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PUBLICIS GROUPE S.A.

A French “Société Anonyme à Conseil d’Administration”
(Public Limited Company with Board of Directors)
with a share capital of 101,724,744 euros
Registered office: 133, avenue des Champs Élysées, 75008 Paris - France
542 080 601 Registry of Commerce and Companies of Paris
(hereinafter the “Company”)

Prior Notice of Meeting

Shareholders are hereby informed that the **Combined General Shareholders’ Meeting** of PUBLICIS GROUPE S.A. will be held on **Wednesday, May 27, 2026, at 10:00 a.m. at the PublicisCinemas, 133, avenue des Champs-Élysées, 75008 Paris.**

Agenda

Within the powers of the Ordinary General Shareholders’ Meeting:

1. Approval of the corporate financial statements for fiscal year 2025 (1st resolution);
2. Approval of the consolidated financial statements for fiscal year 2025 (2nd resolution);
3. Allocation of the net income for fiscal year 2025 and declaration of dividend (3rd resolution);
4. Special report of the Statutory Auditors on agreements referred to in Article L. 225-38 of the French Commercial Code (4th resolution);
5. Renewal of the term of office of Mr. Tidjane Thiam as Director (5th resolution);
6. Appointment of Mr. Benjamin Badinter as Director (6th resolution);
7. Approval of the information on the compensation of Corporate Officers for the fiscal year 2025 referred to in I of Article L. 22-10-9 of the French Commercial Code (7th resolution);
8. Approval of the components of the total compensation and benefits of any kind paid or awarded with respect to fiscal year 2025 to Mr. Arthur Sadoun, Chairman and Chief Executive Officer (8th resolution);
9. Approval of the compensation policy for the Chairman and Chief Executive Officer with respect to fiscal year 2026 (9th resolution);
10. Approval of the compensation policy for the Directors with respect to fiscal year 2026 (10th resolution);
11. Authorization to the Board of Directors, for a period of eighteen months, to allow the Company to trade in its own shares (11th resolution);

Within the powers of the Extraordinary General Shareholders’ Meeting:

12. Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, with preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries (12th resolution);
13. Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, without preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, by public offerings different from those referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code (13th resolution);
14. Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, without preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, by public offerings referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code (14th resolution);

15. Delegation of authority to the Board of Directors, for a period of twenty-six months, to increase the number of securities to be issued in the case of a capital increase, with or without preferential subscription rights, within the limit of 15% of the original issue carried out in pursuance of the twelfth to the fourteenth resolutions put before this Shareholders' Meeting (15th resolution);
16. Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to increase the share capital by incorporating reserves, earnings, premiums or other sums (16th resolution);
17. Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in the event of a public offering initiated by the Company (17th resolution);
18. Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, to remunerate the contribution in kind granted to the Company and constituting shares and/or securities giving access to share capital, except in the case of a public offering initiated by the Company (18th resolution);
19. Delegation of authority to the Board of Directors, for a period of eighteen months, to decide to issue ordinary shares or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of one or more specifically designated person(s) (19th resolution);
20. Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of subscribers to a Company savings plan (20th resolution);
21. Delegation of authority to the Board of Directors, for a period of eighteen months, to decide to issue ordinary shares or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of certain categories of beneficiaries, in the context of employee share ownership plans (21st resolution);

Within the powers of the Ordinary General Shareholders' Meeting:

22. Powers to carry out formalities (22nd resolution).

The Board of Directors' report on these proposed resolutions, as well as the reports of the Statutory Auditors to which some of these resolutions refer, may be viewed and downloaded from the website www.publicisgroupe.com.

Within the powers of the Ordinary General Shareholders' Meeting

First resolution

Approval of the corporate financial statements for fiscal year 2025

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the report of the Board of Directors as well as the report of the Statutory Auditors and the corporate financial statements for the fiscal year ended December 31, 2025, approves the 2025 corporate financial statements, as submitted, which show a net income of **1,045,843,188.06 euro**, as well as the transactions reflected in such financial statements or summarized in such reports.

Second resolution

Approval of the consolidated financial statements for fiscal year 2025

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the report of the Board of Directors as well as the report of the Statutory Auditors and the consolidated financial statements for the fiscal year ended December 31, 2025, approves the 2025 consolidated financial statements, as submitted, which show a net income of **1,653 million euro**, as well as the transactions reflected in such financial statements or summarized in such reports.

Third resolution

Allocation of the net income for fiscal year 2025 and declaration of dividend

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, resolves, on the recommendation of the Board of Directors, to allocate the distributable profit, considering:

- net income for the 2025 fiscal year amounts to	1,045,843,188.06 euro
- allocation to the legal reserve amounts to ^(a)	—
- prior retained earnings amount to	1,003,789,132.29 euro
amounts to	<hr/> 2,049,632,320.35 euro

^(a) *The legal reserve has reached the threshold of 10% of share capital.*

- To be distributed to shareholders (for a total of 254,311,860 shares in circulation, Including treasury stock, on the basis of a dividend per share of 3.75 euro , as of December 31, 2025), i.e.,	953,669,475.00 euro
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The dividend is set at **3.75 euro** for each of the shares carrying dividend rights, and will be payable in cash. The ex-dividend date will be **July 1st, 2026**, and the dividend will be payable on **July 3rd, 2026**.

It is specified that the total distribution amount is calculated based on the total number of shares as of December 31, 2025, and will be adjusted according to the number of shares entitled to a dividend on the ex-dividend date. The total dividend amount will be adjusted accordingly, and the amount allocated to the "Retained Earnings" account will then be determined based on the dividend actually paid, with the reminder that the dividend amount corresponding to treasury shares held on the ex-dividend date will be allocated to the "Retained Earnings" account.

For individuals residing in France, the dividend is subject to income tax at either a flat rate or a progressive tax scale, at the taxpayer's option.

If the taxpayer does not opt for the progressive income tax scale, the dividend is subject, at the time of payment, to social security withholdings of 18.6% and a non-discharging flat-rate income tax installment of 12.8%. This withholding tax is applied at the source and calculated on the gross dividend amount.

In the event of a global and irrevocable option by the taxpayer for the progressive income tax scale, this dividend is fully eligible for the 40% allowance provided for in Article 158.3.2° of the French General Tax Code.

The General Shareholders' Meeting notes that the following dividends were paid for the past three fiscal years:

Fiscal year	2022	2023	2024
Dividend per share	2.90 euro	3.40 euro	3.60 euro
Total amount distributed	737,504,394 euro	864,660,324 euro	915,522,696 euro
including dividend per share eligible for the 40% tax allowance	0.14 euro	3.19 euro	3.60 euro
including total dividend eligible for the 40% tax allowance	36,649,678 euro	810,870,176 euro	915,522,696 euro
including dividend per share not eligible for the 40% tax allowance*	2.76 euro	0.21 euro	-
including total dividend not eligible for the 40% tax allowance*	700,854,716 euro	53,790,147.85 euro	-

* This distribution constitutes a reimbursement of an exempted contribution pursuant to Article 112 I° of the French General Tax Code.

Fourth resolution

Special report of the Statutory Auditors on agreements referred to in Article L. 225-38 of the French Commercial Code

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the Statutory Auditors' special report acknowledges the conclusions of this report which does not mention any new agreement referred to in Article L. 225-38 of the French Commercial Code and concluded during the fiscal year ended December 31, 2025.

Fifth resolution

Renewal of the term of office of Mr. Tidjane Thiam as Director

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the Board of Directors' report, notes that this term of office expires at the end of this Meeting and renews Mr. Tidjane Thiam's term of office as Director for a term of four years expiring at the end of the General Shareholders' Meeting convened to approve the financial statements for the year ending December 31, 2029.

Sixth resolution

Appointment of Mr. Benjamin Badinter as Director

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the Board of Directors' report, appoints Mr. Benjamin Badinter as Director, with effect from the end of this Shareholders' Meeting, for a term of four years expiring at the end of the General Shareholders' Meeting convened to approve the financial statements for the year ending December 31, 2029.

Mr. Benjamin Badinter has declared that he has accepted the mandate entrusted to him and that he is not subject to any measure that could prohibit him from exercising it.

Seventh resolution

Approval of the information on the compensation of Corporate Officers for the fiscal year 2025 referred to in I of Article L. 22-10-9 of the French Commercial Code

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' 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. 22-10-34 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 2025 Universal Registration Document (Chapter 3, sections 3.2.2.2 - Compensation paid or awarded in 2025 to directors, 3.2.3.2 - Compensation paid or awarded in 2025 to the Chairman and Chief Executive Officer and 3.2.5.3 - Compensation ratios).

Eighth resolution

Approval of the components of the total compensation and benefits of any kind paid or awarded with respect to fiscal year 2025 to Mr. Arthur Sadoun, Chairman and Chief Executive Officer

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' 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. 22-10-34 II of the French Commercial Code, the fixed, variable and exceptional components of the total compensation and benefits of any kind paid or awarded in respect of fiscal year 2025 to Mr. Arthur Sadoun, Chairman and Chief Executive Officer, as presented in the 2025 Universal Registration Document (Chapter 3, section 3.2.3.2 - Compensation paid or awarded in 2025 to Mr. Arthur Sadoun, Chairman and Chief Executive Officer).

Ninth resolution

Approval of the compensation policy for the Chairman and Chief Executive Officer with respect to fiscal year 2026

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, describing the components of the compensation policy for corporate officers, approves, pursuant to Article L. 22-10-8 II of the French Commercial Code, the compensation policy for the Chairman and Chief Executive Officer with respect to fiscal year 2026 as presented in the 2025 Universal Registration Document (Chapter 3, section 3.2.3.1 - Compensation policy for Mr. Arthur Sadoun, Chairman and Chief Executive Officer).

Tenth resolution

Approval of the compensation policy for the Directors with respect to fiscal year 2026

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, describing the components of the compensation policy for corporate officers, approves, pursuant to Articles L. 22-10-8 II and L. 225-45 of the French Commercial Code, the compensation policy for the Directors with respect to fiscal year 2026, as presented in the 2025 Universal Registration Document (Chapter 3, section 3.2.2.1 - Compensation policy for the Directors).

Eleventh resolution

Authorization to the Board of Directors, for a period of eighteen months, to allow the Company to trade in its own shares

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the Board of Directors' report, and

pursuant to Articles L. 22-10-62 et seq. of the French Commercial Code, authorizes the Board of Directors with the right to sub-delegate its authority in accordance with legal requirements and the Company's Articles of Incorporation, to purchase or arrange the purchase of the Company's shares for the following purposes:

- allotting or selling shares to employees and/or corporate officers of the Company and/or of the Group in particular as part of the Company's profit-sharing scheme, by allotting free shares or granting stock options, or through company savings plans, or inter-company savings plans, under the terms and conditions provided for by the applicable regulations, or any other share-based compensation scheme;
- delivering shares to honor obligations in connection with instruments or securities that may confer entitlement to equity rights, whether by redemption, conversion, exchange, presentation of a warrant or by any other means giving right to the allocation of ordinary shares of the Company;
- conserving and subsequently delivering shares as a means of exchange in merger or spin-off transactions or as a contribution, as payment in the case of external growth transactions;
- stimulation of the secondary market or the liquidity of Publicis Groupe S.A. shares through the intermediary of an investment services provider acting pursuant to a liquidity agreement and in compliance with market practices accepted by the AMF (as modified, where applicable);
- cancelling all or part of the shares thus acquired, in accordance with the law and pursuant to the authorization granted by the eighteenth resolution of the Combined General Shareholders' Meeting of May 27, 2025.

This program is also intended to enable the Company to trade in its own shares for any other authorized purpose or any other market practice that is currently authorized or accepted or may be authorized or accepted in the future by the laws and regulations in force. In such a case, the Company will inform its shareholders by issuing a press release.

The Company will be entitled to purchase its own shares, and sell or transfer shares redeemed, directly or through an investment service provider, in one or more transactions, at any time and by any means authorized by the laws and regulations in force, or that may come into force in the future, on regulated stock markets, multilateral trading facilities (MTFs), through systematic internalizers or over-the-counter, and, notably, by buying or selling blocks of shares, sale and repurchase agreements, through takeover bids or securities exchange bids, by using option mechanisms, derivative financial instruments, warrants or, more generally, securities giving access to shares in the Company (without limitation on the portion of the program that may be carried out by any of these means). The Company may also be entitled to hold and/or cancel shares redeemed subject to authorization by an extraordinary general shareholders' meeting, in compliance with applicable regulations.

However, the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this authorization from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period.

The share purchases may involve a number of shares limited as follows:

- the maximum number of shares that can be purchased during the buyback program shall not exceed 10% of the shares making up the Company's share capital on the date of each repurchase. This percentage will apply to the share capital as adjusted to reflect transactions affecting the share capital carried out subsequent to this Shareholders' Meeting. When shares are redeemed to promote liquidity in accordance with the requirements of the General Regulation of the AMF, the number of shares taken into account to calculate the 10% limit is equal to the number of shares purchased, less the number of shares resold during the authorization period;
- the number of shares purchased with a view to their retention or future delivery in connection with merger, spin-off or contribution transactions will not exceed 5% of the Company's share capital.

The maximum unit purchase price will be one hundred and thirty (130) euro, excluding acquisition costs, it being specified that this price will not apply to share buyback used for allocating free shares to employees and/or corporate officers of the Company and the Group or when they exercise stock options.

In the event of a change in the par value of shares or any transaction having an impact on shareholders' equity, the General Shareholders' Meeting delegates to the Board of Directors the power to adjust the aforementioned purchase price in order to take into account the impact of such transactions on the share price.

The Company's total amount used for share buyback under this authorization will not exceed three billion three hundred and six million fifty-four thousand one hundred eighty euro (3,306,054,180 euro).

The General Shareholders' Meeting grants the Board of Directors, all powers, including the right to sub-delegate its authority, as permitted by laws and regulations and in accordance with the Company's Articles of Incorporation, to determine the modes and conditions of implementation, to allocate or reallocate the shares acquired to the various objectives in view of compliance with applicable laws and regulations, to execute all instruments, enter into all agreements, take all necessary measures to preserve the rights of securities holders that may confer equity rights, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment, carry out all formalities, and, more generally, to do everything necessary to implement this resolution.

This authorization is granted for a period of eighteen months from the date of the General Shareholders' Meeting.

This authorization cancels, with immediate effect, the unused portion and unexpired term of the authorization granted under the seventeenth resolution approved by the Combined General Shareholders' Meeting of May 27, 2025.

Within the powers of the Extraordinary General Shareholders' Meeting

Twelfth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, with preferential subscription rights, ordinary shares in the Company, and/or securities giving access to ordinary shares in the Company or one of its subsidiaries

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 225-129 et seq., notably Articles L. 225-129-2, L. 225-132 to L. 225-134, L. 228-91 et seq., and Article L. 22-10-49 of the French Commercial Code:

1) delegates to the Board of Directors, for a period of twenty-six months following the date of this Shareholders' Meeting, with the right to sub-delegate in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to decide, at its own discretion, to issue, on one or more occasions, in the amounts and at the times of its choosing, in France and abroad, in euro, in foreign currency or a unit of account set with reference to several currencies, while maintaining shareholders' preferential subscription rights, against payment or free of charge, with or without a premium, ordinary shares and/or securities referred to in Articles L. 228-92 paragraph 1 or L. 228-93 paragraphs 1 and 3 of the French Commercial Code and that confer or may confer by any means, immediately or in the future, at any time or at a predetermined date, access, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, to ordinary shares in the Company or one of its direct or indirect subsidiaries (including share capital securities conferring

entitlement to the allocation of debt securities), as the case may be, the subscription for which may be paid in cash, by a set off against debts, and/or by incorporating reserves, earnings or premiums.

It should be noted that the issue of preferred shares or securities that confer the right to preferred shares is not allowed.

2) sets the following maximum nominal amount of capital increases that can be carried out by virtue of this delegation of authority by the Board of Directors:

- the maximum nominal amount of capital increases (not including share premium) that can be carried out by virtue of this delegation of authority is set at thirty million (30,000,000) euro or the equivalent thereof in any other currency or monetary unit set in reference to several currencies, it being specified that the global total maximum nominal amount of capital increases that may be carried out pursuant to this delegation of authority and to those granted in the thirteenth to the twenty-first resolutions, put before this Shareholders' Meeting, is set at thirty million (30,000,000) euro or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies;
- to this ceiling will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that confer equity rights in the Company, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment.

3) decides that the maximum nominal amount of securities representing debt claims against the Company that may be issued immediately or at a future date by virtue of this resolution is set at one billion two hundred million (1,200,000,000) euro, or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, on the date of the issue decision. Said amount will apply to all debt securities issued pursuant to this resolution and pursuant to the thirteenth, fourteenth, seventeenth, eighteenth, and nineteenth resolutions put before this Shareholders' Meeting. This amount will be increased, where applicable, by any above par redemption premium, and be independent of the amount of debt securities issued by decision of or authorization from the Board of Directors under Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3 and L. 228-93 paragraph 6 of the French Commercial Code.

4) in the event the Board of Directors makes use of this delegation of authority:

- decides that shareholders will, in proportion to the number of shares they hold, have a non-reducible preferential right to subscribe to shares and securities issued by virtue of this resolution;
- acknowledges that the Board of Directors may grant shareholders a reducible right to subscribe in proportion to their rights and within the limits of their subscription requests;
- decides that, in pursuance of Article L. 225-134 of the French Commercial Code, in the event of the issue not being fully subscribed by virtue of non-reducible and, if applicable, reducible subscription rights, the Board of Directors may, under the conditions provided for by law, use any or all of the options set out below, in the order of its choosing:
 - freely allocate all or part of the shares or, in the event the securities confer access to the capital, the said securities whose issue has been decided but not subscribed to;
 - public offering of all or part of the unsubscribed shares and/or securities on the French and/or foreign and/or international markets;
 - more generally, limit the capital increase to the amount of subscriptions, provided that, in the case of an issue of shares or securities whose primary security is a share, the latter reaches three-quarters of the increase decided upon after use, where applicable, of the two aforementioned options;

- resolves that issues of warrants to subscribe for shares in the Company may also be carried out by free allotment to the owners of existing shares, it being specified that fractional allotment rights and the corresponding securities will be sold in compliance with applicable laws and regulations.

5) acknowledges that any issuance decision taken in pursuance of this delegation of authority will automatically entail, in favor of holders of securities that confer or may confer equity rights in the Company, a waiver by the shareholders of their preferential right to subscribe to the shares to which such securities may confer rights;

6) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period;

7) decides that the Board of Directors will have all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, to implement this delegation of authority, and notably:

- to decide on the issue of shares and/or securities giving immediate or future access to the capital of the Company or one of its subsidiaries;
- to set the terms and conditions of capital increases and fix the dates, terms and conditions of issues to be performed by virtue of this resolution, to determine the nature, the number and the features of the securities giving access to the Company's share capital, the modes of allocation of shares in the capital to which these securities grant rights and also the dates at which these rights of allocation may be exercised, and to modify their terms and conditions throughout the lifetimes of the said securities in accordance with applicable laws and regulations;
- to set the opening and closing dates for subscriptions, the price, as well as the amount of any premium that may be required on issue, or, where applicable, reserves, earnings or premiums which can be incorporated into the capital and the dates from which shares will bear dividend rights, the payment terms for the shares and any delays for such payment;
- in the event of the issue of debt securities, to decide whether they should be subordinated or not (and, if so, their subordination ranking, pursuant to Article L. 228-97 of the French Commercial Code), set their interest rate (in particular fixed or variable interests or zero-coupon or indexed interests) and provide for any mandatory or optional suspension or non-payment of interest, stipulate their term (fixed or perpetual), the possibility of reducing or increasing their nominal value, and the other terms of issue (including conferring them guarantees or securities) and redemption (including the delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (fungible or not) in payment of interest, the payment of which would have been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their terms of repayment or remuneration or other rights such as indexation or option rights);
- amend, during the life of the securities concerned, the terms and conditions referred to above, in compliance with the applicable formalities;
- to set, if necessary, the terms and conditions under which the Company can acquire or exchange on the market, at any time or during specified periods, the securities with a view to canceling them or not, in compliance with legal provisions in force;
- to provide for the possibility of suspending the rights attached to shares or securities conferring equity rights in accordance with legal and regulatory provisions;
- to determine and execute all adjustments required to allow for the impact of such transactions on the Company's share capital or equity, notably in the event of a change in the par value of shares, increase of capital by incorporating reserves, earnings or premiums, allocation of free shares, securities consolidation or division, payment of dividends, reserves or premiums, or any other asset, redemption of capital, or any other operation on the share capital (including in the event of a public offering and/or change of control) and to make all other arrangements to

preserve, where applicable, the rights of holders of securities giving access to the Company's capital or other rights giving access to the Company's capital, in particular with regard to beneficiaries of share subscription or purchase options or free share allocations (including through cash adjustments);

- to acknowledge the completion of each share capital increase carried out under this delegation of authority, and to amend the Articles of Incorporation accordingly;
- to charge the costs, dues and fees relating to these issues to the corresponding share premiums, if it so sees fit, and appropriate from this amount the sum required to maintain reserves at one tenth of the new share capital after each issue;
- more generally, to enter into all agreements, take all measures and carry out all formalities required for the issues referred to hereinabove, for admission to trading on a regulated market, and for the financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached;

8) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the sixteenth resolution of the Combined General Shareholders' Meeting of May 29, 2024.

Thirteenth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, without preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, by public offerings different from those referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 225-129 et seq. of the French Commercial Code, notably Articles L. 225-129-2, L. 225-135, L. 225-136, and of Articles L. 22-10-51, L. 22-10-52 and L. 228-91 et seq. of said Code:

1) delegates to the Board of Directors, for a period of twenty-six months following the date of this Shareholders' Meeting, with the right to sub-delegate in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to decide, at its own discretion, to issue, on one or more occasions, in the amounts and at the times of its choosing, in France and abroad, in euro, in foreign currency or a unit of account set with reference to several currencies, public offerings different from those referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code, against payment or free of charge, with or without a premium, ordinary shares and/or securities referred to in Articles L. 228-92 paragraph 1 or L. 228-93 paragraphs 1 and 3 of the French Commercial Code and that confer or may confer by any means, immediately or in the future, at any time or at a predetermined date, access, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, to ordinary shares in the Company or one of its direct or indirect subsidiaries (including share capital securities conferring entitlement to the allocation of debt securities) as the case may be, the subscription for which may be paid in cash, by a set off against debts, and/or by incorporating reserves, earnings or premiums.

It is specified that the issue of preferred shares or securities that confer the right to preferred shares is not allowed.

2) resolves to waive the shareholders' preferential subscription rights for securities issued under this resolution. Pursuant to Article L. 22-10-51 of the French Commercial Code, the Board of Directors may, however, for all or part of the issues carried out, grant a priority subscription period for the benefit of shareholders, which shall not give rise to the creation of negotiable rights and which must be exercised in proportion to the number of shares held by each shareholder, and may be supplemented by a

subscription on a reducible basis, it being specified that unsubscribed securities may be the subject of public offerings in France and/or abroad.

3) sets the following maximum nominal amount of capital increases that can be carried out by virtue of this delegation of authority by the Board of Directors:

- the maximum nominal amount of capital increases that may be carried out under this authorization is set at ten million (10,000,000) euro, or the equivalent thereof in any other currency or monetary unit set in reference to several currencies, it being specified that the maximum nominal amount of capital increases that may be carried out under this authorization and that granted under the fourteenth, fifteenth, seventeenth, eighteenth, and nineteenth resolutions submitted to this Shareholders' Meeting is set at ten million (10,000,000) euro or the equivalent thereof in any other currency or monetary unit set in reference to several currencies. This amount will be set against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution submitted to this Shareholders' Meeting or, where applicable, set against any total maximum amount stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force;
- to this ceiling will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that confer equity rights in the Company, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment.

4) decides that the maximum nominal amount of securities representing debt claims against the Company that may be issued immediately or at a future date by virtue of this resolution is set at one billion two hundred million (1,200,000,000) euro, or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, on the date of the issue decision. Said amount will apply to all debt securities issued pursuant to paragraph 3) of the twelfth resolution put before this Shareholders' Meeting or, where applicable, set against any total maximum amount stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force. This amount will be increased, where applicable, by any above par redemption premium, and be independent of the amount of debt securities issued by decision of or authorization from the Board of Directors, under Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3 and L. 228-93 paragraph 6 of the French Commercial Code.

5) decides that, in pursuance of Article L. 225-134 of the French Commercial Code, in the event of the issue not being fully subscribed by virtue of non-reducible and, if applicable, reducible subscription rights, the Board of Directors may, under the conditions provided for by law, use any or all of the options set out below, in the order of its choosing:

- freely allocate all or part of the shares or, in the event the securities confer access to capital, the said securities whose issue has been decided but not subscribed to;
- public offering of all or part of the unsubscribed shares and/or securities on the French and/or foreign and/or international markets;
- more generally, limit the capital increase to the amount of subscriptions, provided that, in the case of an issue of shares or securities whose primary security is a share, the latter reaches three-quarters of the increase decided upon after use, where applicable, of the two aforementioned options;

6) acknowledges that any issuance decision under this delegation of authority will automatically entail, in favor of holders of securities that confer or may confer equity rights in the Company, a waiver by the shareholders of their preferential right to subscribe for the shares to which such securities may confer rights;

7) delegates to the Board of Directors, with the option to sub-delegate under the conditions set forth by law, pursuant to Article L. 22-10-52, paragraph 1 of the French Commercial Code, its authority to freely set the issue price within the following limits:

- the issue price of the shares will be at least equal to the lower of: (i) the average price of the share on the Euronext Paris regulated market, weighted by volume, during the last three trading sessions preceding the setting of the issue price, or (ii) the average price of the share on the Euronext Paris regulated market, weighted by volume, during the last trading session preceding the setting of the issue price, or (iii) the average price of the share on the Euronext Paris regulated market, weighted by volume, during the trading session when the issue price was set, in all three cases, as the case may be, reduced by a discount not exceeding 10%, after adjustment, where applicable, to take into account any difference in the dates from which shares will bear dividend rights;
- the issue price of the securities giving access to share capital will be such that the amount immediately received by the Company, increased, where applicable, by any further amount that may be received by it at a later date, is, for each Company share issued as a result of the issue of the aforesaid securities, at least equal to the minimum subscription price defined in the previous paragraph;

8) acknowledges that, in the event that the Board of Directors makes use of the delegation provided for in the preceding paragraph, it shall draw up a supplementary report, certified by the Statutory Auditors, describing the final terms and conditions of the transaction and providing information for assessing the actual impact on the shareholder's situation;

9) resolves that the issue(s) authorized by this resolution may be decided concurrently with an issue(s) decided pursuant to the fourteenth resolution submitted to this Shareholders' Meeting;

10) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period;

11) decides that the Board of Directors will have all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, to implement this delegation of authority, and notably:

- to decide on the issue of shares and/or securities giving immediate or future access to the capital of the Company or one of its subsidiaries;
- to set the terms and conditions of capital increases and fix the dates, terms and conditions of issues to be performed by virtue of this resolution, to determine the nature, the number and the features of the securities giving access to the Company's share capital, the modes of allocation of shares in the capital to which these securities grant rights and also the dates at which these rights of allocation may be exercised, and to modify their terms and conditions throughout the lifetimes of the said securities in accordance with applicable laws and regulations;
- to set the opening and closing dates for subscriptions, the price, as well as the amount of any premium that may be required on issue, or, where applicable, reserves, earnings or premiums which can be incorporated into the capital and the dates from which shares will bear dividend rights, the payment terms for the shares and any delays for such payment;
- in the event of the issue of debt securities, to decide whether they should be subordinated or not (and, if so, their subordination ranking, pursuant to Article L. 228-97 of the French Commercial Code), set their interest rate (in particular fixed or variable interests or zero-coupon or indexed interests) and provide for any mandatory or optional suspension or non-payment of interest, stipulate their term (fixed or perpetual), the possibility of reducing or increasing their nominal value, and the other terms of issue (including conferring them guarantees or securities) and redemption (including the delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (fungible or not) in payment of

- interest, the payment of which would have been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their terms of repayment or remuneration or other rights such as indexation or option rights); amend, during the life of the securities concerned, the terms and conditions referred to above, in compliance with the applicable formalities;
- to set, if necessary, the terms and conditions under which the Company can acquire or exchange on the market, at any time or during specified periods, the securities with a view to canceling them or not, in compliance with legal provisions in force;
 - to provide for the possibility of suspending the rights attached to shares or securities conferring equity rights in accordance with legal and regulatory provisions;
 - to determine and execute all adjustments required to allow for the impact of such transactions on the Company's share capital or equity, notably in the event of a change in the par value of shares, increase of capital by incorporating reserves, earnings or premiums, allocation of free shares, securities consolidation or division, payment of dividends, reserves or premiums, or any other asset, redemption of capital, or any other operation on the share capital (including in the event of a public offering and/or change of control) and to make all other arrangements to preserve, where applicable, the rights of holders of securities giving access to the Company's capital or other rights giving access to the Company's capital, in particular with regard to beneficiaries of share subscription or purchase options or free share allocations (including through cash adjustments);
 - to acknowledge the completion of each share capital increase carried out under this delegation of authority, and to amend the Articles of Incorporation accordingly;
 - to charge the costs, dues and fees relating to these issues to the corresponding share premiums, if it so sees fit, and appropriate from this amount the sum required to maintain reserves at one tenth of the new share capital after each issue;
 - more generally, to enter into all agreements, take all measures and carry out all formalities required for the issues referred to hereinabove, for admission to trading on a regulated market, and for the financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached;

12) acknowledges that, in the event the Board of Directors decides to use the authority delegated in this resolution, the Board of Directors will report it at the next Ordinary General Shareholders' Meeting, in accordance with the law and regulations, on the use made of the authorizations granted in this resolution;

13) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the seventeenth resolution of the Combined General Shareholders' Meeting of May 29, 2024.

Fourteenth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, without preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, by public offerings referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to L. 225-129 et seq. of the French Commercial Code, notably Articles L. 225-129-2, L. 225-135 and L. 225-136, and of the provisions of Articles L. 22-10-51, L. 22-10-52 and L. 228-91 et seq. of the French Commercial Code, and in 1° of Article L. 411-2 of the French Monetary and Financial Code:

1) delegates to the Board of Directors, for a period of twenty-six months following the date of this Shareholders' Meeting, with the right to sub-delegate in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to decide, at its own discretion, on one or more occasions, in the amounts and at the times of its choosing, in France and abroad, in euro, in foreign

currency or in any unit of account set in reference to several currencies, to issue, by a public offering referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code, against payment or free of charge, with or without a premium, ordinary shares and/or securities referred to in Articles L. 228-92 paragraph 1 or L. 228-93 paragraphs 1 and 3 of the French Commercial Code and that confer or may confer, immediately or in the future, at any time or at a predetermined date, access, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, to ordinary shares in the Company or one of its direct or indirect subsidiaries (including share capital securities conferring entitlement to the allocation of debt securities) as the case may be, the subscription for which may be paid in cash, by a set off against debts, and/or by incorporating reserves, earnings or premiums.

The issue of preferred shares or securities that confer the right to preferred shares is not allowed.

2) decides that the issue of shares or securities referred to in this resolution will be without preferential subscription rights;

3) decides to set the following maximum authorized amounts for capital increases in the event that the Board of Directors makes use of this delegation of authority:

- the maximum nominal amount of capital increases that can be carried out by virtue of this delegation of authority is set at ten million (10,000,000) euro or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, it being specified that this amount will be set against the total maximum nominal amount of ten million (10,000,000) euro authorized by this Shareholders' Meeting in paragraph 3) of the thirteenth resolution and against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amounts stipulated in resolutions of similar nature that might succeed the aforesaid resolutions whilst this delegation of authority remains in force;
- the issue of capital securities by virtue of this delegation will not exceed the limits stipulated by regulatory provisions in force on the date of the issue;
- to this ceiling will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that confer equity rights in the Company, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment;

4) decides that the maximum par value of securities representing debt claims against the Company that may be issued immediately or at a future date by virtue of this resolution is set at one billion two hundred million (1,200,000,000) euro, or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, on the date of the issue decision. Said amount will be set against the total maximum amount of debt securities set forth in paragraph 3) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount of debt securities stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force. This amount will be increased, where applicable, by any above par redemption premium, and be independent of the amount of debt securities issued by decision of or authorization from the Board of Directors under Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3 and L. 228-93 paragraph 6 of the French Commercial Code;

5) decides that, in pursuance of Article L. 225-134 of the French Commercial Code, in the event of the issue not being fully subscribed by virtue of non-reducible and, if applicable, reducible subscription rights, the Board of Directors may, under the conditions provided for by law, use any or all of the options set out below, in the order of its choosing:

- freely allocate all or part of the shares or, in the event the securities confer access to capital, the said securities whose issue has been decided but not subscribed to;

- public offering of all or part of the unsubscribed shares and/or securities on the French and/or foreign markets;
- more generally, limit the capital increase to the amount of subscriptions, provided that, in the case of an issue of shares or securities whose primary security is a share, the latter reaches three-quarters of the increase decided upon after use, where applicable, of the two aforementioned options;

6) acknowledges that any issuance decision taken in pursuance of this delegation of authority will automatically entail, in favor of holders of securities that confer or may confer equity rights in the Company, a waiver by the shareholders of their preferential right to subscribe for the shares to which such securities may confer rights;

7) delegates to the Board of Directors, with the right to sub-delegate its authority under the conditions set forth by law, in accordance with Article L. 22-10-52, paragraph 1 of the French Commercial Code, to freely set the issue price within the following limits:

- the issue price of the shares will be at least equal to the lower of: (i) the average price of the share on the Euronext Paris regulated market, weighted by volume, during the last three trading sessions preceding the setting of the issue price, or (ii) the average price of the share on the Euronext Paris regulated market, weighted by volume, during the last trading session preceding the setting of the issue price, or (iii) the average price of the share on the Euronext Paris regulated market, weighted by volume, during the trading session when the issue price was set, in all three cases, as the case may be, reduced by a discount not exceeding 10%, after adjustment, where applicable, to take into account any difference in the dates from which shares will bear dividend rights;
- the issue price of the securities giving access to share capital will be such that the amount immediately received by the Company, increased, where applicable, by any further amount that may be received by it at a later date, is, for each Company share issued as a result of the issue of the aforesaid securities, at least equal to the minimum subscription price defined in the previous paragraph;

8) acknowledges that, in the event that the Board of Directors makes use of the delegation provided for in the preceding paragraph, it shall draw up a supplementary report, certified by the Statutory Auditors, describing the final terms and conditions of the transaction and providing information for assessing the actual impact on the shareholder's situation;

9) resolves that the issue(s) authorized by this resolution may be decided concurrently with an issue(s) decided pursuant to the thirteenth resolution submitted to this Shareholders' Meeting;

10) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period;

11) decides that the Board of Directors will have all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, to implement this delegation of authority, and notably:

- to decide on the issue of shares and/or securities giving immediate or future access to the capital of the Company or one of its subsidiaries;
- to set the terms and conditions of capital increases and fix the dates, terms and conditions of issues to be performed by virtue of this resolution, to determine the nature, the number and the features of the securities giving access to the Company's share capital, the modes of allocation of shares in the capital to which these securities grant rights and also the dates at which these rights of allocation may be exercised, and to modify their terms and conditions throughout the lifetimes of the said securities in accordance with applicable laws and regulations;

- to set the opening and closing dates for subscriptions, the price, as well as the amount of any premium that may be required on issuance, or, where applicable, reserves, earnings or premiums which can be incorporated into the capital and the dates from which shares will bear dividend rights, the payment terms for the shares and any delays for such payment;
- in the event of the issue of debt securities, to decide whether they should be subordinated or not (and, if so, their subordination ranking, pursuant to Article L. 228-97 of the French Commercial Code), set their interest rate (in particular fixed or variable interests or zero-coupon or indexed interests) and provide for any mandatory or optional suspension or non-payment of interest, stipulate their term (fixed or perpetual), the possibility of reducing or increasing their nominal value, and the other terms of issue (including conferring them guarantees or securities) and redemption (including the delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (fungible or not) in payment of interest, the payment of which would have been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their terms of repayment or remuneration or other rights such as indexation or option rights); amend, during the life of the securities concerned, the terms and conditions referred to above, in compliance with the applicable formalities;
- to set, if necessary, the terms and conditions under which the Company can acquire or exchange on the market, at any time or during specified periods, the securities with a view to canceling them or not, in compliance with legal provisions in force;
- to provide for the possibility of suspending the rights attached to shares or securities conferring equity rights in accordance with legal and regulatory provisions;
- to determine and execute all adjustments required to allow for the impact of such transactions on the Company's share capital or equity, notably in the event of a change in the par value of shares, increase of capital by incorporating reserves, earnings or premiums, allocation of free shares, division or grouping of securities, payment of dividends, reserves or premiums, or any other asset, redemption of capital, or any other operation on the share capital (including in the event of a public offering and/or change of control) and to make all other arrangements to preserve, where applicable, the rights of holders of securities giving access to the Company's capital or other rights giving access to the Company's capital, in particular with regard to beneficiaries of share subscription or purchase options or free share allocations (including through cash adjustments);
- to acknowledge the completion of each share capital increase carried out under this delegation of authority, and to amend the Articles of Incorporation accordingly;
- to charge the costs, dues and fees relating to these issues against the corresponding share premiums, and, if it deems appropriate, to deduct from share premium the amounts necessary to bring reserves to one-tenth of the new share capital resulting from each capital increase;
- more generally, to enter into all agreements, take all measures and carry out all formalities required for the issues referred to hereinabove, for admission to trading on a regulated market, and for the financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached.

12) acknowledges that, in the event the Board of Directors decides to use the authority delegated in this resolution, the Board of Directors will report it at the next ordinary general shareholders' meeting, in accordance with the law and regulations, on the use made of the authorizations granted in this resolution;

13) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the eighteenth resolution of the Combined General Shareholders' Meeting of May 29, 2024.

Fifteenth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to increase the number of securities to be issued in the case of a capital increase, with or without preferential subscription rights, within the limit of 15% of the original issue carried out in pursuance of the twelfth to the fourteenth resolutions put before this Shareholders' Meeting

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 225-129-2, L. 225-135-1 and R. 225-118 of the French Commercial Code:

1) delegates to the Board of Directors, for a period of twenty-six months following the date of this Shareholders' Meeting, with the right to sub-delegate in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to decide, at its own discretion, to increase the number of securities to be issued in the event of an increase in the Company's capital, with maintaining or cancelling shareholders' preferential subscription rights, decided in accordance with the twelfth to fourteenth resolutions submitted to this Meeting, within the time limits and restrictions provided for by the regulations applicable on the date of issue (currently within thirty days of the closing of the subscription, up to a limit of 15% of the initial issue and at the same price as that used for the initial issue).

2) decides that the nominal amount of capital increases that may be carried out under this delegation of authority shall be deducted from the ceiling amounts stipulated in the resolution under which the initial issue is carried out or, if applicable, on the amount of the ceilings provided for in resolutions of the same nature that may subsequently replace said resolutions during the period of validity of this delegation.

3) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period.

4) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the nineteenth resolution of the Combined General Shareholders' Meeting of May 29, 2024.

Sixteenth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to increase the share capital by incorporating reserves, earnings, premiums or other sums

The General Shareholders' Meeting, voting in accordance with the quorum and majority conditions applicable to ordinary general shareholders' meetings, having reviewed the Board of Directors' report, and pursuant to Articles L. 225-129, L. 225-129-2, L. 225-130 and L. 22-10-50 of the French Commercial Code:

1) delegates to the Board of Directors for a period of twenty-six months following the date of this Shareholders' Meeting, with the right to sub-delegate in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to decide, at its own discretion, to increase the share capital on one or more occasions, at the times of its choosing, by incorporating reserves, earnings, premiums or other funds that may be capitalized by law or in accordance with statutory provisions, by the issue of new shares or the increase of the par value of existing shares, or a combination of these two methods;

2) decides that the fractional rights will not be negotiable or transferable, and that the shares corresponding thereto will be sold with the proceeds from said sale being allocated to the rights holders in accordance with the legal and regulatory provisions in force;

3) decides that the maximum nominal amount of capital increases that can be carried out by virtue of this delegation of authority is set at thirty million (30,000,000) euro or the equivalent thereof in any other authorized currency or monetary unit set in reference to several currencies. The nominal amount of capital increases carried out in pursuance of this delegation of authority will be set against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force. To this maximum amount will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that confer equity rights in the Company, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment;

4) confers upon the Board of Directors all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, for the implementation and successful completion of this delegation of authority, and more generally, to enter into all agreements, take all measures and carry out all formalities required for the issues referred to hereinabove, for admission to trading on a regulated market, and for the financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached, notably:

- to set the amount and nature of the sums to be incorporated into the capital, the number of new capital securities to be issued and/or the amount by which the nominal value of the existing capital securities will be increased, set the date, even retroactive, from which new capital securities will confer equity rights or from which the increase in the nominal value of existing capital shares will take effect;
- to decide that the shares, which will be allocated by virtue of this delegation based on existing shares benefiting from double voting rights, will benefit from this right from their issue;
- to determine and make any adjustments intended to take into account the impact of transactions on the Company's capital and equity, particularly in the event of a change in the share's nominal value, increase the share capital by incorporation of reserves, earnings or premiums, free allocation of shares, division or consolidation of shares, distribution of dividends, reserves or bonuses or of any other assets, capital amortization, or any other operation relating to the capital or equity (including in the event of a public offer and/or in the event of a change of control), and set in accordance with legal and regulatory provisions and, where applicable, contractual stipulations providing for other preservation methods and set all other methods making it possible to ensure, if necessary, the preservation of the rights of holders of securities giving access to the capital of the Company or of beneficiaries of stock options or purchase of shares or free allocation of shares;
- to record the completion of each capital increase and make the corresponding changes to the Articles of Incorporation.

5) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period;

6) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the twenty-first resolution of the Combined General Shareholders' Meeting of May 29, 2024.

Seventeenth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in the event of a public offering initiated by the Company

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 225-129 to L. 225-129-6, L. 225-135, L. 225-136, L. 22-10-49, L. 22-10-54 and L. 228-91 et seq. of the French Commercial Code:

1) delegates to the Board of Directors, for a period of twenty-six months following the date of this Shareholders' Meeting, with the right to sub-delegate in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to decide, at its own discretion, on one or more occasions, in the amounts and at the times of its choosing, in France and abroad, in euro, in foreign currency or in any unit of account set in reference to several currencies, to issue, against payment or free of charge, with or without a premium, ordinary shares and/or any securities referred to in Articles L. 228-92 paragraph 1 or L. 228-93 paragraph 1 and 3 of the French Commercial Code, and that confer or may confer, immediately or in the future, at any time or at a predetermined date, access, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, to ordinary shares in the Company or one of its direct or indirect subsidiaries, as the case may be, in consideration for securities tendered pursuant to any public offering involving an exchange component initiated by the Company with respect to the securities of another company whose shares are admitted to trade on one of the regulated markets referred to in Article L. 22-10-54 of the French Commercial Code, or any other transaction governed by a foreign law (for example, a reverse merger) having the same effect as a public exchange offering initiated by the Company with respect to securities complying with the conditions referred to in Article L. 22-10-54 of the French Commercial Code, and resolves to cancel, in favor of the holders of such securities, shareholders' preferential right to subscribe for such shares or securities to be issued in pursuance of this delegation of authority.

The issue of preferred shares or securities that confer the right to preferred shares is not allowed.

2) acknowledges that any issuance decision taken in pursuance of this delegation of authority will automatically entail in favor of holders of securities that confer or may confer equity rights in the Company, a waiver by the shareholders of their preferential right to subscribe to the shares to which such securities may confer rights;

3) decides to set the following maximum authorized amounts for capital increases in the event the Board of Directors makes use of this delegation of authority:

- the maximum nominal amount of capital increases that can be carried out by virtue of this delegation of authority is set at ten million (10,000,000) euro, or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, it being specified that this amount will be set against the total maximum nominal amount of ten million (10,000,000) euro authorized by this Shareholders' Meeting in paragraph 3) of the thirteenth resolution and against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amounts stipulated in resolutions of similar nature that might succeed the aforesaid resolutions whilst this delegation of authority remains in force;
- to this ceiling will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that confer equity rights in the Company, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment;

4) decides that the maximum par value of securities representing debt claims against the Company that may be issued immediately or at a future date by virtue of this resolution is set at one billion two hundred million (1,200,000,000) euro, or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, on the date of the issue decision. Said amount will be set against the total maximum amount of debt securities set forth in paragraph 3) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount of debt securities stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force. This amount will be independent from the amount of debt securities whose issue is decided or authorized by the Board of Directors under Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3 and L. 228-93 paragraph 6 of the French Commercial Code;

5) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period;

6) decides that the Board of Directors will have all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, to implement this delegation of authority, and notably:

- to decide on the issue of shares and/or securities giving immediate or future access to the capital of the Company or one of its subsidiaries;
- to draw up the list of securities contributed to the exchange;
- to determine the exchange ratios and, if applicable, the amount of any cash component, and to certify the number of securities tendered pursuant to the exchange;
- to determine the terms and conditions of issuance, specifically the price and dividend entitlement date, which may be retroactive, for new ordinary shares and/or, where applicable, securities giving access to ordinary shares in the Company, whether immediately or at a future date;
- in the event of the issue of debt securities, to decide whether they should be subordinated or not (and, if so, their subordination ranking, in accordance with the provisions of Article L. 228-97 of the French Commercial Code), set their interest rate (in particular fixed or variable interests or zero-coupon or indexed interests) and provide for any mandatory or optional suspension or non-payment of interest, stipulate their term (fixed or perpetual), the possibility of reducing or increasing their nominal value, and the other terms of issue (including conferring them guarantees or securities) and redemption (including the delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (fungible or not) in payment of interest, the payment of which would have been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their terms of repayment or remuneration or other rights such as indexation or option rights); amend, during the life of the securities concerned, the terms and conditions referred to above, in compliance with the applicable formalities;
- to provide the possibility of suspending the rights attached to shares or securities conferring equity rights in accordance with legal and regulatory provisions;
- to determine and make any adjustments to take into account the impact of transactions on the Company's capital and equity, particularly in the event of a change in the share's nominal value, increase the share capital by incorporation of reserves, earnings or premiums, allocation of free shares, division or consolidation of shares, distribution of dividends, reserves or bonuses or of any other assets, capital amortization, or any other transaction relating to the capital or equity (including in the event of a public offer and/or in the event of a change of control), and set in accordance with legal and regulatory provisions and, where applicable, contractual stipulations providing for other preservation methods and set all other methods making it possible to ensure, if necessary, the preservation of the rights of holders of securities giving access to the Company's capital or other rights giving access to the Company's capital, in particular with regard to beneficiaries of share subscription or purchase options or free share allocations (including through cash adjustments);

- more generally, to take all measures required to successfully complete any authorized transaction, and to acknowledge the completion of each share capital increase carried out, and to amend the Articles of Incorporation accordingly.

7) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the twenty-second resolution of the Combined General Shareholders' Meeting of May 29, 2024.

Eighteenth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, to remunerate the contribution in kind granted to the Company and constituting shares and/or securities giving access to share capital, except in the case of a public offering initiated by the Company

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 225-129 et seq. of the French Commercial Code, notably Articles L. 225-129 and L. 225-129-2, and Articles L. 22-10-53 et L. 228-91 et seq. of the French Commercial Code:

1) delegates to the Board of Directors, for a period of twenty-six months following the date of this Shareholders' Meeting, the authority to decide, at its own discretion, to issue, on one or more occasions, in the proportions and at the times of its choosing, in France and abroad, in euro, in foreign currency or in any unit of account set in reference to several currencies, against payment or free of charge, with or without a premium, ordinary shares and/or securities referred to in Articles L. 228-92 paragraph 1 or L. 228-93 paragraphs 1 and 3 of the French Commercial Code and that confer or may confer, immediately or in the future, at any time or at a predetermined date, access, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, to ordinary shares in the Company or one of its direct or indirect subsidiaries as the case may be, or giving entitlement to the allotment of debt securities, which will not exceed 10% of the Company's share capital on the issue date, to remunerate the contribution in kind granted to the Company and made up of capital shares and/or securities giving access to capital, when the provisions of Articles L. 22-10-54 et seq. of the French Commercial Code do not apply.

The issue of preferred shares or securities that confer the right to preferred shares is not allowed.

2) sets the following maximum authorized amounts for capital increases in the event the Board of Directors uses this delegation of authority:

- the maximum nominal amount of capital increases that can be carried out by virtue of this delegation of authority is set at ten million (10,000,000) euro in paragraph 3) of the thirteenth resolution put before this Shareholders' Meeting. This amount will be set against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force;
- to these ceilings will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that confer equity rights in the Company, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment;
- decides that the maximum nominal amount of securities representing debt claims against the Company that may be issued immediately or at a future date by virtue of this resolution is set at

one billion two hundred million (1,200,000,000) euro, or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, on the date of the issue decision. Said amount will be set against the total maximum amount of debt securities set forth in paragraph 3) as stipulated in the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount of debt securities stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force. This amount will be increased, where applicable, by any above par redemption premium, and be independent of the amount of debt securities issued by decision of or authorization from the Board of Directors under Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3 and L. 228-93 paragraph 6 of the French Commercial Code;

3) acknowledges that, in accordance with applicable law, shareholders will have no preferential subscription rights to ordinary shares or securities that may be issued by virtue of this delegation of authority. This delegation entails a waiver by the shareholders of their preferential right to subscribe to Company shares in favor of holders of securities issued that confer or may confer equity rights in the Company;

4) resolves that the Board of Directors will have all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, to carry out these issues and to set the terms and conditions thereof, and notably:

- to determine all capital increases to remunerate the contribution in kind and, where applicable, the power of postponement;
- to determine the list of securities transferred, decide on the report of the Statutory auditors, approve the valuation of the contributions, set the terms and conditions for the issue of shares and/or securities to be issued to remunerate the contribution in kind as well as, if applicable, the amount of the balancing payment to be disbursed, approve special benefits, reduce, provided the contributors agree, the valuation of the contributions or the remuneration of special benefits;
- to determine the nature, form, number, characteristics and terms of the shares and/or securities to be issued to remunerate the contribution in kind;
- to set, if necessary, the terms and conditions for exercising the rights attached to the shares or securities to be issued and, in particular, set, even retroactively, the date from which new shares will bear dividend rights, as well as any other terms and conditions required to carry out the issue;
- to set, if necessary, the terms and conditions under which the Company can acquire or exchange on the market, at any time or during specified periods, the securities with a view to canceling them or not, in compliance with legal provisions in force;
- to provide for the possibility of suspending the rights attached to shares or securities conferring equity rights in accordance with legal and regulatory provisions;
- to determine and execute all adjustments required to allow for the impact of such transactions on the Company's share capital or equity, notably in the event of a change in the par value of shares, increase of capital by incorporating reserves, earnings or premiums, allocation of free shares, securities consolidation or division, payment of dividends, reserves or premiums, or any other asset, redemption of capital, or any other operation on the share capital (including in the event of a public offering and/or change of control) and to make all other arrangements to preserve, where applicable, the rights of holders of securities conferring equity rights in the Company or of the beneficiaries of options to subscribe or acquire shares or the allocation of free shares (including through cash adjustments);
- to charge the costs, dues and fees relating to these issues to the corresponding share premiums and, where applicable, appropriate from this amount the sum required to maintain reserves at one-tenth of the new share capital after each issue;
- to acknowledge the completion of each share capital increase carried out under this delegation of authority, and to amend the Articles of Incorporation accordingly;

- more generally, to take all useful and necessary measures, notably entering into agreements, carrying out all formalities required for the issues, admission to trading, and for the financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached;

5) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period;

6) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the twenty-third resolution of the Combined General Shareholders' Meeting of May 29, 2024.

Nineteenth resolution

Delegation of authority to the Board of Directors, for a period of eighteen months, to decide to issue ordinary shares or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of one or more specifically designated person(s)

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for Extraordinary General Shareholders' Meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 225-129 et seq. of the French Commercial Code, notably Articles L. 225-129, L. 225-138 and L. 228-91 et seq., and Article L. 22-10-52-1 of the French Commercial Code:

1) delegates to the Board of Directors, for a period of eighteen months following the date of this Shareholders' Meeting, with the right to sub-delegate in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to decide to issue, on one or more occasions, in the amounts and at the times of its choosing, in France and abroad, in euro, in foreign currency or a unit of account set with reference to several currencies, without shareholders' preferential subscription rights, against payment or free of charge, with or without a premium, ordinary shares and/or securities referred to in Articles L. 228-92 paragraph 1 or L. 228-93 paragraphs 1 and 3 of the French Commercial Code and that confer or may confer by any means, immediately or in the future, at any time or at a predetermined date, access, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, to ordinary shares in the Company or one of its direct or indirect subsidiaries (including share capital securities conferring entitlement to the allocation of debt securities), as the case may be, the subscription for which may be paid in cash, by a set off against debts, and/or by incorporating reserves, earnings or premiums.

It should be noted that the issue of preferred shares or securities that confer the right to preferred shares is not allowed.

2) resolves to cancel the shareholders' preferential subscription rights to the shares and/or securities that may be issued pursuant to this resolution, in favor of one or more specifically designated persons; it being specified that the Board of Directors shall have full powers to designate the person(s) to whom the issue shall be reserved.

3) sets the following maximum authorized amounts for capital increases in the event that the Board of Directors uses this delegation of authority:

- the maximum nominal amount of capital increases that can be carried out by virtue of this delegation of authority is set at ten million (10,000,000) euro in paragraph 3) of the thirteenth resolution put before this Shareholders' Meeting. This amount will be set against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum

- amount stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force;
- to these ceilings will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that confer equity rights in the Company, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment;
 - decides that the maximum nominal amount of securities representing debt claims against the Company that may be issued immediately or at a future date by virtue of this resolution is set at one billion two hundred million (1,200,000,000) euro, or the equivalent thereof in any other currency or in any monetary unit set in reference to several currencies, on the date of the issue decision. Said amount will be set against the total maximum amount of debt securities set forth in paragraph 3) as stipulated in the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount of debt securities stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force. This amount will be increased, where applicable, by any above par redemption premium, and be independent of the amount of debt securities issued by decision of or authorization from the Board of Directors under Articles L. 228-36-A, L. 228-40, L. 228-92 paragraph 3 and L. 228-93 paragraph 6 of the French Commercial Code.

4) acknowledges that this delegation entails, in favor of holders of securities that confer equity rights in the Company, a waiver by the shareholders of their preferential subscription rights to subscribe for the shares to which such securities will confer rights, immediately or in the future.

5) decides, in accordance with Article L. 22-10-52-1 paragraph 3 of the French Commercial Code, that:

- the issue price of shares issued directly will be set by the Board of Directors in accordance with the regulations in force on the date on which this delegation is exercised (to date, at least equal to the closing price on the last trading day preceding the Board of Directors' decision to make use of this delegation, possibly reduced by a maximum discount of 10%) after adjustment, if necessary, of this amount to take into account the difference in the date of entitlement;
- the issue price of the securities giving access to the capital and the number of shares to which the conversion, the redemption or, generally, the conversion of each security giving access to the capital may entitle the holder shall be such that the sum immediately received by the Company, plus, where applicable, any sum that may be received by it at a later date, shall be, for each share issued as a result of the issue of such securities, at least equal to the minimum subscription price defined in the previous paragraph.

6) decides that when the subscriptions have not absorbed the entire issue of shares or securities, the Board of Directors may use the powers provided for in Article L. 225-134 of the French Commercial Code, or only some of them, in the order it determines.

7) decides that the Board of Directors may not, unless previously authorized by a general shareholders' meeting, make use of this delegation of authority from the moment a third party makes a public offering for the Company's securities and until expiry of the offering period.

8) decides that the Board of Directors will have all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, to implement this delegation of authority and, notably:

- to decide on the issue of shares and/or securities giving immediate or future access to the capital of the Company or one of its subsidiaries;
- to designate the person(s) for whose benefit the issue is reserved and the number of securities to be subscribed by each of them;

- to set the terms and conditions of capital increases and fix the dates, terms and conditions of issues to be performed by virtue of this resolution, to determine the nature, the number and the features of the securities giving access to the Company's share capital, the modes of allocation of shares in the capital to which these securities grant rights and also the dates at which these rights of allocation may be exercised, and to amend their terms and conditions throughout the lifetimes of the said securities in accordance with applicable laws and regulations;
- to set the opening and closing dates for subscriptions, the price, as well as the amount of any premium that may be required on issue, or, where applicable, reserves, earnings or premiums which can be incorporated into the capital and the dates from which shares will bear dividend rights, the payment terms for the shares and any delays for such payment;
- in the event of the issue of debt securities, to decide whether they should be subordinated or not (and, if so, their subordination ranking, in accordance with the provisions of article L. 228-97 of the French Commercial Code), set their interest rate (in particular fixed or variable interests or zero-coupon or indexed interests) and provide for any mandatory or optional suspension or non-payment of interest, stipulate their term (fixed or perpetual), the possibility of reducing or increasing their nominal value, and the other terms of issue (including conferring them guarantees or securities) and redemption (including the delivery of Company assets); where applicable, these securities could provide for the possibility of the Company issuing debt securities (fungible or not) in payment of interest, the payment of which would have been suspended by the Company, or take the form of complex bonds as defined by the stock market authorities (for example, due to their terms of repayment or remuneration or other rights such as indexation or option rights); amend, during the life of the securities concerned, the terms and conditions referred to above, in compliance with the applicable formalities;
- to determine the manner in which said shares will be paid up;
- to set, if necessary, the terms and conditions for exercising the rights (where applicable, conversion rights, exchange or redemption rights, including through the transfer of Company assets such as treasury shares or securities already issued by the Company) attached to the shares or securities giving access to the capital to be issued and, in particular, set, even retroactively, the date from which new shares will bear dividend rights, as well as any other terms and conditions required to carry out the capital increase;
- to set, if necessary, the terms and conditions under which the Company can acquire or exchange on the market, at any time or during specified periods, securities issued or to be issued;
- to provide for the possibility of suspending the rights attached to shares or securities conferring equity rights in accordance with applicable legal and regulatory provisions;
- to charge, if deemed appropriate, the costs, taxes and fees incurred by the issuances against the amount of the corresponding share premiums, and to deduct from such amount the sums required to maintain legal reserves at one tenth of the new share capital after each issue;
- to determine and execute all adjustments required to allow for the impact of such transactions on the Company's share capital or equity, notably in the event of a change in the par value of shares, increase of capital by incorporating reserves, earnings or premiums, allocation of free shares to shareholders, securities consolidation or division, payment of dividends, reserves or premiums, or any other asset, redemption of capital, or any other operation on the share capital (including in the event of a public offering and/or change of control) and to make all other arrangements to preserve, where applicable, the rights of holders of securities giving access to capital or other rights giving access to capital (including through cash adjustments);
- to acknowledge the completion of each share capital increase carried out under this delegation of authority, and to amend the Articles of Incorporation accordingly;
- more generally, to enter into all agreements, take all measures and carry out all formalities required for the issues referred to hereinabove, for admission to trading on a regulated market, and for the financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached.

9) acknowledges that, in the event the Board of Directors decides to use the authority delegated in this resolution, the Board of Directors will report it at the next ordinary general shareholders' meeting, in accordance with the law and regulations, on the use made of the authorizations granted in this resolution.

Twentieth resolution

Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of subscribers to a Company savings plan

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 3332-18 to L. 3332-24 of the French Labor Code and Articles L. 225-129 et seq., L. 225-138, L. 225-138-1, L. 228-91 et seq. of the French Commercial Code:

1) delegates its authority to the Board of Directors, for a period of twenty-six months following the date of this Shareholders' Meeting, with right to sub-delegate, in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to increase the share capital, on one or more occasions, in the conditions laid down in articles L. 3332-18 et seq. of the French Labor Code, by issuing ordinary shares and/or securities, against payment or free of charge, governed by Articles L. 228-92 paragraph 1 or L. 228-93 paragraphs 1 and 3 of the French Commercial Code, and that confer or may confer by any means, immediately or in the future, at any time or at a predetermined date, access, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, to ordinary shares in the Company or in one of its direct or indirect subsidiaries as the case may be, in favor of members of a Company savings plan (or any other plan to members of which or which articles L. 3332-1 et seq. of the Labor Code or any similar law or regulation would make it possible to reserve a capital increase under equivalent conditions) and in French or foreign companies affiliated therewith under the conditions of Article L. 225-180 of the French Commercial Code and of Article L. 3344-1 et seq. of the French Labor Code. It should be noted that systems with a leverage effect could be implemented under the terms and conditions of this resolution.

It is specified that the issue of preferred shares as well as the issue of securities giving access to preferred shares is not allowed.

2) resolves that the maximum nominal amount of the capital increases that may be carried out, immediately or in the future, pursuant to this resolution, may not exceed two million eight hundred thousand (2,800,000) euro or its equivalent in any other authorized currency or in a monetary unit established by reference to several currencies (calculated on the date of the decision of the Board of Directors or of its delegate to increase the share capital). This maximum amount will apply to all capital increases that may be carried out pursuant to this resolution and to the twenty-first resolution hereinafter.

It should be noted that:

- to this ceiling will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to preserve the rights of holders of securities that may confer rights to the Company's share capital, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment;

- the maximum nominal amount of capital increases determined, immediately or in the future, in accordance with this resolution will be set against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force.

3) resolves that the issue price of the shares issued pursuant to this delegation or the issue price of the securities giving access to the Company's share capital and the number of shares to which the conversion, redemption and, more generally, transformation of each security which may entitle to share capital, shall be determined under the conditions set out in Articles L. 3332-18 et seq. of the French Labor Code, by applying a maximum discount of 30% to the average of the opening prices of the Company shares on the regulated market, Euronext Paris, during the twenty trading days preceding the date of the decision of the Board of Directors (or by 40% when the duration of unavailability provided for by the plan in application of Articles L. 3332-25 and L. 3332-26 of the French Labor Code is greater than, or equal to, ten years), or its delegate, setting the date at which the subscription period will start. However, the General Shareholders' Meeting authorizes the Board of Directors, if it deems appropriate, to reduce or eliminate the discount in order to take into account, *inter alia*, legal, accounting, tax and social security laws applicable locally.

4) resolves that, pursuant to Article L. 3332-21 of the French Labor Code, the Board of Directors may also decide to allocate, free of charge, new or existing shares or other securities conferring entitlement to Company shares, whether already issued or to be issued, if applicable, in lieu of the discount, provided that the financial value thereof, assessed with respect to the subscription price, does not exceed the limits imposed by Articles L. 3332-11, L. 3332-12, L. 3332-13 and L. 3332-19 of the French Labor Code and that the features of such other securities conferring entitlement to Company shares are determined by the Board of Directors in accordance with the requirements of applicable regulations.

5) resolves to cancel, in favor of the aforementioned beneficiaries, the shareholders' preferential right to subscribe shares and/or securities that may be issued pursuant to this resolution in favor of the subscribers of a company savings plans, the said shareholders also waiving any entitlement to free shares or securities issued pursuant to this delegation of authority.

6) also resolves that in the event of a failure by the beneficiaries to subscribe within the allotted time limits to the whole of the capital increase, the said increase will amount only to the amount represented by the shares subscribed to and that unsubscribed shares can be offered to the beneficiaries concerned on the occasion of a subsequent increase in share capital.

7) authorizes the Board of Directors, under the terms and conditions of this delegation, to transfer shares to members of a company or group savings plan (or similar plan) as provided for in article L. 3332-24 of the French Labor Code, it being specified that the transfer of shares carried out with a discount in favor of members of a plan or several company savings plans, referred to under this delegation, will be charged up to the nominal amount of the shares thus transferred on the amount of the ceilings referred to in the aforementioned paragraph 2).

8) resolves that the Board of Directors will have all powers, with the right to sub-delegate its authority in accordance with legal provisions and the Company's Articles of Incorporation, to implement this delegation of authority, and notably:

- to decide on the issue of shares and/or securities giving immediate or future access to the capital of the Company or one of its subsidiaries;
- to set the terms and conditions of capital increases and fix the dates, terms and conditions of issues to be performed by virtue of this resolution;

- to set the opening and closing dates for subscriptions, the price, the dates from which shares will bear dividend rights, the payment terms for the shares and any delays for such payment;
- to establish, under legal conditions, the list of companies whose beneficiaries indicated above may subscribe to shares or securities conferring access to capital thus issued and, where appropriate, benefit from the shares or securities conferring access to free allocation of capital;
- to decide that subscriptions can be made directly by the beneficiaries, members of a company or group savings plan (or similar plan), or through corporate mutual funds or other organizations or entities permitted by applicable legal and regulatory provisions;
- in the event of the issuance of debt securities, to set all the characteristics and terms and conditions attached to these securities (in particular whether they have a fixed term, are subordinate, and their remuneration) and modify, during the life of these securities, the terms and characteristics referred to above, in compliance with the applicable formalities;
- to provide for the possibility of suspending the rights attached to shares or securities conferring equity rights in accordance with legal and regulatory provisions;
- to determine and make any adjustments intended to take into account the impact of transactions on the Company's capital and equity, particularly in the event of a change in the share's nominal value, an increase in share capital by incorporation of reserves, earnings or premiums, free allocation of shares, division or consolidation of shares, distribution of dividends, reserves or bonuses or of any other assets, capital amortization, or any other operation relating to the capital or equity (including in the event of a public offer and/or in the event of a change of control), and set in accordance with legal and regulatory provisions and, where applicable, contractual stipulations providing for other preservation methods and set all other methods making it possible to ensure, if necessary, the preservation of the rights of holders of securities conferring access to the capital of the Company or of beneficiaries of stock options or purchase of shares or free allocation of shares;
- in the event of the free allocation of shares or securities conferring access to capital, to determine the nature, the number of shares or securities conferring access to capital, as well as their terms and conditions, and characteristics, the number to be allocated to each beneficiary, and set the dates, deadlines, terms and conditions for the allocation of these shares or securities conferring equity rights within the legal and regulatory limits in force, and in particular choose whether to completely or partially substitute the allocation of these shares or securities conferring equity rights to the discounts with regard to the aforementioned issue price, either to charge the equivalent value of these shares or securities to the total amount of the contribution, or to combine these two possibilities;
- to acknowledge the successful completion of capital increases up to the amount of share capital securities or securities that may confer access to shares that are effectively subscribed for and to amend the Articles of Incorporation accordingly;
- to charge capital increase costs, if applicable, against the share premium raised by these increases and, if it deems appropriate, to deduct from share premium the amounts necessary to bring reserves to one-tenth of the new share capital resulting from each capital increase;
- more generally, to enter into all agreements, take all measures and carry out all formalities useful or necessary for the issues referred to hereinabove, for admission to trading, and for the financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached.

9) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the twentieth resolution of the Combined General Shareholders' Meeting of May 27, 2025.

Twenty-first resolution

Delegation of authority to be granted to the Board of Directors, for a period of eighteen months, to decide to issue ordinary shares in the Company or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of certain categories of beneficiaries, in the context of employee share ownership plans

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for extraordinary general shareholders' meetings, having reviewed the Board of Directors' report and the Statutory Auditors' special report, and pursuant to Articles L. 225-129 et seq., and notably Articles L. 225-129-2, L. 225-138 and L. 228-91 et seq. of the French Commercial Code:

1) delegates its authority to the Board of Directors, for a period of eighteen months following the date of this Shareholders' Meeting, with the right to sub-delegate, in accordance with legal provisions in force and the Company's Articles of Incorporation, the authority to increase the share capital, on one or more occasions, in the proportions and at the times it sees fit, both in France and abroad, by issuing, against payment or free of charge, ordinary shares and/or any securities governed by Articles L. 228-92 paragraph 1 or L. 228-93 paragraphs 1 and 3 of the French Commercial Code, giving access by any means, immediately or in the future, at any time or on a determined date, by subscription, conversion, exchange, redemption, presentation of a warrant or by any other means, through ordinary shares to be issued by the Company or one of its direct or indirect subsidiaries (including equity securities giving the right to the allocation of debt securities), as the case may be, reserved to persons meeting the characteristics of the categories (or one of the categories) defined hereafter.

2) resolves that the maximum nominal amount of the capital increase that may be carried out, immediately or in the future, pursuant to this resolution may not exceed two million eight hundred thousand (2,800,000) euro or its equivalent in any other authorized currency or in a monetary unit established by reference to several currencies. This maximum amount will apply to all capital increases that may be carried out pursuant to this resolution and to the aforementioned twentieth resolution.

It is specified that:

- to this ceiling will be added, if applicable, the par value of any ordinary shares that may be issued additionally, in the event of new financial transactions, to protect the rights of holders of securities that may confer rights to the Company's share capital, in pursuance of legal and regulatory provisions, and, where applicable, in accordance with contractual provisions referring to other cases requiring adjustment;
- the maximum nominal amount of the capital increases determined, immediately or in the future, in accordance with this resolution will be set against the total maximum amount of thirty million (30,000,000) euro set forth in paragraph 2) of the twelfth resolution put before this Shareholders' Meeting, or, if applicable, set against any total maximum amount stipulated in a resolution of similar nature that might succeed the aforesaid resolution whilst this delegation of authority remains in force.

3) resolves to cancel, in favor of the beneficiaries designated below, shareholders' preferential right to subscribe for shares and/or other securities that may be issued in pursuance of this resolution which will also entails a waiver by shareholders of their preferential right to subscribe for the ordinary shares of the Company to which the securities issued in pursuance of this delegation of authority may grant entitlement, and to reserve the right to subscribe to said ordinary shares to the categories of beneficiaries meeting the following criteria:

- a) employees and corporate officers, or some of the aforesaid, of the companies of the Group that are affiliated with the Company, as defined by Article L. 225-180 of the French Commercial Code and by Article L. 3344-1 of the French Labor Code, and whose principal offices are located outside France; and/or
- b) undertakings for Collective Investment in Transferrable Securities (UCITS) or other French or foreign employee shareholding entities, whether or not they are established as a legal entity, that invest in the Company's securities and whose unit holders or shareholders are persons referred to in subsection a) of this paragraph; and/or
- c) any bank or bank subsidiary acting at the Company's request for the purpose of setting up a shareholding or savings plan for the benefit of the persons referred to in subsection a) of this

paragraph, provided that the subscription by the party authorized pursuant to this resolution enable the employees of foreign subsidiaries to benefit from employee shareholding or savings plans with financial advantages equivalent to those available to other employees of the Group.

It should be noted that systems with a leverage effect could be implemented under the terms of this resolution.

4) resolves that the issue price of each share in the Company will be set by the Board of Directors applying a maximum discount of 30% on the average opening price of the Company's shares on the regulated Euronext Paris market during the 20 trading days preceding the date of the decision by the Board of Directors, or its delegate, setting the share price for subscription to the capital increase, or, in the event of a capital increase that is concomitant with a capital increase reserved for members of a savings plan, the subscription price for this capital increase (twenty-ninth resolution hereinabove). However, the General Shareholders' Meeting authorizes the Board of Directors, if it deems appropriate, to reduce or eliminate the discount in order to take into account, inter alia, legal, accounting, tax and social security laws applicable locally;

5) it should be noted that the issuance of preferred shares or securities that confer the right to preferred shares is not allowed;

6) resolves that the Board of Directors will have all powers, including the power of postponement, with the right to sub-delegate its authority in accordance with legal provisions, to implement this delegation of authority, and notably:

- to decide on the issue of shares and/or securities giving immediate or future access to the capital of the Company or one of its subsidiaries;
- to set the issue date, amount and price of new shares to be issued, as well as all other terms and conditions, including the delays, the conditions of subscription, the date from which shares will bear dividend rights, which may be retroactive, and the manner in which said shares will be paid up;
- to draw up the list of persons, from among the aforementioned categories, benefiting from the suppression of preferential subscription rights, as well as the number of shares to be subscribed by each of these beneficiaries;
- to fix the opening and closing dates for subscription periods;
- to charge capital increase costs, if applicable, against the share premium pertaining to these increases and, if it deems appropriate, to deduct from share premium the amounts necessary to bring reserves to one-tenth of the new share capital resulting from such capital increases;
- to determine and execute all adjustments required to allow for the impact of such transactions on the Company's share capital or equity, notably in the event of a change in the par value of shares, increase of capital by incorporating reserves, earnings or premiums, allocation of free shares, securities consolidation or division, payment of dividends, reserves or premiums, or any other asset, redemption of capital, or any other operation on the share capital (including in the event of a public offering and/or change of control) and to make all other arrangements to preserve, where applicable, the rights of holders of securities giving access to the Company's capital or other rights giving access to the Company's capital, in particular with regard to beneficiaries of share subscription or purchase options or free share allocations (including through cash adjustments);
- to take all necessary measures to carry out the issues;
- to acknowledge the completion of the share capital increase in pursuance of this resolution, to issue the shares and make the corresponding amendments to the Articles of Incorporation, to carry out all formalities, make all necessary declarations and request all authorizations that may prove necessary to successfully complete these issues;
- more generally, to enter into all agreements, take all measures and carry out all formalities required for the issues referred to hereinabove, for admission to trading on a regulated market, and for the

financial servicing of the securities issued in pursuance hereof, including the exercise of all rights attached;

7) acknowledges that this delegation of authority cancels, with immediate effect, the unused portion and unexpired term of the authority previously delegated pursuant to the twenty-first resolution of the Combined General Shareholders' Meeting of May 27, 2025.

Twenty-second resolution

Powers to carry out formalities

The General Shareholders' Meeting grants all powers to the bearer of a copy or excerpts of the minutes of this Shareholders' Meeting to carry out all legal and other formalities that may be required.

TERMS AND CONDITIONS FOR PARTICIPATING IN THIS GENERAL SHAREHOLDERS' MEETING

1. Formalities for Attending the General Shareholders' Meeting

In accordance with Article R. 22-10-28 of the French Commercial Code, all Company shareholders may participate in the General Shareholders' Meeting, regardless of the number of shares they hold or whether they hold registered or bearer shares.

To this end, shareholders are required to prove ownership of their shares, which must be registered in their name or in the name of the financial intermediary registered on their behalf, pursuant to Article L. 228-1 of the French Commercial Code, **no later than the fifth business day preceding the General Shareholders' Meeting, i.e., Wednesday, May 20, 2026, midnight Paris time**, according to the terms as follows:

- For registered shareholders (pure or administered registered shares)

The shares must be registered in the registers held on behalf of the Company by its financial intermediary, Uptevia.

- For holders of bearer shares

The financial intermediary with whom shares are held in bearer form, must provide proof of your shareholder status to Uptevia (*Service Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris La Défense Cedex*) – the centralizing intermediary for the General Shareholders' Meeting, by producing a shareholding certificate issued by the financial intermediary, where applicable, via electronic means in accordance with Article R. 22-10-28 of the French Commercial Code.

2. Means of Participating in the General Shareholders' Meeting

Shareholders may participate in the General Shareholders' Meeting by choosing one of the following three options:

- attending the General Shareholders' Meeting to be held on May 27, 2026;
- voting remotely by Internet (VOTACCESS) or by Post;
- granting a proxy to the Chairman of the General Shareholders' Meeting or to any other person of their choice by Internet (VOTACCESS) or by Post.

Shareholders are advised to indicate their chosen method of participation in the General Shareholders' Meeting without waiting until the final deadlines.

Once a shareholder has requested an admission card or a shareholding certificate to attend the General Shareholders' Meeting, voted remotely or granted a proxy, they may no longer change their method of participation, in accordance with Article R. 22-10-28 III of the French Commercial Code.

How to log in to the VOTACCESS system:

To exercise their right to participate online, shareholders must log in to the VOTACCESS system:

For registered shareholders (pure or administered registered shares)

- **Pure registered shareholders** may access the VOTACCESS platform by logging on to their Shareholder Account via the <https://www.investors.uptevia.com> platform with their usual ID.
- **Administered registered shareholders** may access the VOTACCESS platform by logging on to the VoteAG platform via <https://www.voteag.com> with the temporary codes provided on the participation form or the *e-convocation*, if opted.

For holders of bearer shares

Only holders of bearer shares whose financial intermediary is connected to the VOTACCESS system will have access to this service.

To do so, they must log in to their financial intermediary's online portal with their usual access codes. It is the responsibility of holders of bearer shares to ascertain whether their financial intermediary, which manages their securities account, is connected to the VOTACCESS system, and, if so, to familiarize themselves with the terms and conditions of use of the VOTACCESS platform.

The VOTACCESS platform for this General Shareholders' Meeting will be open from Wednesday, May 6, 2026, until the day before the General Shareholders' Meeting, i.e. Tuesday, May 26, 2026, 3 pm, Paris time.

2.1 Attending the General Shareholders' Meeting in Person

Shareholders wishing to physically participate in the General Shareholders' Meeting must have an identity document and an admission card, which they can request as follows:

▪ By Internet

For registered shareholders (pure or administered registered shares)

Once logged into their shareholder portal, registered shareholders should follow the on-screen instructions to access the VOTACCESS platform and request an admission card.

For holders of bearer shares

Holders of bearer shares whose financial intermediary is connected to the VOTACCESS system must follow the on-screen instructions to access the VOTACCESS platform and request an admission card.

▪ By post

Admission card requests sent by post must be **received by Uptevia** as soon as possible and no later than three (3) days before the General Shareholders' Meeting, i.e., **Sunday, May 24, 2026, midnight Paris time.**

Under no circumstances may requests for admission cards be sent directly to Publicis Groupe S.A.

For registered shareholders (pure or administered registered shares)

Registered shareholders who have not opted for the *e-convocation* must complete the participation form attached to the meeting notice that will be sent to them, by post. This form must be duly completed, dated and signed, and then **returned directly to Uptevia** (*Service Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris La Défense Cedex*).

For holders of bearer shares

Holders of bearer shares must **request an admission card to their financial intermediary** managing their securities account. The financial intermediary will forward the request, along with a shareholding certificate to prove their shareholder status as of the date of the request, to Uptevia, which will then send the admission card to the shareholder by post.

Shareholders who have not received their admission card by the fifth business day preceding the General Shareholders' Meeting, i.e., Wednesday, May 20, 2026, may:

- **for registered shareholders**, present themselves at the shareholders' desk on the day of the General Shareholders' Meeting with a valid identity document;
- **for holders of bearer shares**, ask their financial intermediary to issue a shareholding certificate proving their shareholding status on the fifth business day preceding the Meeting.

2.2 Vote remotely or by proxy, by granting powers to the Chairman of the General Shareholders' Meeting or to any other person of their choice

If shareholders are unable to attend the General Shareholders' Meeting in person, they may participate either by casting their vote or by granting a proxy to the Chairman of the General Shareholders' Meeting or to any other person of their choice.

It is specified that for any proxy granted by a shareholder without indicating the chosen person or containing incomplete information, the Chairman of the General Shareholders' Meeting will vote in favor of the draft resolutions presented or approved by the Board of Directors and against all other draft resolutions.

▪ By Internet

Shareholders are advised to exercise their voting rights or to grant proxy without waiting until the final deadline in order to secure their votes and prevent any congestion on the VOTACCESS platform.

For registered shareholders (pure or administered)

Once logged into their shareholder portal, registered shareholders should follow the on-screen instructions to access the VOTACCESS platform and proceed to vote or appoint /revoke a proxy.

For holders of bearer shares

Holders of bearer shares whose financial intermediary is connected to the VOTACCESS system must follow the on-screen instructions to access the VOTACCESS platform and vote or appoint/revoke a proxy.

Another method of granting proxy for registered and holders of bearer shares:

Registered and holders of bearer shares are informed that, in accordance with Articles R. 225-79 and R. 22-10-24 of the French Commercial Code, they may appoint or revoke a proxy electronically by sending an e-mail to the following address: "ct-mandataires-assemblees@uptevia.com". Your e-mail must include an attached scanned copy of your participation form, specifying the following information: Company name (Publicis Groupe S.A), date of the General Shareholders' Meeting (May 27, 2026), surname(s), first name (s), bank details, the shareholder's address, as well as the surname(s), first name(s) and address of the appointed or revoked proxy. Holders of bearer shares must also enclose the shareholding certificate issued by their financial intermediary.

Only notifications of appointments or revocations of a proxy may be sent to the aforementioned e-mail address; any other request or notification relating to another matter will not be taken into consideration and/or processed.

▪ **By post**

In order for their voting instructions and the appointment or revocation of a proxy to be validly taken into account, the participation form must be **received by Uptevia** as soon as possible and no later than three (3) days before the General Shareholders' Meeting, i.e., **Sunday, May 24, 2026, midnight Paris time**.

Under no circumstances may participation forms be sent directly to Publicis Groupe S.A.

For registered shareholders (pure or administered)

Registered shareholders who have not opted for the *e-convocation* must complete the participation form attached to the meeting notice that will be sent to them by post. This form must be duly completed, dated and signed, and then **returned directly to Uptevia** (*Service Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris La Défense Cedex*).

For holders of bearer shares

Holders of bearer shares must **request the participation form from the financial intermediary** managing their securities account, as from the date of convening of the General Shareholders' Meeting. The form must be completed, dated and signed and then **returned to the financial intermediary**, which will forward it to Uptevia together with a shareholding certificate.

3. Transferring shares before the General Shareholder's Meeting

Shareholders who have already returned their participation form or requested an admission card or a shareholding certificate may transfer all or part of their shares until the day of the General Shareholders' Meeting.

However, when a transfer occurs before the fifth business day preceding the General Shareholders' Meeting, i.e., **Wednesday, May 20, 2026, midnight Paris time**, the financial intermediary shall notify the Company of the transfer and provide the elements to cancel the vote or adjust the number of shares and voting rights corresponding to the vote.

Any transfer of shares made after the fifth business day preceding the General Shareholders' Meeting, i.e., **Wednesday, May 20, 2026, midnight Paris time**, shall not be notified or taken into account, regardless of the means used, notwithstanding any agreement to the contrary.

4. Shareholders' right of disclosure

In accordance with applicable legal and regulatory provisions, all the documents to which shareholders must have access to in the context of the General Shareholders' Meeting will be made available at the Company's registered office at 133, avenue des Champs-Élysées, 75008 Paris, within the legal time limits.

Moreover, the documents and information referred to in Article R. 22-10-23 of the French Commercial Code may be consulted on the Company's website www.publicisgroupe.com, Annual General Meeting section, no later than the twenty-first day preceding said General Shareholders' Meeting, i.e., **Wednesday, May 6, 2026**.

5. Audiovisual Broadcasting

In accordance with Article R. 22-10-29-1 of the French Commercial Code, the General Shareholders' Meeting will be broadcast live and on-demand, and will be available on the Company's website: <https://www.publicisgroupe.com/en/investors/shareholders/annual-general-meeting>

6. Requesting the addition of items or draft resolutions to the agenda

One or more shareholders representing at least the fraction of the capital, provided for by the applicable legal and regulatory provisions, may request the addition of items or draft resolutions to the agenda under the conditions referred to in Articles L. 225-105, R. 225-71 to R. 225-73, R. 22-10-21 and R. 22-10-22 of the French Commercial Code.

Requests for the addition of items or draft resolutions to the agenda must be sent to the Chairman of the Board of Directors, preferably electronically, to the following address: "investor-relations@publicisgroupe.com", and if applicable, by registered letter with return receipt, to the Company's registered office at 133, avenue des Champs-Élysées, 75008 Paris, which must reach the Company no later than the twenty-fifth calendar day preceding the General Shareholders' Meeting, i.e., **Saturday, May 2, 2026**.

Request must be accompanied by:

- the item to be included to the agenda and its purpose,
- the text of said draft resolution, which may be accompanied by a short explanatory statement,
- a stock transfer certificate proving that the authors of the request hold or represent the fraction of the capital required by the aforementioned Article R. 225-71 of the French Commercial Code.

Moreover, items or draft resolutions submitted by shareholders will be reviewed at the General Shareholders' Meeting provided that the authors of such request produce a new certificate proving registration of their shares in the same accounts no later than the fifth business day preceding the General Shareholders' Meeting, i.e., **Wednesday, May 20, 2026, midnight Paris time**.

The items and draft resolution texts whose registration on the agenda has been requested by shareholders will be published on the Company's website www.publicisgroupe.com, Annual General Meeting section, in accordance with Article R. 22-10-23 of the French Commercial Code.

7. Submission of written questions

In accordance with Articles L. 225-108 and R. 225-84 of the French Commercial Code, any shareholder may submit written questions.

These questions will be sent to the Chairman of the Board of Directors, preferably electronically to the following address: "investor-relations@publicisgroupe.com", and, when necessary, by registered letter with return receipt at the Company's registered office at 133, avenue des Champs-Élysées, 75008 Paris, no later than the third business day preceding the date of the General Shareholders' Meeting, i.e., **Friday, May 22, 2026, midnight Paris time**. Questions submitted must be accompanied by a stock transfer certificate.

In accordance with the legislation in force, questions may be responded to jointly if they relate to the same content or the same issue. The response to a written question will be deemed having been given once a response is provided during the General Shareholders' Meeting or when it is published on the Company's website www.publicisgroupe.com, Annual General Meeting section.

It is specified that only written questions within the meaning of the provisions of the aforementioned Articles L. 225-108 and R. 225-84 of the French Commercial Code may be sent to the Company; any other request or notification relating to any other matter will not be processed and/or taken into account.

8. Confirmation that your vote has been taken into account

Shareholders can receive confirmation that their vote has been taken into account in the following ways:

- ***Shareholders voting online via the VOTACCESS platform***
 - **Before the General Shareholder's Meeting**: shareholders will be able to download a voting certificate on the VOTACCESS platform confirming that their instructions have been communicated to the General Shareholders' Meeting centralizing intermediary;
 - **After the General Shareholder's Meeting**: provided shareholders have already requested a voting confirmation when entering their vote by ticking the corresponding box on the VOTACCESS platform, a confirmation will be available on the VOTACCESS platform, in the voting instructions menu, within fifteen (15) days following the General Shareholders' Meeting.

- ***Shareholders voting by post via the participation form***

Shareholders wishing to receive confirmation that their voting instructions have been taken into account must send a request within three (3) months of the date of the General Shareholder's Meeting by registered letter with return receipt to Uptevia (*Service Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris La Défense Cedex*).

Such a request must indicate: the Company's name (Publicis Groupe S.A.), the date of the General Shareholders' Meeting (May 27, 2026), the surname(s), first name(s) and address of the shareholder.

This notice will be followed by a notice of meeting containing any changes to the agenda as a result of requests for the addition of items or draft resolutions submitted by shareholders.

The Board of Directors