been fully paid up:

- delegates to the Board of Directors, with the right to sub-delegate under conditions established by law and by the articles of association, and in a manner that complies with the legal and regulatory provisions in effect at the time of issuance, its authority to decide on and carry out, on one or more occasions, in the proportions and at the times it deems appropriate, whether in France or abroad, the issuance, by way of a public offering (other than the type referred to in Article L. 411-2 1° of the French Monetary and Financial Code), whether in euros or in any other currency or monetary unit established with reference to several currencies, with or without a premium, for a consideration or for free (i) of ordinary Company shares, (ii) of securities governed by Articles L. 228-91 et seq. of the French Commercial Code, which are equity securities giving access by any means, immediately and/or in the future, to other equity securities in the Company, and/or granting entitlement to the allocation of debt securities in the Company, (iii) of debt instruments which may or may not be governed by Articles L. 228-91 et seq. of the French Commercial Code, giving access or likely to give access by any means, immediately and/or in the future, to equity securities to be issued in the Company, it being specified that shares may be paid up in cash, by debt compensation, and/or by incorporation of reserves, profits or premiums. These securities may be issued as consideration for securities tendered to the Company under a public offering comprising an exchange component initiated by the Company carried out in France or abroad according to the local rules (for example in the context of a "reverse merger" or an Anglo-Saxon "scheme of arrangement") on securities which fulfil the conditions set out in Article L. 22-10-54 of the French Commercial Code;
- decides that the maximum nominal amount of capital increases likely to be carried out immediately and/or in the future, under the aforementioned delegation, may not exceed sixty million euros. Added to this amount, where applicable, will be the nominal amount of additional shares to be issued to protect, in accordance with the legal and regulatory provisions with the exception of contractual stipulations providing for other cases of adjustment, the interests of holders of securities giving access to the share capital, share subscription or purchase options or rights to free allocation; the nominal amount of any capital increase that may be carried out pursuant to this delegation shall be deducted from the overall cap and the sub-cap on capital increases provided in Resolution Twenty-Three of this General Meeting or, as the case may be, from the overall caps which may be provided for by resolutions of the same nature which may succeed the said resolution during the period of validity of the present delegation;
- also decides that the maximum nominal amount of debt instruments giving access to the Company's share capital, likely to be issued under this delegation, may not exceed two billion euros or the equivalent value of this amount in the case of issue in foreign currency or in units of account determined according to several currencies on the date of issue, it being specified that this amount:
 - o will be increased, where applicable, by any redemption premium above par,
 - o shall be deducted from the overall cap on debt securities and the sub-cap provided in Resolution Twenty-Three of this General Meeting or, as the case may be, from the overall caps which may be provided for by resolutions of the same nature which may succeed the said resolution during the period of validity of the present delegation,
 - o is independent of the amount of debt securities the issue of which may be 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;

- decides to disapply the shareholders' preferential subscription rights to securities to be issued, it being specified that the Board of Directors may grant, in accordance with the provisions of Article L. 22-10-51 of the French Commercial Code, shareholders a priority subscription right on all or part of the issue, throughout the period and under the conditions established by the Board in accordance with the legal and regulatory provisions. This priority subscription will not give rise to the creation of negotiable rights and must be exercised in proportion to the number of shares held by each shareholder but may, if deemed appropriate by the Board of Directors, be exercised on both a non-reducible and reducible basis, it being specified that securities not subscribed to in this way may be the subject of a public placement in France or abroad;
- decides that if the subscriptions of shareholders and the public have not absorbed an issue of ordinary shares or securities giving access to the share capital in its entirety, the Board of Directors may decide, pursuant to Article L. 225-134 of the French Commercial Code, as it deems fit:
 - o to limit the issue to the amount of the subscriptions on the condition that it amounts to at least three quarters of the issue, increased, where applicable, under the conditions provided for in Resolution Twenty below and/or,
 - o to freely distribute all or part of the unsubscribed securities and/or,
 - o to offer to the public all or part of the unsubscribed securities on the French market or abroad;
- notes that, where applicable, for holders of securities giving access to the Company's share capital, the aforementioned delegation automatically carries with it a waiver of the shareholders' preferential subscription rights to the shares to which these securities give entitlement, immediately or in the future;
- delegates to the Board of Directors, with the right to sub-delegate under conditions established by law, pursuant to the first paragraph of the Article L. 22-10-52 of the French Commercial Code, its authority to freely set the issue price within the following limits:
 - o the issue price of the shares will be at least equal to the lower of (i) the weighted average of the Company's share prices quoted on the Euronext Paris regulated market for the last twenty trading sessions prior to the date on which it is set, or, (ii) the weighted average of the Company's share prices quoted on the Euronext Paris regulated market for the last three trading sessions prior to the date on which it is set, in both cases, if applicable, less a maximum discount of 10%, and, where applicable, following adjustment of these averages in the event of different vesting dates.
 - o the issue price of securities giving access to equity capital and the number of shares to which the conversion, redemption or other conversion of each security giving access to the capital may give entitlement, shall be such that the amount received immediately by the Company, plus where applicable the amount it subsequently receives, i.e. for each share issued as a result of the issue of those securities, is at least equal to the issue price set in the preceding paragraph;
- decides that the Board of Directors will have full powers, with the right to sub-delegate under the conditions established by law, to implement this delegation, for the purposes in particular of determining the dates and terms of the issues and the form and characteristics of the securities to be created, setting the prices and conditions of the issues, setting the amounts to be issued, the price of the issue ainsi as well as the amount of the premium which may be requested upon issue or, where applicable, the amount of reserves, profits or premiums which may be incorporated into the capital, setting the vesting date for the securities to be issued (which may be retroactive), determining the payment method for ordinary shares or other securities issued and the conditions under which these securities will grant entitlement to Company shares, to provide for, where applicable, the conditions for their buyback on the stock market and their potential cancellation and the possibility of suspending the exercise of the ordinary share allocation rights attached to securities to be issued and to establish the procedure to ensure preservation of the rights of holders of securities giving access to the share capital, share subscription or purchase options or free allocation rights (including by way of cash adjustment), in accordance with the legal and regulatory provisions or, where applicable, the contractual stipulations providing for other cases of adjustment;

- decides that the Board of Directors may, with the right to sub-delegate, under the conditions set by law, charge any and all amounts against the issue premium(s) and in particular the costs incurred in carrying out issues, and deduct from this amount the sums necessary to endow the legal reserve, and in general take all relevant measures and enter into all agreements as are required to complete the issues envisaged and record the capital increase(s) resulting from any issue carried out under this delegation and amend the articles of association accordingly;
- decides that, in the event of the issue of securities as consideration for securities tendered in connection with a public exchange offer initiated by the Company, the Board of Directors may, with powers to subdelegate within the law, determine the list of securities to be tendered in exchange, the terms of issue, the exchange ratio and, if applicable, the amount of any cash balance to be paid, without the price-setting provisions of this resolution being applicable, the amount of the balancing cash payment to be made without the price determination procedures set out in this resolution being applicable, and determine the terms and conditions of the issue in connection with any public offer initiated by the Company, whether in the form of a public exchange offer, an alternative purchase offer or exchange offer, a single offer to purchase or exchange the shares in question in exchange for payment in shares and cash, a principal public tender offer or public exchange offer accompanied by a subsidiary public tender offer or public exchange offer, or any other form of public offer that complies with the laws and regulations applicable to such public offer;
- also decides that in the case of issue of debt securities giving access to the Company's share capital, the Board of Directors will have full powers, with the right to sub-delegate, in particular to decide on whether or not they are subordinated (and, where applicable, their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate and provide, where applicable, for compulsory or optional cases of suspension or non-payment of interest, provide for their term, which may be fixed or open-ended, the possibility of reducing or increasing the nominal value of the securities and the other terms of issue (including the granting of guarantees or sureties) and redemption (including redemption by delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (assimilable or not) in payment of interest, the payment of which would have been suspended by the Company, or taking the form of complex bonds in the sense understood by the stock market authorities (for example, due to their terms of repayment or remuneration or other rights such as indexation or options); modify, during the life of the securities concerned, the terms referred to above, in compliance with the applicable formalities;
- decides, lastly, that this authorisation cancels with immediate effect the unused portion, if any, of the previous authorisation for the same purpose granted by the Annual General Meeting of May 15, 2024.

The General Meeting duly notes that, in the event that the Board of Directors should use the delegation of authority granted to it under this resolution, the Board of Directors will report to the next Annual General Meeting on the use made of these authorisations granted under this resolution, in accordance with the laws and regulations.

This delegation granted to the Board of Directors is valid, as from this General Meeting, for a period of 26 months.

Nineteenth Resolution (Delegation of authority granted to the Board of Directors for a period of 26 months to decide on the issuance of shares or securities giving access to the share capital, with disapplication of shareholders' preferential subscription rights, by way of public offering, in compliance with the Article L. 411-2 1° of the French Monetary and Financial Code)

Having reviewed 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 and L. 225-136, and the provisions of Articles L. 22-10-51, L. 22-10-52 and L. 228-91 et seq. of the French Commercial Code and of Article L. 411-2 1° of the of the

French Monetary and Financial Code, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings, after having noted that the share capital has been fully paid up:

- delegates to the Board of Directors, with the right to sub-delegate under the conditions established by law and the articles of association, and according to the terms under the legal and regulatory provisions in force at the time of issue, its authority to decide and carry out – on one or more occasions – in the proportions and at the times it deems fit, both in France and abroad, whether in euros or in any other currency or monetary unit established with reference to several currencies, with or without a premium, for a consideration or for free, the issue of (i) ordinary Company shares, (ii) securities governed by Articles L. 228-91 et seq. of the French Commercial Code, which are equity securities giving access by any means, immediately and/or in the future, to other equity securities in the Company, and/or granting entitlement to the allocation of debt securities in the Company, and/or (iii) debt instruments which may or may not be governed by Articles L. 228-91 et seq. of the French Commercial Code, giving access or likely to give access by any means, immediately and/or in the future, to equity securities to be issued in the Company, under a public offering referred to Article L. 411-2 1° of the French Monetary and Financial Code, it being specified that shares may be paid up in cash, by debt compensation, and/or by incorporation of reserves, profits or premiums;
- decides that the maximum nominal amount of capital increases likely to be carried out immediately and/or in the future, under the aforementioned delegation, may not exceed sixty million euros. Added to this amount, where applicable, will be the nominal amount of additional shares to be issued to protect, in accordance with the legal and regulatory provisions with the exception of contractual stipulations providing for other cases of adjustment, the interests of holders of securities giving access to the share capital, share subscription or purchase options or rights to free allocation; the nominal amount of any capital increase that may be carried out pursuant to this delegation shall be deducted from the overall cap and the sub-cap on capital increases provided in Resolution Twenty-Three of this General Meeting or, as the case may be, from the overall caps which may be provided for by resolutions of the same nature which may succeed the said resolution during the period of validity of the present delegation;
- also decides that the maximum nominal amount of debt instruments giving access to the Company's share capital, likely to be issued under this delegation, may not exceed two billion euros or the equivalent value of this amount in the case of issue in foreign currency or in units of account determined according to several currencies on the date of issue, it being specified that this amount:
 - o will be increased, where applicable, by any redemption premium above par,
 - o shall be deducted from the overall cap and the sub-cap on debt securities provided in Resolution Twenty-Three of this General Meeting or, as the case may be, from the overall caps which may be provided for by resolutions of the same nature which may succeed the said resolution during the period of validity of the present delegation,
 - o is independent of the amount of debt securities the issue of which may be 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;
- decides to disapply the shareholders' preferential subscription rights to ordinary shares and securities to be issued under this delegation;
- decides that if the subscriptions have not fully absorbed an issue of ordinary shares or securities giving access to the share capital, the Board of Directors may decide to limit the issue to the amount of the subscriptions on the condition that it amounts to at least three quarters of the decided issue, increased, where applicable, under the conditions provided for in Resolution Twenty below;

- notes that, where applicable, for holders of securities giving access to the Company's share capital, the aforementioned delegation automatically carries with it a waiver of the shareholders' preferential subscription rights to the shares to which these securities give entitlement immediately or in the future;
- delegates to the Board of Directors, with the right to sub-delegate under conditions established by law, pursuant to the first paragraph of the Article L. 22-10-52 of the French Commercial Code, its authority to freely set the issue price within the following limits:
 - o The issue price of the shares will be at least equal to the lower of (i) the weighted average of the Company's share prices quoted on the Euronext Paris regulated market for the last twenty trading sessions prior to the date on which it is set, or, (ii) the weighted average of the Company's share prices quoted on the Euronext Paris regulated market for the last three trading sessions prior to the date on which it is set, in both cases, if applicable, less a maximum discount of 10%, and, where applicable, following adjustment of these averages in the event of different vesting dates.
 - o the issue price of securities giving access to equity capital and the number of shares to which the conversion, redemption or other conversion of each security giving access to the capital may give entitlement, shall be such that the amount received immediately by the Company, plus where applicable the amount it subsequently receives, i.e. for each share issued as a result of the issue of those securities, is at least equal to the issue price set in the preceding paragraph;
- decides that the Board of Directors will have full powers, with the right to sub-delegate under the conditions established by law, to implement this delegation, for the purposes in particular of determining the dates and terms of the issues and the form and characteristics of the securities to be created, setting the prices and conditions of the issues under the conditions described above, setting the amounts to be issued, the price of the issue as well as the amount of the premium which may be requested upon issue or, where applicable, the amount of reserves, profits or premiums which may be incorporated into the capital, setting the vesting date for the securities to be issued (which may be retroactive), determining the payment method for ordinary shares or other securities issued and the conditions under which these securities will grant entitlement to Company shares, to provide for, where applicable, the conditions for their buyback on the stock market and their potential cancellation and the possibility of suspending the exercise of the ordinary share allocation rights (including by way of cash adjustment) attached to securities to be issued and to establish the procedure to ensure preservation of the rights of holders of securities giving access to the share capital, share subscription or purchase options or free allocation rights, in accordance with the legal and regulatory provisions or, where applicable, the contractual stipulations providing for other cases of adjustment;
- decides that the Board of Directors may, with the right to sub-delegate under the conditions set by law, charge any and all amounts against the issue premium(s) and in particular the costs incurred in carrying out issues, and deduct from this amount the sums necessary to endow the legal reserve, and in general take all relevant measures and enter into all agreements as are required to complete the issues envisaged and record the capital increase(s) resulting from any issue carried out under this delegation and amend the articles of association accordingly;
- also decides that in the case of issue of debt securities giving access to the Company's share capital, the Board of Directors will have full powers, with the right to sub-delegate, in particular to decide on whether or not they are subordinated (and, where applicable, their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate and provide, where applicable, for compulsory or optional cases of suspension or non-payment of interest, provide for their term, which may be fixed or open-ended, the possibility of reducing or increasing the nominal value of the securities and the other terms of issue (including the granting of guarantees or sureties) and redemption (including redemption by delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (assimilable or not) in payment of interest, the payment of which would have been suspended by the Company, or taking the form of complex bonds in the sense understood by the stock market authorities (for example, due to their terms of repayment

or remuneration or other rights such as indexation or options); modify, during the life of the securities concerned, the terms referred to above, in compliance with the applicable formalities;

- decides, lastly, that this authorisation cancels with immediate effect the unused portion, if any, of the previous authorisation for the same purpose granted by the Annual General Meeting of May 15, 2024.

The General Meeting duly notes that, in the event that the Board of Directors should use the delegation of authority granted to it under this resolution, the Board of Directors will report to the next Annual General Meeting on the use made of these authorisations granted under this resolution, in accordance with the laws and regulations.

This delegation granted to the Board of Directors is valid, as from this General Meeting, for a period of 26 months.

Twentieth Resolution (Delegation of authority granted to the Board of Directors for a period of 26 months to increase the number of securities to be issued in the event of the issue of Company shares or securities giving access to the share capital, with application or disapplication of preferential subscription rights, up to the legal limit of 15%)

Having reviewed 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 and L. 225-135-1 of the French Commercial Code, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings:

- delegates to the Board of Directors, with the right to sub-delegate under the conditions established by law and the articles of association, and according to the terms under the legal and regulatory provisions in force at the time of issue, its authority to increase the number of securities to be issued in the event of an increase in the Company's share capital, with or without pre-emptive subscription rights, at the same price as that used for the initial issue, within the timeframes and limits stipulated by the regulations applicable on the issue date (currently, within thirty days of the close of the subscription period and up to 15% of the initial issue), in particular with a view to granting an over-allotment option in accordance with market practices;
- decides that the nominal amount of the additional capital increase likely to be carried out immediately and/or in the future under this resolution will be deducted from the cap stipulated in the resolution by virtue of which the initial issue is decided and from the overall cap on capital increases stipulated in Resolution Twenty-Three of this General Meeting or, where applicable, from the caps stipulated by resolutions of the same nature that may succeed the said resolutions during the life of this authorisation;
- also decides that the maximum nominal amount of the additional issue of debt instruments giving access to the Company's share capital, likely to be carried out under this resolution, will be deducted from the cap stipulated in the resolution by virtue of which the initial issue is decided and from the overall cap on debt securities stipulated in Resolution Twenty-Three of this General Meeting or, where applicable, from the caps stipulated by resolutions of the same nature that may succeed the said resolutions during the life of this authorisation;
- decides, lastly, that this authorisation cancels with immediate effect the unused portion, if any, of the previous authorisation for the same purpose granted by the Annual General Meeting of May 15, 2024.

This delegation granted to the Board of Directors is valid for 26 months as from this General Meeting.

Twenty-First Resolution (Delegation of authority granted to the Board of Directors for a period of 26 months to decide on the issuance of shares and/or securities giving access to the share capital as compensation for contributions of equity securities or giving access to the share capital of third-party companies up to the limit of 10% of the Company's share capital, without preferential subscription rights)

Having reviewed 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. 225-147, L. 22-10-53 and L. 228-91 et seq. of the French Commercial Code, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings:

- delegates to the Board of Directors the powers necessary to carry out the issuance of ordinary shares and/or securities conferring equity rights in the Company immediately or in the future, at any time or on a fixed date, by subscription, conversion, exchange, redemption, presentation of a warrant or in any other way, on one or more occasions, up to a limit of 10% of the share capital at any given time, this limit being assessed by applying this percentage to the share capital adjusted for equity transactions conducted after the date of this General Meeting, corresponding for information purposes to 20,594,191 shares with a par value of €3 on the date of this General Meeting, intended as consideration for contributions in kind made to the Company and comprised of equity securities or of securities conferring equity rights that are not admitted for trading on a regulated market of a state party to the European Economic Area Agreement or of a member of the Organisation for Economic Co-operation and Development if the provisions of Article L. 22-10-54 do not apply;
- decides that the nominal amount of any capital increases that may be carried out under this authorisation will be deducted from the overall cap and sub-cap on capital increases stipulated in Resolution Twenty-Three of this General Meeting or, where applicable, from the caps stipulated by resolutions of the same nature that may succeed the said resolutions during the life of this authorisation ; it being specified that to these caps shall be added, where applicable, the nominal amount of shares to be issued to preserve, in accordance with legal and regulatory provisions and, where applicable, contractual stipulations providing for other cases of adjustment, the rights of holders of securities giving access to the capital or other rights giving access to the capital;
- duly notes, as applicable, the absence of preferential subscription rights over the shares or securities issued and that this delegation implies a waiver by the shareholders of their preferential subscription rights over the shares to which the securities issued on the basis of this delegation would grant entitlement;
- delegates full powers to the Board of Directors, with the right to sub-delegate, under the conditions established by law, to implement this delegation, to approve the assessment of the contributions, to set the terms and conditions of the issue of securities as consideration for the contributions, to provide, where applicable, for the terms and conditions of their buyback on the stock market and their possible cancellation, as well as the possibility of suspending the exercise of rights to the allocation of ordinary shares attached to the securities to be issued, and to set the terms and conditions under which the rights of holders of securities giving access to the share capital will be preserved, share subscription or purchase options or free share allotment rights (including by means of a cash adjustment), in accordance with legal and regulatory provisions or, where applicable, contractual stipulations providing for other cases of adjustment, to record that they have been carried out, to charge as applicable to the contribution premium all fees and charges incurred in the capital increase, to deduct from the contribution premium the sums required for allocation to the legal reserve and in general, take all necessary steps and enter into all agreements to successfully complete the proposed issues and record the capital increase(s) resulting from any issues carried out under this authorisation, and amend the articles of association accordingly;
- notes that, should the Board of Directors make use of the authorisation granted in this resolution, it will be informed at the next Annual General Meeting of the report of the Contributions Auditor, if one has been drawn up in accordance with Articles L. 225-147 and L. 22-10-53 of the French Commercial Code;
- decides, lastly, that this authorisation cancels with immediate effect the unused portion, if any, of the previous authorisation for the same purpose granted by the Annual General Meeting of May 15, 2024.

This delegation granted to the Board of Directors is valid for 26 months as from this General Meeting.

Twenty-Second Resolution (Delegation of authority to the Board of Directors to decide to increase the share capital by incorporation of premiums, reserves, profits or any other sums)

Having reviewed the report of the Board of Directors and in accordance with the provisions of Articles L. 225-129-2, L. 225-130 and L. 22-10-50 of the French Commercial Code, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings:

- delegates to the Board of Directors, with powers to subdelegate within the law, the authority to increase the Company's capital, on one or more occasions, in the proportions and at the times it sees fit, by capitalizing premiums, reserves, profits or any other sums that may be capitalized in accordance with the law and the articles of association of the Company, either by issuing new shares or by increasing the par value of existing shares, or by a combination of these two methods;
- decides that the maximum nominal amount of capital increases that may be carried out under the present delegation is set at one hundred and fifty-four million, two hundred thousand euros or the equivalent in any other currency or monetary unit established by reference to several currencies, it being specified that to this cap shall be added, where applicable, the nominal amount of shares to be issued to preserve, in accordance with legal or regulatory provisions and, where applicable, contractual stipulations providing for other cases of adjustment, the rights of holders of securities giving access to the capital or other rights giving access to the capital, and it being specified that this amount will be deducted from the overall cap on capital increases provided for in Resolution Twenty-Three of this Meeting or, as the case may be, from the overall cap that may be provided for by any similar resolution that may supersede said resolution during the period of validity of this delegation;
- should the Board of Directors decide to make use of this authorisation, delegates to the Board full powers, which may be subdelegated in accordance with the law, to implement this authorisation, in particular in order to:
 - o determine the amount and nature of the amounts to be capitalized, set the number of new shares to be issued and/or the amount by which the par value of existing shares is to be increased, and set the date, which may be retroactive, from which the new shares will rank for dividend or the increase in the par value of existing shares will take effect;
 - o decide, in the event of the free allotment of shares, that (i) fractional rights will be neither negotiable nor transferable, and that the corresponding shares will be sold in accordance with the terms and conditions determined by the Board of Directors, it being specified that the sale and distribution of the proceeds from the sale must take place within the timeframe set by Article R. 225-130 of the French Commercial Code; and (ii) that shares allotted under this authorisation in respect of existing shares carrying double voting rights will carry double voting rights from the date of issue;
 - o set, in accordance with legal and regulatory provisions and, where applicable, with contractual stipulations providing for other terms and conditions of preservation, any terms and conditions enabling the preservation of the rights of holders of securities giving access to the capital or other rights giving access to the capital (including by means of a cash adjustment);
 - o record the completion of each capital increase and amend the articles of association accordingly;
 - o in general, enter into any and all agreements, take any and all measures and carry out any and all formalities required for the issue, listing and financial servicing of the securities issued under this authorisation and for the exercise of the rights attached thereto;
- decides, lastly, that this authorisation cancels with immediate effect the unused portion, if any, of the previous authorisation for the same purpose granted by the Annual General Meeting of May 15, 2024.

This delegation granted to the Board of Directors is valid for 26 months as from this General Meeting.

Twenty-Third Resolution (Setting the overall limits on issuances carried out by virtue of the above authorisations to effect capital increases)

Having reviewed the report of Board of Directors, the General Meeting, deliberating under the quorum and majority conditions required for extraordinary general meetings, resolves to set, in addition to the caps set out in Resolutions Seventeen, Eighteen, Nineteen, Twenty, Twenty-One and Twenty-Two above, overall limits on the amount of the issues that may be carried out by virtue of the said resolutions as follows:

- a limit of one hundred eighty million euros for the nominal amount of immediate and/or subsequent capital increases that may be carried out by virtue of the authorisations granted by Resolutions Seventeen, Eighteen, Nineteen, Twenty, Twenty-One and Twenty-Two, it being specified that:
 - o within this overall amount, the maximum nominal amount of immediate or subsequent capital increases involving the override of preferential subscription rights that may be carried out by virtue of the authorisations granted by Resolutions Eighteen, Nineteen, Twenty and Twenty-One above is set at sixty million euros; and
 - o these amounts shall be increased where applicable by the nominal amount of the supplementary shares to be issued in order to protect, in accordance with the provisions of the law and regulations, in addition to contractual stipulations providing for other cases of adjustment, the interests of the holders of securities giving access to equity capital;

- a limit of three billion euros, or the equivalent of that amount in the event of issues in foreign currency or in a unit of account fixed by reference to multiple currencies, for the maximum nominal amount of debt securities that may be issued by virtue of the authorisations granted by Resolutions Seventeen, Eighteen, Nineteen and Twenty above, it being specified that:
 - o within this amount, the maximum nominal amount of debt securities that may be issued by virtue of the authorisations granted by Resolutions Eighteen, Nineteen and Twenty above is set at two billion euros, or the equivalent of that amount in the event of issues in foreign currency or in a unit of account fixed by reference to multiple currencies,
 - o these amounts will be increased, where applicable, by any redemption premium above par,
 - o these amounts are independent of the amount of debt securities the issue of which may be 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.

Twenty-Fourth Resolution (Delegation of powers to the Board of Directors to issue new shares reserved for members of a Group Savings Plan with disapplication of shareholders' preferential subscription rights)

Having reviewed the report of the Board of Directors and the special report of the Statutory Auditors, the General Meeting, in accordance with Articles L. 225-129-2, L. 225-129-6, L. 225-138-1 and L. 228-91 of the French Commercial Code and Articles L. 3331-1 et seq. of the French Labour Code:

- delegates to the Board of Directors the necessary powers to increase the Company's share capital, on one or more occasions, whether in France or abroad, in the proportions and at the times it deems appropriate, whether in euros, or in any other currency or monetary unit established with reference to several currencies, with or without a premium, for a consideration or for free, at its sole discretion, through the issue of equity securities or securities giving access to the Company's share capital, reserved for eligible employees and former employees of the Company and of French or foreign companies associated to it pursuant to articles L. 225-180 of the French Commercial Code and L. 3344-1 of the French Labour Code, who are members of a Group Savings Plan;

- decides that the capital increase under this resolution may not exceed a maximum nominal amount of six million euros, a cap which is separate and distinct from the caps referred to in the other resolutions adopted by this General Meeting and established without taking into account the nominal amount of shares to be issued, where applicable, through adjustments made to preserve, in accordance with the law and, where applicable, to contractual stipulations providing for other

adjustments, the rights of holders of securities giving access to the Company's share capital issued on the basis of this resolution;

- decides to disapply the shareholders' preferential subscription rights for said members of the Group Savings Plan, over equity securities and securities giving access to the share capital, to be issued, where applicable granted for free as a discount and/or contribution and paid for through the capitalisation of reserves, profits or issue premiums, under this resolution. This resolution implies a waiver by shareholders of their preferential subscription rights over the ordinary shares to which the securities giving access to the share capital issued on the basis of this delegation may grant entitlement;
- decides that the subscription price which will be determined in accordance with Articles L. 3332-18 et seq. of the French Labour Code, may carry with it a maximum discount, in relation to an average of the prices listed during the twenty trading sessions prior to the decision establishing the subscription dates, of 30% or 40% provided that the securities subscribed to, directly or indirectly, correspond to assets for which the lock-up period is a minimum of five years or equal to ten years under a company savings plan respectively pursuant to Articles L. 3332-25 and L. 3332-26 of the French Labour Code (it being specified that the discount levels mentioned in this paragraph may be modified in the event of changes to the regulations in force); however, the General Meeting expressly authorises the Board of Directors to reduce or waive the aforementioned discount, if it deems fit, primarily to take into account market practices, accounting provisions, or, inter alia, legal, accounting, tax and social regimes which apply locally;
- authorises the Board of Directors to allocate free shares or other securities giving immediate or future access to the Company's share capital, it being specified that the full benefit of this allocation, in its entirety or in part, through the discount and/or contribution may not exceed the legal or regulatory limits;
- decides that the characteristics of the securities giving access to the Company's share capital will be decided by the Board of Directors under the conditions established by the regulations in force;
- grants full powers to the Board of Directors, within the limits and under the conditions set out in this resolution, with the right to sub-delegate according to the applicable legal and regulatory provisions, to determine the terms and conditions of the transactions and, in particular:
 - o to decide the amount of the issue, the price of the issue, as well as the amount of the premium which may be requested upon issue or, where applicable, the amount of reserves, profits or premiums which may be incorporated into the capital,
 - o to decide that the issues may take place directly for beneficiaries or through undertakings for collective investment in transferable securities or other structures or entities authorised by applicable legal or regulatory provisions,
 - o to establish, as applicable, a perimeter for companies involved in the offer which is smaller than the perimeter for eligible companies or those which are members of the Group Savings Plan,
 - o to set the dates and procedures for exercising rights (where applicable, conversion, exchange or redemption rights, including by delivery of Company assets such as treasury shares or securities already issued by the Company), as well as the nature, number and characteristics of such rights, the vesting date, the form in which the capital will be paid up, the subscription price for equity securities or securities giving access to the share capital under the legal conditions,
 - o to determine the conditions, notably in terms of seniority, to be met by beneficiaries of capital increases,
 - o to set the terms and conditions of any share buybacks and cancellations, as well as the possibility of suspending the exercise of ordinary share allotment rights (including by way of a cash adjustment) attached to the securities to be issued,
 - o to set the terms and conditions under which the rights of holders of securities giving access to the Company's capital stock, stock options or free share grants will be preserved, in accordance with the applicable laws and regulations and any contractual provisions providing for other cases of adjustment,

(English translation for convenience only)

- to agree the opening and closing dates for subscriptions,
 - to record that the capital increase has been carried out in the amount of the equity securities or securities giving access to the share capital actually subscribed, and to amend the articles of association accordingly,
 - if it deems fit, to charge the fees incurred through the capital increases to the amount of issue premiums related to these increases and to deduct from this amount the sums necessary to bring the legal reserve to one tenth of the new share capital following each increase,
 - in general, enter into any and all agreements, take any and all measures and carry out any and all formalities required for the issue, listing and financial servicing of the securities issued pursuant to this authorisation and for the exercise of the rights attached thereto;
- decides, lastly, that this authorisation cancels with immediate effect the unused portion, if any, of the previous authorisation for the same purpose granted by the Annual General Meeting of May 15, 2024.

This delegation granted to the Board of Directors is valid for 26 months as from this General Meeting.

III) Ordinary resolution

Twenty-Fifth Resolution (Powers to carry out formalities)

The General Meeting grants all powers to the bearer of a copy or extract from the minutes documenting its deliberations for the purpose of completing any and all publication and filing formalities required by applicable legal and regulatory provisions.
