

CORPORATE OFFICER COMPENSATION (2023-2024)

Acting upon the recommendation of the Appointments and Compensation Committee, on February 14, 2024 the Board of Directors reviewed and set certain components of the compensation packages and policies applicable to Safran's corporate officers.

1. Annual variable compensation set for the Chief Executive Officer for 2023

The Board of Directors set the amount of the annual variable compensation to be awarded for 2023 to Safran's Chief Executive Officer, Olivier Andriès, based on the terms and conditions of the compensation policy approved by the shareholders at the 2023 Annual General Meeting.

Based on the achievement levels of the applicable financial and individual objectives, the amount of Olivier Andriès' annual variable compensation for 2023 totals €1,000,723, representing 119.13% of his annual fixed compensation. Its payment will be subject to shareholders' approval at the 2024 Annual General Meeting.

This amount reflects:

- an overall achievement rate of 102% for the portion related to the Group's financial performance (accounting for two-thirds of the variable compensation), for which the objectives related to:
 - recurring operating income (ROI) (60% weighting): 106% achievement;
 - free cash flow (FCF) (25% weighting): 118% achievement;
 - working capital, comprising the following components:
 - operating assets (Inventories) (10% weighting): 45% achievement, and
 - unpaid receivables (5% weighting): 97% achievement;
- an overall achievement rate of 94.50% for the portion related to individual quantitative and qualitative performance objectives (accounting for one-third of the variable compensation).

The table below summarizes the main rules applicable to the Chief Executive Officer's variable compensation for 2023 as well as the underlying performance objectives, the achievement rates and the related amounts:

2023 annual variable compensation for the Chief Executive Officer – Olivier Andriès – Results (payment subject to shareholders' approval at the 2024 Annual General Meeting):
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The compensation policy applicable to the Chief Executive Officer provides that his "target" variable compensation – i.e., the amount payable if the achievement rate is 100% for all of the financial and individual performance objectives – corresponds to 120% of his annual fixed compensation (the "Target").

If the Chief Executive Officer outperforms his objectives, his "maximum" variable compensation – i.e., the amount payable if the achievement rate is 130% for all of the financial and individual performance objectives – will represent a maximum of 150% of his annual fixed compensation (the "Cap").

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| <ul style="list-style-type: none">▪ Target amount: €1,008,000, i.e., 120% of his fixed compensation if the achievement rate for all of the objectives is 100%▪ Maximum amount: €1,260,000, i.e., 150% of his fixed compensation if the achievement rate for all of the objectives is 130% |
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Objectives	Weighting	Achievement rate*	Comments**
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Financial performance objectives (quantitative financial objectives) (adjusted data)		Accounting for 2/3 of the CEO's annual variable compensation (67%)		
1	Recurring operating income (ROI)	60%	63.3%	<u>Objectives met or exceeded (outperformance)</u> <ul style="list-style-type: none"> ROI was €3,166 million, ahead of the 2023 budget (€3,000 million). FCF was €2,945 million, ahead of the 2023 budget (€2,500 million). Inventory turnover remained stable at 140 days' sales (compared with an expected fall of 26 days in the 2023 budget). The favorable change in working capital during the year (€758 million) was due to an increase in deferred income and significant customer advance payments partly offset by an increase in operating assets (inventories) by value.
2	Free cash flow (FCF)	25%	29.4%	
3	Working capital, comprising the following components:	15%		
	- Operating assets (Inventories)	10%	4.5%	
	- Unpaid receivables (late customer payments)	5%	4.8%	
Sub-total (base: 100%)		100%	102%	(Potential range: 0% to 130%)
Amount (in €)			€683,200	Representing 122% of 2/3 of the CEO's reference fixed compensation of €840,000

Individual objectives (qualitative and quantitative individual performance objectives)**		Accounting for 1/3 of the CEO's annual variable compensation (33%)		
1	Technological transition (qualitative and quantitative)	20%	26%	<u>Objective exceeded (outperformance)</u> <ul style="list-style-type: none"> The action plans drawn up and implemented to help drive the Group's technological transition were completed and the objective was exceeded. For strategic reasons, the details of these action plans are not disclosed.
2	Technological and industrial evolution of Seats and Cabin businesses (qualitative and quantitative)	20%	15%	<u>Objective partially achieved</u> <ul style="list-style-type: none"> The action plans were drawn up and implemented for the Cabin business, and their expected results were achieved. The action plans for the Seats business were carried out but their expected results were only partially achieved. For strategic reasons, the details of these action plans are not disclosed.
3	Expand and strengthen strategic partnerships in civil and military aeronautic (qualitative)	15%	7.5%	<u>Objective partially achieved</u> <ul style="list-style-type: none"> Partnerships were signed, but one identified partnership did not materialize in 2023. For strategic reasons, the details of this objective are not disclosed.
4	Digital/Cybersecurity (qualitative and quantitative)			<u>Objective achieved</u> <ul style="list-style-type: none"> The Cybersecurity plan continued to be rolled out, with new 24/7 protection and detection measures, thereby enhancing the level of security in 2023. The Digital Academy created and launched in 2022 was successfully deployed, with a new entertaining and learning platform, new acculturation modules, and wide-ranging content covering all the domains of the Group's digital transformation.
	<ul style="list-style-type: none"> Continuing to roll out the Cyber plan Deploying the "Digital Academy" focused on digital transformation 	10%	10%	

	<ul style="list-style-type: none"> ▪ Drafting the High Performance Computing (HPC) 4.0 roadmap ▪ Pursuing the international expansion of digital centers of excellence 			<ul style="list-style-type: none"> ▪ A new strategy for High Performance Computing at Safran was drawn up to meet both short- and long-term needs. ▪ The new in-house centers of excellence, in particular the DIGIT offshore centers, are exceeding expectations: two operational centers, over 500 people recruited, lower costs, etc.
5	<p>CSR & human capital (qualitative and quantitative)</p> <ul style="list-style-type: none"> ▪ Safety: Frequency rate of lost-time accidents maintained at the same level, amid the ramp-up in business ▪ Diversity & gender equality: Objectives linked to increasing the number of women among senior executives and within the Group Executive Committee and companies' management committees – Implementation of the inclusion/diversity roadmap ▪ Human capital: Initiatives to develop Safran talent and executives over the long term ▪ Climate – Low-carbon: <ul style="list-style-type: none"> ▪ Ensuring the rise in maturity of the energy management system, with the aim of all sites achieving Silver status (analysis of the main sources of consumption and energy performance, robust energy saving action plan) ▪ Implementing the Energy Sobriety Plan in Europe ▪ Taking ongoing steps to achieve the action plan to reduce CO₂ emissions by 30% by 2025 (compared to 2018), with 75% of the actions completed, the remaining 25% on track, and sufficient margins identified to deal with contingencies ▪ Establishing an action plan for each key company to achieve a 50% reduction in emissions by 2030 (compared to 2018) and integrating financing of the plans into the Group's medium-term plan ▪ Mobilizing the main suppliers to increase their maturity on decarbonization, with the objective of conducting a carbon assessment for the 400 main suppliers 	35%	36%	<p><u>Objectives met or exceeded (outperformance)</u></p> <ul style="list-style-type: none"> ▪ Safety: The frequency rate of lost-time accidents was maintained at the same level, in the context of the ramp-up in activity. ▪ Diversity and gender equality: The ratio of women senior executives increased by 2.5% from 17% to 19.5% in 2023, outperforming the objective; ten management committees have three or more women each vs. seven management committees in 2022 and six in 2021 (with a total of six new women joining the management committees). The Group Executive Committee included five women in 2023. The inclusion/diversity roadmap was completed. ▪ Human capital: Increase in number of high-potential employees identified and acceleration of talent development pathways. ▪ Climate – Low-carbon: <ul style="list-style-type: none"> ▪ 87% of sites have reached Silver or Gold status. ▪ The Energy Sobriety Plan in Europe has been implemented. Electricity and gas consumption in Europe was reduced by more than 15%. ▪ This objective was over 100%-achieved: 76% of the plan's actions were completed, 37% got underway, and additional actions were introduced (14% that will definitely be implemented and 13% identified) to deal with contingencies. ▪ An action plan was presented and approved by the Climate Challenge Steering Committee in December 2023. ▪ A carbon assessment was carried out on 90% of the Group's 400 main suppliers.

Sub-total (base: 100%)	120%	94.50%	(Potential range: 0% to 130%)
Amount (in €)		€317,523	Representing 113.40% of 1/3 of the CEO's reference fixed compensation of €840,000

	TOTAL (in €)	€1,000,723	Representing 119.13% of the CEO's reference fixed compensation of €840,000
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* Corresponding to the relevant weighting multiplied by the achievement rate of the objective. For example, where the ROI objective with a 60% weighting is 106% achieved (therefore corresponding to outperformance), the overall achievement rate is 63.3% (i.e., 60 x 106%).

** The precise content of each of the individual objectives and the achievement rates for the quantitative objectives were precisely pre-determined and defined, but cannot be disclosed in further detail for confidentiality reasons in view of their strategic and competitive sensitivity.

2. Fixed compensation set for the Chief Executive Officer for 2024

With effect from January 1, 2024, the Board of Directors has decided to increase the Chief Executive Officer's fixed compensation from €840,000 to €950,000 (a 13% increase on his 2023 level); this target level was set in 2019 and frozen in the context of the Covid-19 crisis.

In accordance with the Chief Executive Officer's compensation policy, this increase, which is being applied in connection with Olivier Andriès' reappointment as Chief Executive Officer, is justified by (i) the fact that the Chief Executive Officer's compensation has been out of step with the market since 2019, and (ii) the importance of ensuring that the Chief Executive Officer's compensation package remains competitive. The comparative study, which has been conducted and updated annually by an independent consulting firm since 2019, once again showed in 2023 that the Chairman's compensation could be set at a significantly higher level. Despite the Board's repeated intention to raise the Chief Executive Officer's fixed compensation to its target level of €950,000, Olivier Andriès voluntarily waived the increase in his fixed compensation between 2021 and 2022, and in 2023 expressed his wish not to increase his fixed compensation above 5% to remain in line with the budget for salary increases for Safran Group senior executives in France on January 1, 2023. This first 5% increase in 2023 was a first step towards the €950,000 target. As the target has now been achieved, no short-term increase is considered, in accordance with the Afep-Medef Code.

3. Annual variable compensation set for the Chief Executive Officer for 2024

The Chief Executive Officer's variable compensation for 2024 has been set based on the terms and conditions of the applicable compensation policy, as approved by the shareholders at the Annual General Meeting. The breakdown of this variable compensation is as follows:

- Two-thirds will be contingent on the following quantitative financial performance objectives:
 - recurring operating income (ROI) (60% weighting);
 - free cash flow (FCF) (25% weighting); and
 - working capital (15% weighting), comprising operating assets (Inventories) and unpaid receivables.

The rest of the variable compensation policy also remains unchanged, in particular as regards the overall weighting of the financial performance objectives (two-thirds), the triggering thresholds and the calculation methods.

- One-third will be contingent on quantitative and qualitative individual objectives set by the Board of Directors for 2024 (see table below).

The table below summarizes the main rules applicable to the Chief Executive Officer’s annual variable compensation for 2024 as well as the underlying performance objectives and their respective weightings:

2024 annual variable compensation for the Chief Executive Officer – Olivier Andriès (payment subject to shareholders’ approval at the 2025 Annual General Meeting):	
The proposed compensation policy for the Chief Executive Officer (see below) provides that his “target” variable compensation – i.e., the amount payable if the achievement rate is 100% for all of the financial and individual performance objectives – will correspond to 120% of his annual fixed compensation (the “Target”).	
If the Chief Executive Officer outperforms his objectives, his “maximum” variable compensation – i.e., the amount payable if the achievement rate is 130% for all of the financial and individual performance objectives – will represent a maximum of 150% of his annual fixed compensation (the “Cap”).	
<ul style="list-style-type: none"> ▪ Target amount: €1,140,000, i.e., 120% of his fixed compensation if the achievement rate for all of the objectives is 100% ▪ Maximum amount: €1,425,000, i.e., 150% of his fixed compensation if the achievement rate for all of the objectives is 130% 	

2024 financial performance objectives (quantitative financial objectives)* (<i>adjusted data</i>)		Weighting
Accounting for 2/3 of the CEO’s annual variable compensation (67%)		
1	Recurring operating income (ROI)	60%
2	Free cash flow (FCF)	25%
3	Working capital, comprising the following components:	15%
	- <i>Operating assets (Inventories)</i>	10%
	- <i>Unpaid receivables (late customer payments)</i>	5%
Sub-total (base: 100%)		100%

2024 individual objectives (qualitative and quantitative individual performance objectives)*		Weighting
Accounting for 1/3 of the CEO’s annual variable compensation (33%)		
1	Technological transition (quantitative)	20%
2	Technological and industrial evolution of the aircraft interiors businesses (qualitative and quantitative)	15%
3	Expand and strengthen strategic partnerships (qualitative)	10%
4	Communication plan for the Group’s economic trajectory, notably the CFM56/LEAP business model transition.	10%
5	Digital/Cybersecurity (qualitative and quantitative) <ul style="list-style-type: none"> ▪ Implement a Generative Artificial Intelligence (Gen AI) Adoption Plan ▪ Implement a Cybersecurity Development Plan for specific industrial systems and complete the migration to the Safran Active Directory ▪ Continue to develop offshore centers of excellence 	10%
6	CSR & human capital (qualitative and quantitative) <ul style="list-style-type: none"> ▪ Safety: Frequency rate of lost-time accidents maintained at the same level, amid the ramp-up in business ▪ HR/Diversity & Gender Equality: objectives related to increasing the number of women senior executives and developing talent in the industrial sector ▪ CSR: Implement new reporting requirements (in line with the CSRD) ▪ Climate: 	

	<ul style="list-style-type: none"> ▪ Continue to secure the action plan target to reduce Scopes 1 and 2 CO₂ emissions by 30% by 2025 compared to 2018, aiming to complete 95% of the plan's actions by 2024 ▪ Secure the trajectory to achieve the target to reduce Scopes 1 and 2 CO₂ emissions by 50% by 2030 compared to 2018, taking into account the Group's growth ▪ Ensure that the Group's sites become increasingly energy efficient, achieving the Energy Management System Gold Standard ▪ Pursue the Group's Energy Sobriety Plan to reduce its worldwide energy consumption by 10% in 2024 compared to 2019, taking into account the Group's growth ▪ Mobilize our suppliers to become more low-carbon, ensuring that our TOP400 suppliers have Scopes 1 and 2 CO₂ emissions reduction targets and that they have communicated these ▪ Circular economy <ul style="list-style-type: none"> ▪ Increase the recycling of titanium, with the target of returning 30% of potential titanium shavings to our suppliers 	35%
Sub-total (base: 100%)		100%

* *The content of the individual qualitative objectives and the expected achievement rates for the quantitative objectives have been precisely pre-determined and defined, but cannot be disclosed in further detail for confidentiality reasons in view of their strategic and competitive sensitivity.*

4. 2024 Long-Term Incentive Plan (performance share grants) for the Chief Executive Officer

At its meeting on March 21, 2024, acting on the recommendation of the Appointments and Compensation Committee, the Board of Directors decided to grant performance shares to certain managers and senior executives of the Group, as well as high potential employees and key contributors, to recognize their contributions to the Group's operating performance and the creation of shareholder value, as measured over a period of several years.

As part of the 2024 Long-Term Incentive Plan (2024 LTI), the Board of Directors decided to grant 7 675 performance shares to Olivier Andriès, Chief Executive Officer, which represented less than 2% of the total grant of 435 388 shares and complies with the compensation policy applicable to the Chief Executive Officer¹.

All of the performance shares granted to the Chief Executive Officer are subject to the achievement of internal and external performance conditions presented in the table below, with their respective weightings. The vesting period has been set at three years (2024-2026) and the number of shares that will ultimately vest will depend on the extent to which the applicable conditions are met over that period. The performance shares delivered to the Chief Executive Officer at the end of the vesting period will be subject to a one-year lock-up period.

2024 LTI for the Chief Executive Officer			
Performance conditions			Weighting
Standard internal conditions	Financial and economic performance ²	ROI (adjusted recurring operating income).	25%
		FCF (free cash flow).	25%
	Non-financial performance	CSR and sustainable development objectives. The Group's medium-term priorities or strategic challenges on these issues. (see below for more information)	20%
External condition	TSR	Safran's total shareholder return (TSR) as measured relative to a composite index allowing simultaneous comparison with the European market, the US market and the benchmark index for the French market ³ .	30%
Total			100%

Non-financial performance conditions – Since 2022, non-financial performance conditions are included in the internal performance conditions underlying the performance shares that he receives.

The overall weighting of the non-financial performance conditions is 20% for the 2024 LTI Plan. There are three conditions, concerning (i) an environment and climate objective (reducing Scopes 1 & 2 CO₂ emissions compared with 2018, for 10%); (ii) a gender equality objective (increasing the proportion of women among Safran's senior managers, for 5%) and (iii) a safety objective (maintaining the frequency rate of lost-time accidents at the same level, for 5%).

The purpose, weightings, terms and conditions, references and parameters of the conditions are as follows:

¹ As specified in the compensation policy for the Chief Executive Officer, the number of performance shares granted to the Chief Executive Officer may not represent more than the equivalent of 120% of his annual fixed compensation, based on the accounting value (in accordance with IFRS 2), as estimated at the grant date.

² A description of these conditions (lowest achievement level, target achievement level, highest achievement level) and other key terms presented to shareholders at the May 25, 2023 Annual General Meeting, which authorized the Board of Directors to carry out such grants, is provided in Safran's Universal Registration Documents.

³ The composite index is made up of:

- the STOXX® Europe TMI Aerospace & Defense index (Stoxx A&D Net Return);
- the S&P Aerospace & Defense Industry Select index (S&P A&D);
- the CAC 40 index (CAC 40 Gross Return).

Each of the three indices counts for one-third of the composite index.

- [The first condition relating to the “environment and climate” concerns the reduction of the Group’s Scopes 1 & 2 CO₂ emissions⁴](#). The target is to achieve a 34% reduction compared with 2018 emissions (the reference year) at the end of the three-year performance period⁵. This condition counts for 10% of the overall conditions.

The achievement rate⁶ for this condition will be measured based on comparisons with the reference (2018 emissions – Scopes 1 & 2), with the following levels set:

- lowest achievement level : if emissions are reduced by 32% compared to the reference, 40% of the shares contingent on this condition will vest.
- target achievement level: if emissions are reduced by 34% compared to the reference, 80% of the shares contingent on this condition will vest.;
- highest achievement level (cap): if emissions are reduced by 35% compared to the reference, 100% of the shares contingent on this condition will vest;
- between the lowest achievement level and the target level, and between the target level and the highest achievement level, the number of shares that will vest will vary in linear fashion.

Below the lowest achievement level, none of the shares contingent on the non-financial performance condition concerned will vest.

- [The second condition relating to “gender equality” concerns the increase in the proportion of women among the Group’s senior managers⁷](#). The target is to increase the proportion to 24% by the end of the three-year performance period, from 19.5% at the end of 2023. This condition counts for 5% of the overall conditions.

The achievement rate⁸ for this condition will be measured at December 31, 2026, with the following levels set:

- target achievement level: if the proportion is increased to 24%, 80% of the shares contingent on this condition will vest.
The target achievement level will also constitute the lowest achievement level. Below the target achievement level, none of the shares contingent on this condition will therefore vest;
- highest achievement level (cap): if the proportion is increased to 25%, 100% of the shares contingent on this condition will vest;
- between the target level and the highest achievement level, the number of shares that will vest will vary in linear fashion.

- [The third condition relating to “safety” concerns the frequency rate of lost-time accidents at Group level⁹](#). The target is to bring the rate to 2.0 at the end of the three-year-performance period at the end of 2026, amid the ramp-up in business. This condition counts for 5% of the overall conditions.

The achievement rate¹⁰ for this condition will be measured at December 31, 2026, with the following levels set:

- lowest achievement level: if the frequency rate of lost-time accidents is 2.2, 40% of the shares contingent on this condition will vest;
- target achievement level: if the frequency rate of lost-time accidents is at 2.0, 80% of the shares contingent on this condition will vest;
- highest achievement level (cap): if the frequency rate of lost-time accidents is reduced to 1.9, 100% of the shares contingent on this condition will vest;

⁴ Scope 1: direct greenhouse gas emissions linked to the combustion of energy sources such as gas, liquefied petroleum gas and aviation fuel as well as refrigerant emissions during the production phases at Safran sites. Scope 2: indirect emissions linked to the consumption of energy, electrical power or heating/cooling at Safran sites.

⁵ The achievement rate will be measured between September 30, 2025 and September 30, 2026.

⁶ The rate is measured to two decimal places and rounded mathematically to the nearest hundredth.

⁷ Senior manager: Group employee whose position is classified as such in the corresponding categories (“bands”) of Safran’s directory of positions (including positions on the Group Executive Committee).

⁸ The rate is measured to two decimal places and rounded mathematically to the nearest hundredth.

⁹ Number of accidents per million hours worked.

¹⁰ The rate is measured to two decimal places and rounded mathematically to the nearest hundredth.

- between the lowest achievement level and the target level, and between the target level and the highest achievement level, the number of shares that will vest will vary in linear fashion.

Below the lowest achievement level, none of the shares contingent on this condition will vest.

The Board also recalled that following the lock-up period, the Chief Executive Officer is required to hold 40% of the vested performance shares delivered to him under performance share plans, until the number of performance shares that he holds represents the equivalent of one year of his most recent annual fixed compensation. In addition, the Chief Executive Officer will be required to hold in registered form, until his term of office as Chief Executive Officer ends, a minimum of 500 of the vested performance shares delivered to him under each of the performance share plans under which he is granted performance shares during his term of office as Chief Executive Officer.

5. Fixed compensation set for the Chairman for 2024

For 2024, the fixed compensation for the Chairman has been increased from €450,000 to €500,000, representing an increase of 11%.

In accordance with the Chairman's compensation policy, this increase, which is being applied in connection with Ross McInnes' reappointment as Chairman, is justified in particular given (i) the fact that the Chairman's compensation (which has remained the same since 2018) is out of step with the market, and (ii) the Chairman's performance levels in terms of the duties he carries out. The comparative study conducted by an independent consulting firm and updated in 2023 showed – as was also the case in 2022 – that the Chairman's compensation could be set at a significantly higher level.

6. 2024 compensation policies for corporate officers

These compensation policies will be submitted for shareholders' approval at the 2024 Annual General Meeting.

Compensation policy for the Chairman

The Board of Directors has decided that the compensation policy for the Chairman approved by the shareholders at the Annual General Meeting of May 25, 2023 will continue to apply in 2024, without any changes.

Compensation policy for the Chief Executive Officer

The Board of Directors has decided that the compensation policy for the Chief Executive Officer approved by the shareholders at the Annual General Meeting of May 25, 2023 will continue to apply in 2024, without any changes.

Should any subsequent adjustments to the compensation policies be deemed useful or necessary, they will be subject to a decision-making process prior to the notice of the 2024 Annual General Meeting, with all necessary and appropriate disclosures.

All matters pertaining to corporate governance and components of compensation awarded to Safran's corporate officers are set out in detail in the Universal Registration Documents.

2021 LONG-TERM INCENTIVE PLAN

DETERMINATION OF THE ACHIEVEMENT RATE AT THE END OF THE PERFORMANCE MEASUREMENT PERIOD

At its meeting on March 21, 2024, on the recommendation of the Appointments and Compensation Committee, the Board of Directors noted the achievement rates for the performance conditions of the 2021 Long-Term Incentive Plan (2021 LTI) granted on March 24, 2021 for each category of beneficiary.

As a reminder, the number of performance shares to be delivered at the end of the three-year vesting period depended on the extent to which (i) standard internal performance conditions (ROI and FCF) and (ii) external performance conditions (TSR) were met over the 2021-2023 period. A description of these conditions (lowest achievement level, target achievement level, highest achievement level) and other key terms presented to shareholders at the May 23, 2019 Annual General Meeting (30th resolution), which authorized the Board of Directors to carry out such grants, is provided in Safran's Universal Registration Documents¹¹.

The levels of achievement of the performance conditions of the plan for the Chief Executive Officer and the members of the Executive Committee are as follows:

- 97.4% of the condition linked to the ROI, corresponding to the allocation of 74.8% of the share of shares linked to this condition (weight of 35% for the Chief Executive Officer and the Executive Committee and 40% for the other beneficiaries);
- 121.1% of the condition linked to the FCF, corresponding to the allocation of 96.9% of the share of shares linked to this condition (weight of 35% for the Chief Executive Officer and the Executive Committee and 40% for the other beneficiaries);
- a Safran TSR 7.9 points lower than that of the panel, corresponding to the allocation of 0% of the share of shares linked to this condition (weight of 30% for the Chief Executive Officer and the Executive Committee and 20 % for other beneficiaries).

Taking into account the respective weights and the levels of achievement of the various applicable performance conditions, the level of achievement of the performance conditions of the plan for the Chief Executive Officer and the members of the Executive Committee stands overall at 60.09%.

Consequently, the number of shares definitively acquired and to be delivered at the end of the acquisition period is 437,808 for all beneficiaries, including 8,692 for Olivier Andriès, Chief Executive Officer.

¹¹ In particular, see section 6.6.4.2.1 of the 2021 Universal Registration Document.