

## 9.7 Management Report cross-reference table

To make the Management Report easier to navigate, the following table cross-references the key information required by Articles L. 225-100 *et seq.*, L. 22-10-35, L. 22-10-36, L. 232-1 and R. 225-102 *et seq.* of the French Commercial Code and the specific section of the Management Report on corporate governance pursuant to Articles L. 225-37, paragraph 6 *et seq.*, L. 22-10-8 *et seq.* of the French Commercial Code.

Components of the 2025 Management Report	Main references	Pages
<b>Group situation and activity in 2025</b>		
Situation of the Company during the previous financial year and objective and exhaustive analysis of the business development, results and financial situation of the Company and the Group, in particular its debt situation, in relation to the volume and complexity of business	Articles L. 232-1, II, 1 L. 233-6 and L. 233-26 of the French Commercial Code	39-49
Key financial performance indicators	Articles L. 232-1, II-4° and L. 233-26 of the French Commercial Code	14-15, 17-18, 24-27
Key non-financial performance indicators relating to the Company and the Group's specific activity	Articles L. 232-1, II-4° and L. 233-26 of the French Commercial Code	20, 26-27, 51, 189-282
Significant events since the beginning of the financial year	Articles L. 232-1, II-1° and L. 233-26 of the French Commercial Code	48-49
Company and Group foreseeable trends and outlooks	Articles L. 232-1, II-1° and L. 233-26 of the French Commercial Code	49
Identity of the main shareholders and voting rights holders in the General Meeting, and modifications during the financial year	Articles L. 233-13 of the French Commercial Code	396
Existing branch offices	Articles L. 232-1, II-3° and L. 233-26 of the French Commercial Code	13
Significant acquisitions during the financial year of equity interests in companies which have their registered office in France	Article L. 233-6, paragraph 1 of the French Commercial Code	384
Disposals of cross-shareholdings	Articles L. 233-29, L. 233-30 and R. 233-19 of the French Commercial Code	N/A
Research and Development activities (and operations)	Articles L. 232-1, II and L. 233-26 of the French Commercial Code	29-37
Table of Company results over the past five financial years	Article R. 225-102 of the French Commercial Code	384
Information on supplier and customer payment terms	Article D. 441-6 of the French Commercial Code	383
Intragroup loans granted and statement by the Statutory Auditors	Articles L. 511-6 and R. 511-2-1-3 of the French Monetary and Financial Code	N/A
Information on essential intangible assets	Article L. 232-1, II, 7	6-39, 236-247
<b>Risk factors, internal control and risk management</b>		
Description of the main risks and uncertainties faced by the Company	Article L. 232-1, II-5° of the French Commercial Code	156-170
Information on the objectives and policy regarding the hedging of each main category of transactions and on the exposure to price, credit, liquidity and treasury risks, including the use of financial instruments	Article L. 232-1, II-6° of the French Commercial Code	170, 332-336
Anti-corruption policy	Law 2016-1691 of 9 December 2016 ("Sapin II")	148-150
Vigilance Plan and update on its effective implementation	Article L. 225-102-1 of the French Commercial Code	171-188
Impact of activities on combating tax evasion	Article L. 22-10-35, 1°	151-152
Information on actions aimed at promoting the link between the nation and the armed forces and citizens' local democracy engagement	Article L. 22-10-35, 2° and 3°	145
Information on the operation of facilities covered by Article L.515-36 of the French Environmental Code	Article L.232-1-1 of the French Commercial Code	N/A

Components of the 2025 Management Report	Main references	Pages
<b>Corporate governance</b>		
<b>Information on remuneration</b>		
Remuneration policy for Directors and corporate officers	Article L. 22-10-8, I., paragraph 2 of the French Commercial Code	105-122
Remuneration and benefits in kind paid during or awarded in respect of the financial year to each corporate officer	Article L. 22-10-9, I., 1° of the French Commercial Code	123-131
Relative proportion of the fixed and variable remuneration	Article L. 22-10-9, I., 2° of the French Commercial Code	111
Use of the "claw back" possibility to claim the return of variable remuneration	Article L. 22-10-9, I., 3° of the French Commercial Code	N/A
Commitments of any kind made by the Company for the benefit of its directors and corporate officers, corresponding to elements of remuneration, indemnities or benefits due or likely to be due as a result of the assumption, termination or change in their duties, or thereafter	Article L. 22-10-9, I., 4° of the French Commercial Code	131-133
Remuneration paid or granted by a company included in the scope of consolidation pursuant to Article L. 233-16 of the French Commercial Code	Article L. 22-10-9, I., 5° of the French Commercial Code	N/A
Ratios between the remuneration of each corporate officer and the average and median remunerations of the Company employees	Article L. 22-10-9, I., 6° of the French Commercial Code	130-131
Annual change in the remuneration, the Company's performances, the average remuneration of the Company employees and the above-mentioned ratios over the last five financial years	Article L. 22-10-9, I., 7° of the French Commercial Code	130-131
Explanation on how the total remuneration complies with the remuneration policy adopted, including the way it contributes to long term performances of the Company and the way the performance criteria has been applied	Article L. 22-10-9, I., 8° of the French Commercial Code	105-107, 123-131
Manner in which the vote of the last ordinary general meeting provided for in paragraph I of Article L. 22-10-34 of the French Commercial Code has been taken into account	Article L. 22-10-9, I., 9° of the French Commercial Code	105-107
Derogation from the remuneration policy and any other derogations	Article L. 22-10-9, I., 10° of the French Commercial Code	121
Application of Article L. 225-45, paragraph 2 of the French Commercial Code (suspension of payment of directors' remuneration in the event of failure to comply with gender balance on the Board of Directors)	Article L. 22-10-9, I., 11° of the French Commercial Code	N/A
Attribution and retention of stock options by directors and corporate officers	Article L. 225-185 of the French Commercial Code	134-136
Attribution and retention of free share grants to corporate officers	Articles L. 225-197-1 and L. 22-10-59 of the French Commercial Code	134-136
<b>Information on governance</b>		
List of all terms of office and functions held in any company by each director and corporate officer during the financial year	Article L. 225-37-4, 1° of the French Commercial Code	65-80
Agreements between an Executive Officer or a major shareholder and a subsidiary	Article L. 225-37-4, 2° of the French Commercial Code	N/A
Table summarising the authorisations in force in respect of capital increases, as granted by the General Meeting	Article L. 225-37-4, 3° of the French Commercial Code	392-393
Procedures for exercising the General Management	Article L. 225-37-4, 4° of the French Commercial Code	54-56
Composition, preparation and operating methods of the Board of Directors	Article L. 22-10-10, 1° of the French Commercial Code	57, 84-94
Description of the diversity policy, objectives and results applied to Board members	Article L. 22-10-10, 2° of the French Commercial Code	58-64
Limits provided by the Board of Directors on the Chief Executive Officer's powers	Article L. 22-10-10, 3° of the French Commercial Code	98
Reference to the AFEP-MEDEF Code of Corporate Governance and application of the comply or explain principle	Article L. 22-10-10, 4° of the French Commercial Code	54, 136-137
Specific conditions related to shareholders' attendance at the General Meeting	Article L. 22-10-10, 5° of the French Commercial Code	391
Description and implementation of the evaluation procedure of non-regulated agreements	Article L. 22-10-10, 6° of the French Commercial Code	87, 91, 104

Components of the 2025 Management Report	Main references	Pages
Information that may have an impact in the event of a takeover bid or exchange offer		
Shareholders' agreements relating to the securities comprising the Company's share capital	Article L. 22-10-11 of the French Commercial Code	395-398
Internal control and risk management procedures implemented by the Company and the Group, related to preparation and processing of financial and accounting information	Article L.22-10-10, 7° of the French Commercial Code	153-154
<b>Share ownership and capital</b>		
Structure and change in Company capital and threshold notifications	Article L. 233-13 of the French Commercial Code	395-397
Acquisition and disposal by the Company of treasury shares	Article L. 225-211 of the French Commercial Code	398
Employee share ownership	Article L. 225-102, paragraph 1 of the French Commercial Code	395-396
Possible adjustments for securities giving access to share capital in case of buybacks of shares or financial transactions	Articles R. 228-90 and R. 228-91 of the French Commercial Code	N/A
Information on trading by directors and corporate officers and related persons in Company securities	Article L. 621-18-2 of the French Commercial Code	137
Amount of dividends paid out in respect of the three previous financial years	Article 243 <i>bis</i> of the French Tax Code	19, 405
<b>Sustainability Report</b>		
	Articles L. 233-28-4 of the French Commercial Code	See cross-reference tables, 271-279
Report of the sustainability auditors on the sustainability report		283-285
<b>Other information</b>		
Additional tax information	Articles 223 <i>quater</i> and 223 <i>quinquies</i> of the French Tax Code	382
Injunctions or financial penalties in respect of anti-competitive practices	Article L. 464-2 of the French Commercial Code	342-343