

Annexe 1. Concordance tables

CONCORDANCE TABLES FOR THE UNIVERSAL REGISTRATION DOCUMENT

This enables identification of the information specified by Appendices I and II to delegated regulation (EU) 2019/980 of March 14, 2019 (supplementing regulation (EU) 2017/1129 of June 14, 2017).

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CONCORDANCE TABLE FOR THE ANNUAL FINANCIAL REPORT

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This contains the information required in application of Articles L. 225-102-1, L. 22-10-36 and R. 22-10-29 of the French Commercial Code (*Code de Commerce*).

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Annexe 2. Other non-financial indicators monitored by the Company ⁽¹⁾

| | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 |
|--------------------------------------------------------------|--------|--------|--------|--------|--------|--------|
| HUMAN RESOURCES INDICATORS | | | | | | |
| Overall change in headcount ^(a) | | | | | | |
| End-of-period headcount (number of employees) | 15,226 | 14,754 | 14,624 | 13,135 | 12,379 | 12,128 |
| Headcount at the end of the period (in full-time equivalent) | 15,078 | 14,603 | 14,480 | 12,978 | 12,228 | 11,972 |
| EMEA | 41% | 41% | 39% | 43% | 43% | 43% |
| Americas | 47% | 46% | 47% | 47% | 47% | 47% |
| Asia Pacific | 12% | 12% | 9% | 10% | 10% | 10% |
| Headcount by gender and age | | | | | | |
| Headcount – women | 49% | 49% | 48% | 48% | 48% | 48% |
| < 25 | 2% | 2% | 3% | 2% | 2% | 2% |
| 25-34 | 12% | 13% | 13% | 13% | 13% | 13% |
| 35-44 | 15% | 15% | 14% | 15% | 15% | 14% |
| 45-54 | 12% | 11% | 11% | 11% | 11% | 11% |
| 55 and over | 7% | 7% | 7% | 7% | 7% | 7% |
| Headcount – men | 51% | 51% | 52% | 52% | 52% | 52% |
| < 25 | 2% | 2% | 3% | 2% | 2% | 2% |
| 25-34 | 12% | 13% | 14% | 14% | 14% | 15% |
| 35-44 | 16% | 17% | 16% | 16% | 15% | 15% |
| 45-54 | 13% | 12% | 11% | 12% | 12% | 12% |
| 55 and over | 8% | 8% | 8% | 8% | 8% | 8% |
| Part-time headcount (in %) | | | | | | |
| Men | 0.8% | 0.6% | 0.3% | 0.6% | 0.7% | 0.7% |
| Women | 3.6% | 3.5% | 2.6% | 3.8% | 4.2% | 4.4% |
| Headcount on temporary contracts (in %) | 6% | 7% | 7% | 4% | 4% | 4% |

(a) Until 2022, the organizational scope was made up of permanent and fixed-term employees, excluding interns, international volunteers (VIE) and temporary employees. From 2023, the organizational scope is made up of permanent and fixed-term employees and apprentices (in France), excluding interns, international volunteers (VIE) and temporary employees.

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